



# Village of Fox Lake

## Fiscal Year Budget

### 2020 - 2021



# Village of Fox Lake

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# Section 1

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## Transmittal Letter

Anne Marrin – Village Administrator



# **MANAGEMENT’S LETTER TO THE CORPORATE AUTHORITIES OF THE VILLAGE OF FOX LAKE, ILLINOIS**

July 10, 2020

Dear Mayor Schmit and Board of Trustees:

It is a pleasure to submit the budget for the Village of Fox Lake for the Fiscal Year commencing on May 1, 2020 and ending April 30, 2021. It is an honor to represent the Village of Fox Lake, work for a Mayor and Board who set policy based on the interests of the community and work alongside a professional team of employees who embrace the mission established by the Village Board to provide fiscally responsible, high quality services through effective, transparent and collaborative government. This budget reflects the commitment of the Mayor, Village Board and the Village Staff to fiscal stability, public safety and continued investment in the Village’s infrastructure.

All of the various achievements highlighted throughout this document exemplify the exceptional teamwork and cooperation which makes these results possible. The Mayor and the Village Board provide crucial leadership and vision, which results in clear direction for developing programs and projects that move our community forward. The Department Directors are charged with designing and implementing the programs and monitoring the many projects, as well as providing guidance on the various issues, using their own expertise. And of course, the supervisors and front-line staff execute the vision and provide the multitude of services required by our residents. The Village remains fortunate to have such a dedicated, devoted and knowledgeable workforce and it continues to be my privilege to lead such an extraordinary staff.

The FY20-21 Budget instructions provided to each department emphasized the importance of maintaining balance between moving towards the overall goals and objectives established by the Village’s 5-year Strategic Plan and as directed by the Village Board, while continuing to provide excellent services to our residents and businesses. However, subsequent to the initial budget planning the scope of COVID-19 pandemic became evident especially with the Governor’s order to close non-essential businesses effective March 16, 2020. Therefore, revenue projections were modified and staff was directed to reduce spending in order to maintain adequate fund balances. No salary increases were extended to non-union staff and all hiring was postponed.

Primarily due to the strategic initiatives undertaken in the current and prior years, the Village will enter the Fiscal Year 2020-2021 with fund balances that meet the Village’s policy allowing it to maintain its levels of service to the community. While the pandemic has rendered development of this budget challenging, internal strategies for the year include evaluation of the E911 dispatch operations options, continued efforts to develop strong incentives for business partnerships, and the continuation of infrastructure improvement projects that have been planned over the last several years.



Reserves for capital spending have been depleted during the past year due to the substantial number of capital projects. As always, the budget reflects a sound practice of limiting borrowing to necessary projects, maintaining the Village's borrowing level at moderate levels as the Village positions itself for the future.

Challenges going forward obviously include dealing with the uncertainties of the COVID pandemic but also include identifying non-tax funding sources for the Village's street maintenance program and finding cost efficiencies to offset the constant pressure of rising prices and personnel expenses. In spite of these challenges, the budget reflects a continued commitment to maintaining sufficient reserves to cover the Village's operating needs, meet long-term financial goals and plan for the growth and development of the Village.

### **Economic and Political Climate**

As the budget was initially being prepared, the economy was booming with record low unemployment. All that changed as the extent of the COVID outbreak became realized and the state ordered a shut-down of schools and non-essential businesses in mid-March. While places for eating taxes and video gaming revenues plummeted, some businesses such as grocery, hardware, and superstores/discount retailers have been a source of steady sales tax revenue. The Village expects this trend to continue throughout FY20-21. Building and related permits are expected to improve as the fiscal year progresses as people use resources to invest in their homes. The pandemic also increased expenses related to cleaning and sanitizing buildings, vehicles, and equipment, and providing personal protective equipment to employees. With the closure of Village buildings to the public the Village needed to invest in electronic communications and develop methods to safeguard employees such as allowing employees to work at home on a staggered basis.

At the national level, the average unemployment rate for 2019 was 3.7 percent. In April 2020 the national rate increased to 14.7 percent. In Illinois the seasonally adjusted unemployment rate skyrocketed from 4.2% in March 2020 to 17.2% in April 2020. Even before the COVID pandemic, the State of Illinois struggled with unfunded and growing liabilities which continue to negatively affect statewide economic growth, revenue streams to municipalities, and the State's bond rating. The fiscal year revenue shortfalls are projected to add an additional \$2.0 billion to the current bill backlog. The immense financial challenges currently faced by the State have resulted in a permanent increase to the State's income tax rate (the personal rate is 4.95% and corporate is 7%) to raise additional revenue. The State's inability to move forward without some form of resolution to this financial crisis results in local governments continuing to utilize a more conservative "wait and see" approach to budgeting.

The below changes were taken into account in both the FY2019-20 amended budget and the FY20-21 adopted budget being presented here.

- Cannabis Regulation and Use Tax Act became effective January 1, 2020 estimated to provide \$8,463 to the Village or \$0.80 per capita. The Act provides 8% of the State's revenue to municipalities allocated on a per capita basis.
- Starting January 1, 2020, marketplace facilitators such as Amazon are required to collect the 6.25% use tax on marketplace sales from certain retailers. This and the 2018 Supreme Court decision on South Dakota v. Wayfair, Inc. case will temporarily result in increased use taxes.

- Effective January 1, 2021, marketplace facilitators and eligible remote retailers are required to collect both Illinois' 6.25% Retailers Occupation Tax (ROT) and any locally imposed ROT, instead of the 6.25% use tax, on online purchase from sellers based on where the produce is delivered. This will reduce use taxes significantly but will increase state and local ROT. This will not likely have a discernable impact on the Village revenues in FY20-21 because of the lag time from the sales to the recording of revenue by the Village.
- Effective July 1, 2019, the State doubled the motor fuel tax from \$0.19 to \$0.38 per gallon resulting in additional revenue to the Village from the newly created Transportation Renewal Fund (TRF) of approximately \$15.00 per capita for FY20-21.

The Federal Reserve Bank lowered interest rates to near zero negatively affecting the short-term interest rates that affect all but the Police Pension Fund interest earnings. Interest earnings have been reduced overall due to the lower rates and reductions in reserves from capital spending.

As the State of Illinois continues in its attempts to reduce the amount of State funds distributed to local governments, the Village takes a conservative budget approach to its reliance on state shared revenues. Improving organizational efficiency, becoming innovative with methods of service delivery and pursuing grant funding opportunities are steps that will be taken by the Village to navigate the economy through these uncharted waters. Moderate revenue growth combined with strict expenditure management should allow the Village to continue to deliver essential services at their current levels. However, in order to fund future infrastructure improvements, capital expenditures, and major programs or purchases, it will be necessary to seek new revenue sources and analyze current Village fees and rates. Monitoring trends in the private sector and being responsive to changes in the market will also be needed for the Village to withstand any relapse in the economy.

### Budget Methodology

This year's budget continues the evolution of many of the 2019-20 initiatives, including in-depth analysis of organizational processes, personnel requirements, services contracts and long term liability management. The budget process started early with development of a preliminary budget for the General Fund. The General Fund supports the majority of the Village's services, such as public safety, street maintenance, and financial services. When preparing the budget for adoption, the COVID-19's financial crisis and its impact on the Village's finances became imminent, a Village's response to all that has changed was necessary to not only address the Board's concerns but also to manage the pandemic. The Village incorporated the following response initiatives into the budget to alleviate the pandemic's impact on the fund balances.

- Hiring freeze for all open positions across every department;
- Non-union wages have been retained at current rates;
- A 3.5% cut in varying departmental budgets including removal of planned projects and technological upgrades;
- Removal of all capital expenditures that are not funded with grant funds, or are already in progress;

- Removal of any budgeted funds for land acquisition for the purposes of park expansion;
- Reductions of grants by \$2.2 million as new grants are not expected to be awarded.

The Village Board completed an in-depth review of the General Fund preliminary budget during its March 17<sup>th</sup>, 2020 Budget Workshop, April 14<sup>th</sup> and April 28<sup>th</sup>, 2020 Board meetings. There were several budget areas discussed including current economic downturn and its impact on the needed infrastructure during the budget workshops and meetings. A separate review of the budget was conducted in June of 2020 due to IDOTs reallocation of funding for the Nippersink Boulevard Project and the Village moving onto the November 2020 IDOT letting. A Budget Amendment was approved by the Village Board on July 14, 2020, allocating funds to award the project. The STP funding an MFT and fund expenditures are reflected in this Budget Book under “Approved Amended Budget”.

### **Executive Summary**

The following points provide an executive summary of the FY 2020-21 budget detail that follows:

#### **Comprehensive Village Outlook**

- Total revenue for the Village is \$23.8M (excluding IEPA loans), which is \$5.4M or 19% lower than the prior year amended budget.
- Total expenditures (excluding capitalized assets and depreciation in the enterprise funds) are budgeted at \$25.62M, which is \$3.4M or 10% lower than the prior year amended budget. This computes to a net use of funds in FY 2020-21 of \$4.0M.
- General Fund revenue accounts for 43% of the total revenue, down from 47% of the prior year amended budgeted revenues.
- General Fund total expenditures, including the inter-fund transfer to the NWRWF and capital outlay of \$12.0M, represents 22% of the Village’s \$54.3M total budgeted expenditures.
- Personnel-related expenditures account for 38% of total expenditures in contrast to 32% for non-personnel-related operating expenditures.
- Spending on capital projects, including those assets capitalized in the enterprise funds, total \$27.9M, which is \$10.2M higher than the prior year’s amended budget.
- Village-wide emphasis has been on the revitalization of infrastructure and local business growth and development as evidenced by the robust capitalization budget and creation of the new Business Development Districts in the south and central areas of the Village starting January 2018.
- Total principal debt outstanding is \$7.2M both in the form of general obligation bonds and revenue bonds. The Village has additional debt capacity of \$22.9M in general government obligations before it reaches its regulatory limit of 8.625% of taxable EAV.
- The General Fund total fund balance is projected to be \$8.6M and the unrestricted net asset balances of the Water Fund and NWRWRF Fund are projected at \$7.9M and \$9.9M, respectively.



### **General Fund Outlook**

- General Fund revenue is \$10.2M, when one-time grant revenues of \$40,000 are excluded from the revenue sources. This is \$2.2M lower than the 2019-20 amended budget estimates of \$12.5M. This decrease in revenue projection is anticipated mostly due to the COVID-19 pandemic impacts that are expected to cut into nearly every source of revenues including utility taxes, taxes on retail sales, places for eating taxes and video gaming proceeds.
- Taxes represent the highest source of revenue for the General Fund at \$6.8M or 66% of total General revenues. Public Safety uses the most General Fund resources at \$6.0M or 50% of the total expenditures; higher than the prior year at 38% of total expenditures.
- Total operating expenditures for the General Fund are budgeted at \$11.8M, which is \$450k or 1.3% lower than the prior year amended budget of \$12.2M. This is mostly attributed to budget cuts adopted due to the pandemic and decrease in the debt service.
- Total debt service payments for the General Fund decreased to \$463K from the prior year of \$631k. This change is attributed mostly due to paying off the 2003A GO Debt Certificates. The Village does not expect to issue any general obligation debt this fiscal year. The Village is anticipating securing additional loans of \$14M from the IL EPA for the Water/Sewer Interconnect Phase II project, which has been included in the Water/Sewer budget.
- Capital expenditures are budgeted at \$263,000 for the year compared to prior year \$3.6M. This significant change is due to deferring projects in response to current economic conditions. The projects that have been postponed are Hickory Cove Street repairs, Knollwood Street repairs, Oak Street Road reconstruction and Forest Ave rehabilitation projects.
- Net deficit of revenues, excluding grant revenues, over expenditures before capital projects is \$1.5M. This deficit is mostly the result of revenue losses anticipated for the pandemic.
- Total General Fund Balance is projected to be \$8.4M, showing a reduction of \$1.7M due to anticipated revenues losses, which is mostly the result of the pandemic crisis. The unrestricted portion is estimated at \$3.9M, which represents 33% of total non-capital expenditures for the General Fund which meets the Village fund balance policy of 33%.

### **Special Revenue Funds Outlook**

- The Tax Increment Financing District Fund will collect \$73k in taxes and will spend \$326k, with \$314k on sidewalk and land improvements in the District.
- The Motor Fuel Tax Fund shows \$229k in tax revenue, \$211k in operating expenditures for road lighting, deicing and routine maintenance. \$3.2 million has been allocated for the Nippersink Blvd. Project that will begin in November of 2020.
- The Business Development Districts (BDD's) in the South and Central areas of the Village are projected to receive \$423k and \$400k, respectively, in sales tax revenue. Capital expenditures for the South District is planned to be \$700k for Frontage Road improvements. Capital expenditures of \$992k in the Central District are for Route 12 sidewalk improvements, Grand Avenue lighting, Grace Ave

rehabilitation, and Millennium Park improvements. These projects such as development of a new parking lot in the central district and rehabilitating roads in the south district are intended to expand business interests in the community.

### **Enterprise Funds Outlook**

- The Commuter Parking Fund shows \$63k in revenues and \$115k in expenditures. Expenditures increased by \$10k from the personnel costs allocated to the fund for expanded patrols in parking areas.
- The Water/Sewer Fund shows revenues of \$4.2M as compared to \$4.6M for the prior year (excluding \$20.3M in IEPA interconnect project loan).
- The decrease in the revenue is mostly due to the net result of revised downward water sales forecast due to the pandemic; and increase in the bi-monthly base rate from \$48.85 to \$50.95 (4.3%) and the consumption charge rise from \$3.63 to \$3.79 per thousand gallons (4.3%).
- Water/Sewer operating expenditures are budgeted at \$3.3M as compared to \$3.0M in the prior year amended budget.
- Water/Sewer capital expenses are planned at \$22.8M compared to \$9.8M last year.
- The most significant projects are the Interconnect Phase I construction of \$7.2 and the Interconnect Phase II engineering and construction of \$14.0M, which are financed by the low interest IEPA loans.
- The Water/Sewer unrestricted net assets are projected to decrease from \$8.6M to \$6.1M.
- The NWRWRF budget includes \$4.7M in revenues, which is \$825k less than the prior year amended budget. This decrease is mostly due to anticipated impacts of the COVID-19 pandemic across the revenue streams which resulted in revising downward projection of Interest income by \$244k or 75% and sewer charges \$414k or 10%.
- NWRWRF expenditures remained at the prior year's level of \$7.4M due to the Village's efforts to curtail expenditures in response to a widespread slowdown in economic activities, as a result of the coronavirus pandemic.
- NWRWRF capital expenses are scheduled at \$2.9M and include the replacement of Screw Pump for \$800k, Bldg. 15 & 20 Roof for \$400k, Master Flow Meter for \$564k and Bldg. 55 Drive for \$630k.
- The NWRWRF unrestricted net assets at year-end is projected to be \$9.8M; down from \$13.2M estimated at the end of FY 2019-20. This reduction is attributed to the projects being funded with cash reserves. This will have the effect of increasing the net capital assets.
- The 911 Dispatch fund balance deficit is estimated to decrease by \$35k from (\$602) to (\$566k) as projected revenues of \$1.44M are expected to cover operating expenses of \$1.40M. Since this fund's prior years' activities had been funded through the General Fund, no capital expenses are planned, currently.

### **Fiduciary Fund Outlook**

- The Police Pension Fund projected revenues at \$1.8M, which is the same amount that is anticipated for FY 2019-20.
- The Police Pension property tax levy for 2019 (FY 2020-21 revenues) consumes a higher percentage of the total property tax levy because the Village's obligations went up dramatically due to the changes in the earnings assumptions from 7% to 6.75%.
- The total Village contribution (including property tax levy) is \$828k compared to \$731k last year for a total increase of \$97k. This number is expected to increase by approximately \$70k per year over the next two years.
- The net surplus of revenue over expenses in the pension fund is projected to be \$724k resulting in an estimated reserved fund balance of \$18.7M at year-end.

### **Budget Presentation**

The FY2020-2021 budget documents follow the same format as previous years and allow readers to go from a more summarized format to as much detail as desired. It begins with this transmittal letter, which explains the layout of the budget document, as well as provides an executive summary for the budget as a whole.

Next, the Financial Summaries section allows the reader to view the total budget, at a glance, both in chart form and graph form. Other information provided in this section includes Fund Balance Summaries, graphs and financial summaries of General Fund Revenues and Expenses, historical information on staffing levels, and Debt Service Schedules.

The middle sections of the report provide a breakdown of revenues and expenditures for each of the funds, including the General Fund, Special Revenue Funds, Enterprise Funds, and the Fiduciary Fund. The General Fund expenditures are further broken down by functional area (i.e., administration, public safety, parks and recreation, community development, motor pool, and public works/streets). Within each of these categories, a narrative with highlights and a Summarized Financial Report appear, followed by the detailed budgets for each account and explanatory notes of budget considerations for each.

The latter sections of the report include the Village's Capital Improvement Plan and ongoing Strategic Planning Initiatives, which along with the annual operating budget provide a well-rounded look at where the Village is headed.

The development of an annual budget is a significant task that is interwoven with planning at all levels of the organization, which requires contributions from many Village employees. I would like to express my gratitude to the entire Village staff for their diligence and perseverance in improving this important financial tool. Particularly, I would like to thank Assistant to the Village Administrator Laura Linehan, Finance Director Nazer Uddin, Accounting Manager Laura Rudkin, Police Chief Jimmy Lee, Community Development Director Donovan Day, Public Works Director Kealan Noonan, FoxComm E911 Manager Lindsay Stroberg, and Northwest Regional Water Reclamation Facility Director Ryan Kelly for their



cooperation, responsiveness and ability to get the job done. Finally, I would like to sincerely thank the Village Board for their ongoing stewardship over Village finances and sound planning for the Village's future.

Sincerely,

A handwritten signature in cursive script, appearing to read "Anne Marrin".

Anne Marrin  
Village Administrator

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# Section 2

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## Organization & Services

GFOA Budget Award FY2019-20

Village of Fox Lake Map

List of Principal Officers

Organizational Chart

Village Commissions, Committees, and Board

Community Profile

Community Characteristics

Fund Structure

Department Fund Relationship Structure

## Budget Process and Structure

Budget Process

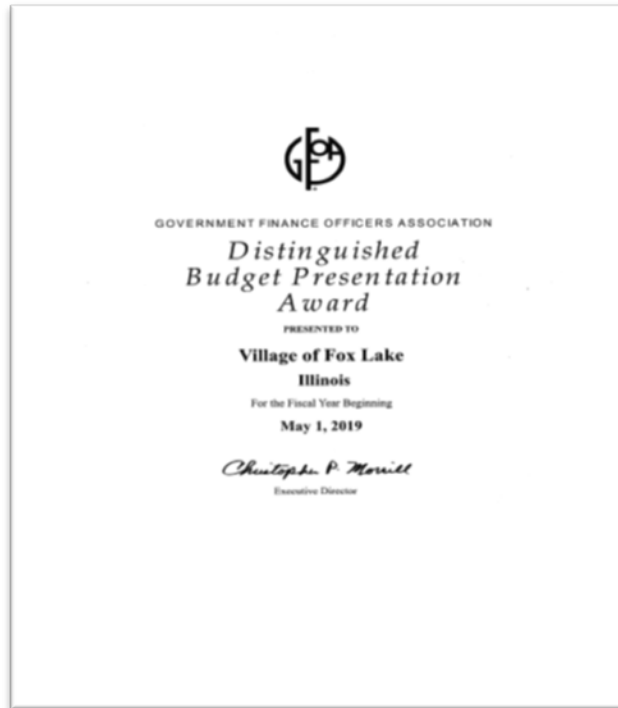
Budget Timetable

Basis for Budgeting and Fund Structure

Account Numbers



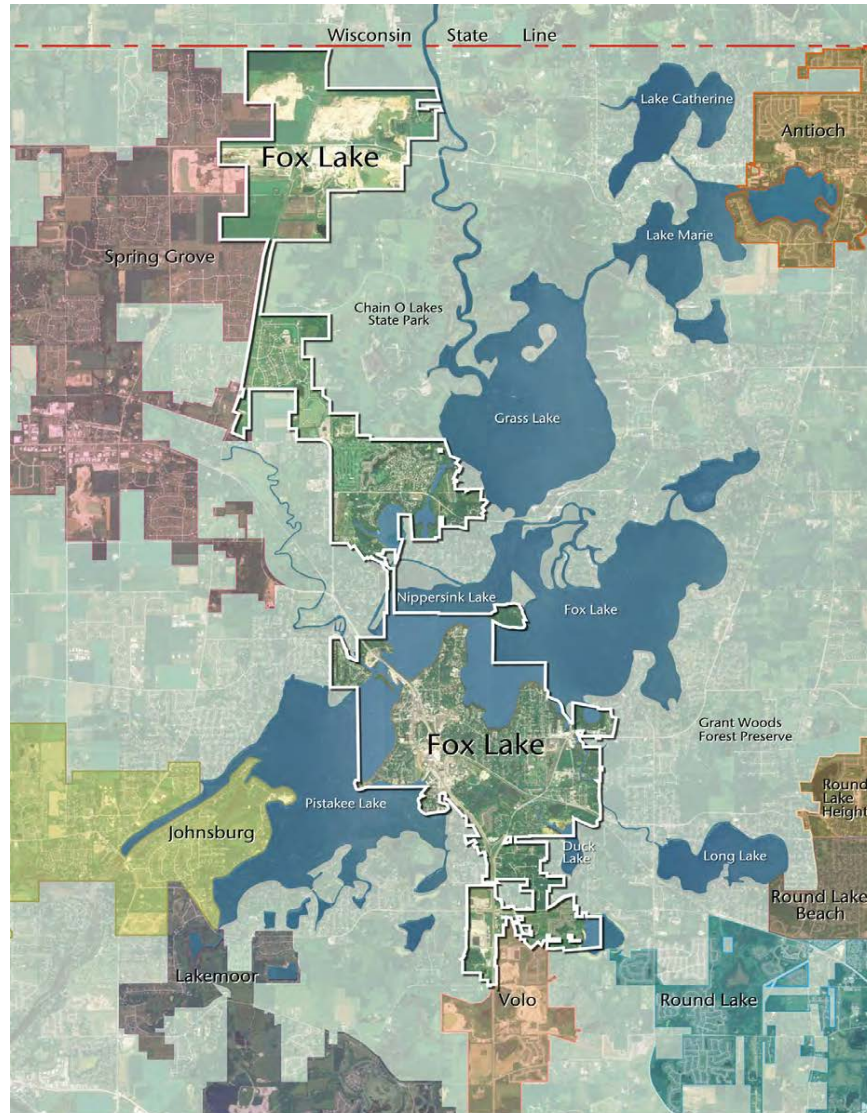




The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Award to the Village of Fox Lake, Illinois for the Annual Budget beginning May 1, 2019. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

## VILLAGE OF FOX LAKE AREA MAP



# **VILLAGE ORGANIZATION**

## **Officers and Officials**

### **Mayor**

Donny Schmit

### **Village Board of Trustees**

Jeff Jensen

Bernie Konwent

Nancy Koske

Brian Marr

Danice Moore

Ron Stochl

### **Village Clerk**

Amy Driscoll

### **Village Administrator**

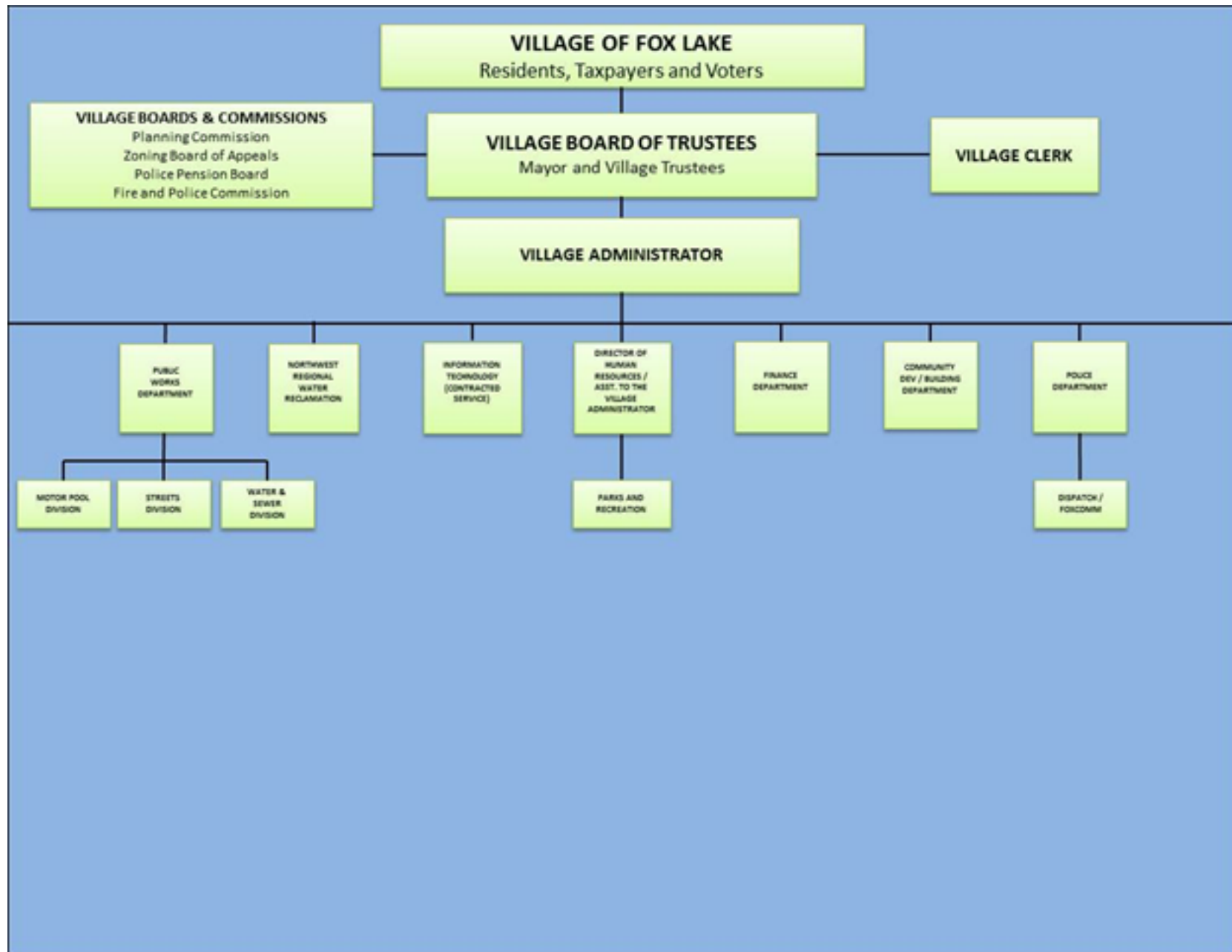
Anne E Marrin

### **Village Treasurer/Finance Director**

Nazer Uddin

### **Village Attorney**

Howard Teegen





### **Village Commissions, Committees and Boards**

Village Commissions, Committees and Boards are approved by the Village's Corporate Authorities. Appointments are made by the Mayor, with the concurrence of the Board of Trustees.

#### **911 Emergency Telephone System Board (ETSB)**

Members of the emergency telephone system committee, also referred to as the 911 Committee, shall have the responsibility of the following:

- Planning a 9-1-1 system
- Coordinating and supervising the implementation, upgrading, or maintenance of the system and establishing equipment specifications and coding systems
- Receiving monies from the surcharge imposed under section 15.3 of the Emergency Telephone System Act, 50 Illinois Compiled Statute 750 and deposited into the emergency telephone system fund
- Authorizing all disbursements from the fund
- Hiring any staff necessary for the implementation or upgrade of the system
- Participating in a regional pilot project to implement next generation 9-1-1, as defined in the Emergency Telephone System Act

#### **Police and Fire Commission**

The Board of Fire and Police Commissioners shall appoint all members of the Police Departments of the Village, except the Chief of Police, which appointment shall be made by the Village President and Board of Trustees. The Chief of Police shall not be subject to this Chapter, nor to the rules made by the Board of Fire and Police Commissioners pursuant to the authority hereinafter granted. All appointments made by the Board of Fire and Police Commissioners shall be from the rank next below that to which the appointment shall be made, other than that of the lowest rank. The Board of Fire and Police Commissioners meet as needed.



## **Planning & Zoning Commission**

The Planning and Zoning Commission was established on May 1, 2017. The Village combined the Plan Commission and Zoning Board of Appeals to create one commission in order to allow for greater efficiency in the holding of hearings and provide for a commission with a greater scope of understanding of zoning and subdivision process. The Planning and Zoning Commission will perform the duties and functions provided in Divisions 12 and 13 of the Illinois Municipal Code (65 ILCS 5/11-12-1 et seq.). The Commission will review and make recommendations to the Village Board regarding zoning changes, variations and subdivisions of land. The Planning and Zoning Commission meets on the second Wednesday of every month.

## **Police Pension Board**

The Police Pension Fund is created by Illinois state statutes to control and manage the pension fund of the Fox Lake Police Department. The five member board's duties include investing funds, enforcing contributions, keeping records of the board's meetings and other duties related to managing the Police Pension Fund. The Police Pension Board meets on a quarterly basis. Two members of this Board are appointed by the Village President, two members are elected from among the active sworn officers, and one member is elected from among the retired members. They each serve a two-year term. The Village Finance Director is a non-voting member of the Board.

## **Strategic Planning Teams and Committees**

The Strategic Planning Teams and Committees were established by ordinance on May 9, 2017. The Village created Strategic Planning Teams, including Infrastructure, Marketing, Recreation, Technology, Economic Development, and Communication/Public Outreach. In June 2019 the Village combined the Technology, Marketing and Communication/Public Outreach committees into the Public Outreach/Technology committee. The Strategic Planning Teams consist of a Chairperson who shall be a department head or staff member appointed by the Village Administrator and three trustees appointed by the Village President. The purpose of the Strategic Planning Teams shall be to prioritize projects, set goals for specific objectives, evaluate capital projects, recommend funding, and determine performance measurements for projects.

On or before the second regular meeting in May each year, the Village President appoints the three (3) trustees and the Village Administrator appoints the staff member to each Strategic Planning Team. Trustees serve each committee for a term of one year. The Teams meet on a minimum of a monthly basis with dates and times to be determined.

## **Community Profile**

The Village of Fox Lake is a well-known resort and recreational community, located approximately 55 miles northwest of Chicago and is located in Lake County and McHenry County. Centrally located in the "Chain O' Lakes," Fox Lake offers its residents and visitors a rich history, natural

beauty and unique business opportunities. The Illinois Fox River Chain of Lakes is the busiest inland recreational waterway per acre in the entire United States. With a population of 10,579 residents, the community encompasses 9.94 square miles, of which 1.82 square miles (or 18.3%) is water. Pace suburban bus services Fox Lake for commuting in and around the community. The Village is well connected to the Chicago and Milwaukee region by road and by Metra rail, making it an attractive residential and business location.

The Village is served by Lotus Elementary School, Big Hollow School District 38, Stanton Middle School, Fox Lake School District 114, and Grant Community High School District 124. Fox Lake has one public library, a Fire Protection District, seven (7) parks with over 22 acres of open space and a contemporary regional water reclamation facility. Numerous opportunities for cultural and entertainment activities through the Village's Parks and Recreation Department are available for residents and visitors.

### **A View of the Past...**

The Village of Fox Lake was incorporated in 1907. Known for its recreational attraction, the Village has been referred to the "Heart of Nature" and identified as "Far from the City's sweat and toil, but only 90 minutes away is a healthful, pleasurable and restful resort." That reputation continues today, but is growing beyond just its recreational attractiveness.

### **A Vision of the Future...**

Today, Fox Lake remains a haven for water sports enthusiasts; the community boasts over 7,100 acres of water, 15 lakes and 45 miles of river. At the same time, the Village is looking into the future and exploring business and economic development opportunities. The Village's leaders have taken a progressive approach toward planning for the Village's future. In 2012, a Comprehensive Development Plan was implemented, which shapes and guides the type and quality of development opportunities in the Village. The Village is also looking at redevelopment opportunities aimed at revitalizing the downtown area, diversifying area businesses and completing infrastructure improvements on its roadways. The community and its leaders are focused on preserving the Village's rich heritage, while implementing plans that will attract visitors to explore Fox Lake's recreational opportunities and improve the quality of life for the residents.

### **Community Characteristics**

The following statistical data and graphs provide a demographic profile of the Village of Fox Lake. Notable changes from the 2000 to the 2010 Census are highlighted below. Unless otherwise noted, the source of data is the 2010 United States Census.

### *Population*

- As of the 2010 United States Census, the population grew to 10,579 residents, which represents a 13% increase from the 2000 Census.
- Those individuals with at least a high school degree represented 91.8% of the population.

### *Housing Information*

- In 2000, there were a total of 4,652 total housing units. In 2010, that number grew by 970, or 17.2%, to a total of 5,622 total housing units.
- There were 4,046 households in 2000. In 2018, there were a reported 4,551 households in the Village. This represents a 12% increase.
- In 2018, the median housing value was listed at \$156,700 and the median household income was \$59,635.

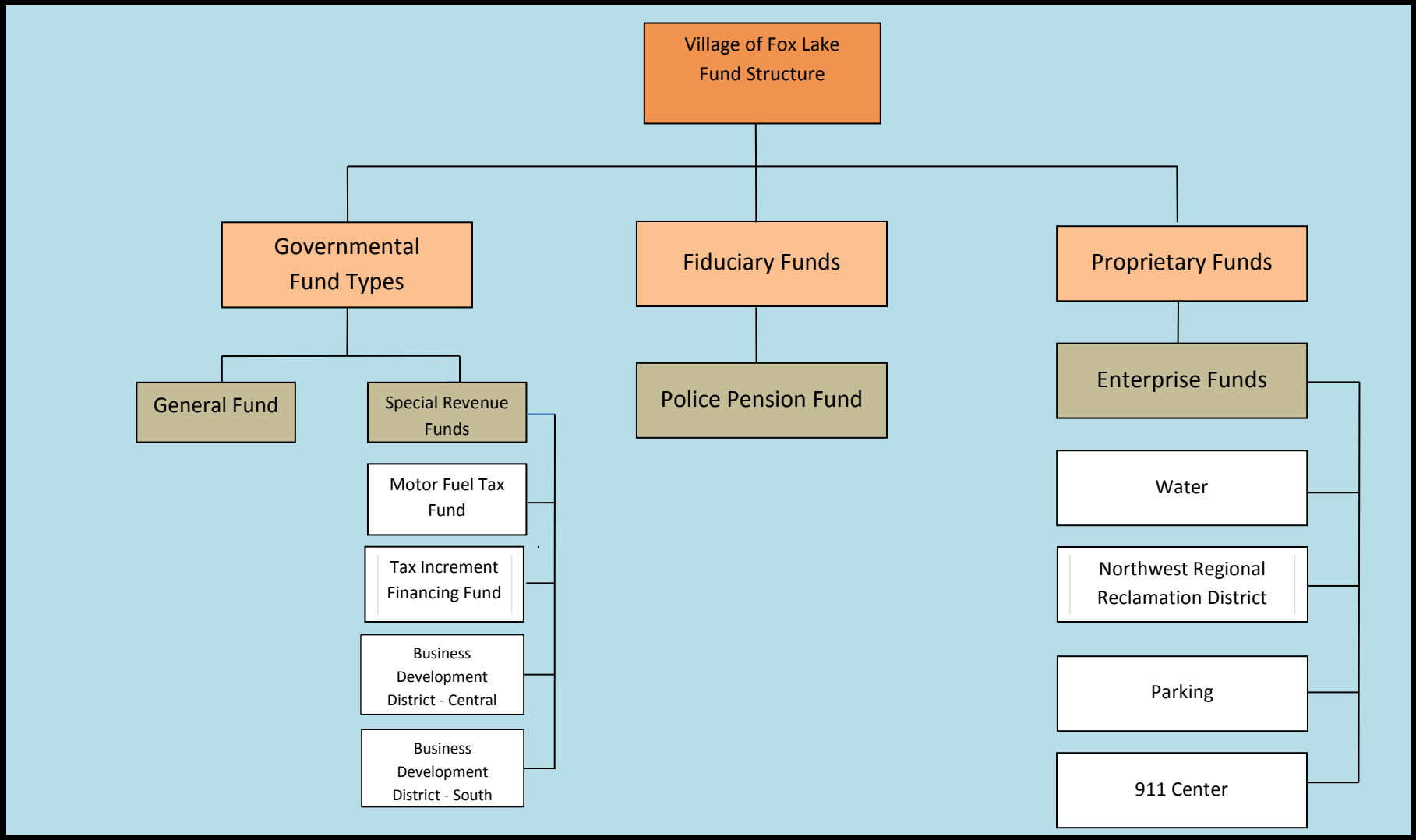
### *Age Distribution*

- The median age in the Village in 2010 was 40.9 years. In 2000, the median age was 37.
- In the 4,551 households that were reported in 2018, 27.0% had children under the age of 18 living with them, 18.6% had individuals aged 65 or over living with them and 41.3% were married couples living together. The average household size was 2.32 and the language other than English spoken at home was 9.6%.

### *Racial Composition*

- The racial makeup of the Village in 2018 was 92.6% White, 1.1% Black or African American, 1.8% Asian, 1.4% Native Hawaiian or Other Pacific Islander, 1.7% Two or More Races and Hispanic or Latino was 7.5% of the population.

**Village of Fox Lake  
Fund Structure  
April 30, 2020**



## Department Fund Relationship Structure

Fund Type	Fund	Department	Department Summary Page	Operating Expenditures/Expenses, Debt Service & Capital Outlay
<b>General</b>	General	<b>Total</b>		\$12,063,248
		Administration	64-71	\$1,579,970
		Motor Pool	72-74	\$301,110
		Garbage	75	\$952,000
		Public Safety	75-81	\$6,038,091
		Parks & Recreation	82-86	\$385,371
		Insurance	87	\$280,000
		Fire Department	87	\$55,000
		Streets/Public Works	88-92	\$1,147,770
		Community Development	93-95	\$596,490
		Grant Expense	96	\$500
		Debt Service	96	\$463,820
		Capital Expenses	97	\$263,126
<b>Special Revenue</b>				\$5,646,992
	Tax Increment Financing District	Administration	99-100	\$326,512
	Motor Fuel Tax	Streets/Public Works	101-102	\$3,415,832
	Business Development District-South	Business Development/Infrastructure	103-104	\$789,000
	Business Development District-Central	Business Development/Infrastructure	104	\$1,115,648
<b>Enterprise Funds</b>		<b>Total</b>		\$38,643,769
	Parking	Building & Development & Public Works	105-106	\$115,078
	Water & Sewer	Public Works	107-115	\$26,870,732
	NW Regional Reclamation District	Public Works	116-125	\$10,204,974
	911 Center	Dispatch	126-131	\$1,452,985
<b>Fiduciary Fund</b>	<b>Police Pension</b>	<b>Non-Departmental</b>	<b>132-133</b>	<b>\$1,121,695</b>
		<b>Total Funds</b>		<b>\$57,475,704</b>

# Budget Process and Structure

## Budget Process

The Village of Fox Lake's Annual Operating Budget serves as the primary tool to accomplish the objectives and policies as set forth by the Village Board of Trustees. The budget process for the Village of Fox Lake involves the citizens, Mayor and Village Board, Village Administrator, Village Treasurer/Finance Director, Assistant to the Village Administrator, Department Directors, Managers and many other stakeholders throughout the community. Each person plays a critical role in the development of the budget for the upcoming fiscal year.

The goal of the budget process is to present a balanced budget to the Village Board of Trustees for review and adoption. A balanced operating budget is a budget in which operating revenues meet or exceed operating expenditures and cash reserves or fund balance is not considered an operating revenue source. The Village operates on a fiscal year basis beginning May 1st and ending April 30th of each year. The Village Administrator and the Finance Director/Treasurer present the annual budget to the Mayor and Village Board for review and adoption prior to the beginning of each fiscal year.

## Budget Preparation

Preparation of the annual budget typically begins in December with the establishment of a budget calendar by the Village Administrator and Finance Director. The Finance Director provides each department with budget worksheets, preliminary budget estimates and specific directives for developing their budgets.

The Department Directors review their programs and services, formulate budget requests and submit them to the Finance Director. The Finance Director then consolidates all requests to analyze the budget as a whole. After an initial analysis, meetings are set up by the Department Directors, Finance Director, and Village Administrator. They review major operational changes, discuss objectives and review capital project requests. An effort is made to combine requests across departments and to discuss how to more efficiently accomplish departmental goals. Any unjustified items are eliminated from the budget at this time.

Over the next month, the Finance Department works to compile the budget document. In addition to developing budget summaries for each department which outline requests, the Finance Director reviews and updates other sections of the document. Before the first public hearing, the proposed budget is made available to the public in hardcopy format at the Village Hall and electronically on the Village's website. After the public meetings, the budget may be further revised and passed without further public inspection, notice or hearing. The final budget is typically approved in April.

Once the budget has been approved, the Village Administrator and Finance Director continue to monitor the Village's rate of revenue collections and expenditures to assure a healthy financial condition. If revenue projections drop below staff's original estimate, the Village Administrator will direct staff to reduce expenditures. Budget transfers within a fund may be authorized by the Finance Director who is the authorized budget officer. If a circumstance arises in which budget changes must be considered, the Village Board may approve a change by Ordinance. These budget amendments are usually necessary if anticipated expenditures are expected to exceed the total amount budgeted at the fund level, due to changing priorities or unexpected occurrences.

## Budget Time Table

February 10, 2020	FY 2020-2021 Proposed Budget Worksheets distributed to staff
March 2, 2020	Completed budget worksheets due to Administration/Finance
March 3- 6, 2020	<b>Budget Review Meetings with Village Administrator and Finance</b>
March 9- 13, 2020	Finance Prepares preliminary budget and provides copies to the Village Board
March 17, 2020	<b>11:30 a.m. FY 2020-2021 Budget Workshop @ Police training room</b>
March 20- 27, 2020	Finance Prepares budget narrative, tables, schedules
March 27, 2020	<b>FY 2020-2021 Tentative Budget Available to Public, the Village Board and Staff</b>
March 27, 2020	Public Hearing Notice appears in the Daily Herald
April 14, 2020	<b>6:00 p.m. Public Hearing</b>
	Fiscal Year 2020-2021 Proposed Budget
	<b>6:30 p.m. Regular Village Board Meeting</b>
	Fiscal Year 2020-2021 Proposed Budget (1st Reading)
April 28, 2020	<b>6:30 p.m. Regular Village Board Meeting</b>
	Adopt FY 2020-2021 Budget (2nd Reading)
April 30, 2020	<b>Deadline for adopting Fiscal Year 2020- 2021 Budget</b>
May 28, 2020	<b>Filing Deadline with Lake and McHenry County Clerk</b>
	Certified copy of Fiscal Year 2020- 2021 Budget
July 30, 2020	Budget Bound and Distributed to Board and Staff
	Submittal of Budget document to GFOA for award consideration



# Basis for Budgeting and Fund Structure

## Basis for Budgeting

The Village of Fox Lake accounts for all funds and adopts a budget based on generally accepted accounting principles (GAAP). A fund is a separate accounting entity with a set of self-balancing accounting that records assets, liabilities, fund equity, revenues, and expenses or expenditures. Funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with regulations, restrictions, or limitations.

## Fund Structure

The Village may use the following fund types:

**General Fund:** Uses the modified accrual basis of accounting whereby revenues are recognized when they are “measurable and available” and expenditures are recorded when the related fund liability is incurred. The majority of the Village’s business is accounted for in the General Fund.

**Special Revenue Funds:** Use the modified accrual basis of accounting. Special Revenue Funds are required to account for the use of revenue earmarked by law for a particular purpose. State and federal fuel tax revenues require special revenue funds, because federal and state laws restrict these taxes to transportation uses. The Special Revenue Funds include: Motor Fuel Tax, Business Development Districts- South, Business Development District - Central and TIF funds.

**Capital Projects Funds:** Use the modified accrual basis of accounting for capital projects funded by either the General Fund or Special Revenue Funds. Capital project funds are used to account for the construction or acquisition of fixed assets, such as buildings, equipment and roads. A capital project fund exists only until completion of the project. Fixed assets acquired and long-term debts incurred by a capital project are assigned to the government's General Fixed Assets and Long-Term Debts. The Village does not currently have a Capital Project Fund.

**Debt Service Funds:** Use the modified accrual basis of accounting for debt related to the General Fund and/or Special Revenue Funds. Debt service funds are used to account for money that will be used to pay the interest and principal of long-term debts. Bonds used by a government to finance major construction projects, to be paid by tax levies over a period of years, require a debt service fund to account for their repayment. The debts of special assessment and proprietary funds are serviced within those funds, rather than by a separate debt service fund. The Village currently does not have a Debt Fund.

## **Basis for Budgeting and Fund Structure (Continued)**

**Special Assessment Funds:** Use the modified accrual basis of accounting. Special assessment funds account for public infrastructure improvements financed by special levies against property holders. The Village does not have a Special Assessment Fund.

**Propriety Funds:** Use the full accrual basis of accounting. Under the full accrual basis, revenues are recorded at the time liabilities are incurred. Proprietary funds are used to account for business-type activities and include enterprise funds. Enterprise funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise.

The Village currently maintains one type of proprietary fund – an enterprise fund. Enterprise funds are used to report the business-type activities of the Village, which allow for the collection of fees designed to recover the cost of providing services. The Village maintains a Water/Sewer Fund, NW Region Reclamation Facility Fund and Commuter Parking Fund which are included in this category.

**Fiduciary Funds:** Use the full accrual basis of accounting. Fiduciary funds are used to account for resources held in trust by the government for the benefit of individuals or other entities and that cannot be used to support the Village's own programs. Financial statements may further distinguish fiduciary funds as either trust or agency funds.

The Village acts as a fiduciary for the Police Pension Trust Fund. The fund is supported by employee and Village contributions and is established as a single employer fund. The Plan is managed by a pension board, in compliance with State statutes, and funds are not available to support the Village's programs. Non-police personnel are covered by the Illinois Municipal Retirement Fund (IMRF), a multi-employer, defined benefit plan. The Village sends the employer and employee contributions directly to IMRF, who acts as the fiduciary for that Trust.

Agency funds are monies held on someone else's behalf with the funds eventually being distributed to the rightful owner. The Village has not established an Escrow Fund to account for road and bond escrows. The Village has chosen to include the escrow as a liability in the General Fund due to the relatively small dollar amounts maintained. The Village requires a cash bond in like amount of building permit fee to be posted for a project. After final approval of construction and/or a Certificate of Occupancy is issued, the bond posted shall be refunded.

**Account Numbers Legend**

The account numbers used by the Village of Fox Lake identify the type of account, the department making the expenditure, the general category to be charged and the type of purchase. Account numbers appear as follows:

The first two digits indicate the fund		The second three digits indicate the department		The third four digits indicate category to be charged	
01	GENERAL FUND	000	BALANCE SHEET	4000-4099	SALARIES
12	TIF FUND	100	REVENUES	4100-4199	INSURANCE BENEFITS
15	MOTOR FUEL FUND	105	LOCAL TAXES	4200-4299	PENSION BENEFITS
20	BUSINESS DEVELOPMENT DISTRICT - SOUTH	110	INTERGOVERNMENTAL REVENUES	4300-4399	OTHER BENEFITS
21	BUSINESS DEVELOPMENT DISTRICT - CENTRAL	115	GRANTS REVENUE	5000-5099	MAINTENANCE SERVICES
50	COMMUTER PARKING FUND	120	LICENSES & FEES	5100-5199	PROFESSIONAL SERVICES
51	WATER FUND	125	FRANCHISE FEES	5200-5299	COMMUNICATIONS
52	NW REGIONAL RECLAMATION FACILITY	130	BUILDING REVENUE & FEES	5300-5399	PROFESSIONAL DEVELOPMENT
72	POLICE PENSION FUND	140	PUBLIC SAFETY FINES & FEES	5400-5499	SERVICE CHARGES AND FEES
91	911 FUND	145	PUBLIC SAFETY SPECIAL REVENUE	5500-5599	OTHER CONTRACTUAL SERVICES
		155	REIMBURSABLE INCOME	5600-5649	MAINTENANCE SUPPLIES
		165	GARBAGE REVENUES	5700-5799	GENERAL SUPPLIES
		170	OTHER REVENUES	5800-5899	GRANT EXPENSES
		180	TOTAL FEES	5900-5999	OTHER EXPENDITURES
		195	SERVICE CHARGES	6000-6099	DEBT SERVICE
		200	OTHER FINANCING SOURCES	7000-7099	CAPITAL OUTLAY
		300	EXPENSES	8000-8099	OTHER FINANCING USES
		311	ADMINISTRATION		
		314	MOTOR POOL		
		318	GARBAGE		
		321	PUBLIC SAFETY		
		325	POLICE & FIRE COMMISSION		
		327	PARKS & RECREATION		
		328	INSURANCE		
		330	FIRE DEPARTMENT		
		341	STREETS		
		354	BUILDING & DEVELOPMENT		
		400	DEBT SERVICE		
		500	CAPITAL OUTLAY GENERAL		
		600	OTHER FINANCING USES		

# Section 3

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## Executive Overview

Budget at a Glance

Revenue Trends and Projections

Expenditure Trends and Projections

Debt Position

Fund Balance Projections by Fund



# Executive Overview

## Budget at a Glance

The Village of Fox Lake embraces a fiscally conservative and forward looking approach to budgeting for the operations of municipal government. The FY 2020-2021 total budgeted revenues are projected at an increase of \$8,219,286 or 21% compared to the FY 2019-2020 total revenue amended budget of \$38,558,755. The revenue change is mostly the net result of anticipated loss of revenues, estimated to be \$4.2 million due to the economic impacts of the Coronavirus pandemic and increase in capital funding of \$12.8 million to fund the planned road construction and utility infrastructure improvements through the State Grant and Clean Water and the Environmental Protection loan programs.

The following table summarizes the Village's amended budget for FY2020-2021 by fund:

Fund	Fund Type	Revenues	Operating Expenditures	Capital Expenditures	Debt Service	Depreciation	Net Increase/ (Decrease)
General Fund	General	\$10,339,132	\$11,336,302	\$263,126	\$463,820		(\$1,724,116)
TIF Fund	Special Revenue	\$75,460	\$11,600	\$314,912			(\$251,052)
Motor Fuel Tax Fund	Special Revenue	\$2,841,173	\$211,000	\$3,204,832			(\$574,659)
Business Development District – South	Special Revenue	\$424,105	\$88,500	\$700,500			(\$364,895)
Business Development District – Central	Special Revenue	\$422,170	\$123,000	\$992,648			(\$693,478)
Commuter Fund	Enterprise	\$63,487	\$110,042			\$5,036	(\$51,591)
Local Water & Sewer Fund	Enterprise	\$24,578,173	\$2,177,342	\$22,816,723	\$1,056,667	\$820,000	(\$2,292,559)
Northwest Regional Water Reclamation	Enterprise	\$4,750,700	\$5,247,178	\$2,857,796		\$2,100,000	(\$5,454,274)
911 Dispatch Fund	Enterprise	\$1,437,886	\$1,397,985			\$55,000	(\$15,099)
Police Pension Fund	Fiduciary	\$1,845,755	\$1,121,695				\$724,060
<b>Total Village Budget</b>		<b>\$46,778,041</b>	<b>\$21,824,644</b>	<b>\$31,150,537</b>	<b>\$1,520,487</b>	<b>\$2,980,036</b>	<b>(\$10,697,663)</b>

The General Fund and Special Revenue Funds show a combined use of Fund Balance of \$3.6M. This is primarily the result of the anticipated economic impacts of the coronavirus pandemic on the Village's government resources resulting loss of tax revenues and response to the pandemic crisis by reducing government expenditures including deferring capital projects, freezing hiring and wage increases, and curbing spending on the operation and maintenance of the facilities. The Local Water & Sewer operation generates sufficient operating revenues to fully fund the operation, maintenance and replacement costs. The NRWRF Enterprise Fund's budgeted revenues that are projected at a decrease of \$740,000 or 13% due to anticipated economic impact of the COVID-19, and were provided the funding to meet the operating and maintenance costs but unable to fund the depreciation. A rate study is due to review the regional rates to determine that the appropriate rates are being charged for the services. The Commuter

Village of Fox Lake

Fund and the 911 Dispatch Fund have been unable to fully fund the operation and show a projected combined deficit of \$66,000. These two funds will require fund transfers from the General Fund to support the operations.

### Revenues:

The basis for developing the overall budget relies upon the initial forecast of anticipated revenues derived from taxes, fees, licenses, intergovernmental revenues, fines, investment income and IEPA loan proceeds. The total projected revenues, including IEPA loan proceeds, for fiscal year 2020-2021 is \$46,778,041. The following table depicts total revenues for all funds by category for the years ending 2018 to 2021.

#### Revenues by Category

Account Category	Actual 2017-18	Actual 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Change from FY20 Amended Budget to FY21 Amended Budget	
Property Taxes*	\$2,377,297	\$2,452,584	\$2,526,990	\$2,627,865	\$ 100,875	4%
Other Local Taxes	1,829,830	1,669,339	1,634,363	1,305,479	(\$328,884)	(20%)
Intergovernmental Taxes	4,801,867	5,812,247	6,020,000	4,004,739	(\$2,015,261)	(33%)
Grant Revenue	797,866	172,507	1,416,585	2,690,600	\$1,274,015	90%
Vehicle Stickers	184,951	192,678	169,175	160,550	(\$8,625)	(5%)
Licenses	80,377	78,136	85,807	101,460	\$15,653	18%
Franchise Fees	158,146	159,900	158,000	154,185	(\$3,815)	(2%)
Building & Zoning Fees	269,800	288,398	178,000	152,950	(\$25,050)	(14%)
Public Safety Revenues	653,919	528,262	580,181	317,302	(\$262,879)	(45%)
Parks Programs	64,099	101,166	95,650	52,003	(\$43,647)	(46%)
Interfund Service Charges	882,888	989,752	990,000	1,018,310	\$28,310	3%
Reimbursable Income	219,937	255,818	153,238	140,000	(\$13,238)	(3%)
Garbage Revenues	995,940	995,913	1,000,500	965,690	(34,810)	(3%)
Other Governmental Revenues	682,332	650,482	596,512	410,907	(185,605)	(31%)
Parking Revenues	108,019	100,704	95,600	63,487	(32,113)	(34%)
Water Revenues	5,293,573	4,779,883	4,687,653	4,240,440	(447,253)	(10%)
NW Region Revenues	6,535,044	5,606,339	5,471,524	4,750,700	(720,824)	(13%)
Police Pension	2,024,468	1,698,545	1,817,448	1,845,755	28,307	2%
911 Revenues	1,237,963	1,341,315	1,534,702	1,437,886	(96,816)	(6%)
IEPA Loan Proceeds - Water			9,242,033	20,337,733	11,095,740	120%
Interfund Transfers In	-	-	104,794	-	(104,794)	(100%)
<b>Grand Total - All Fund Revenue</b>	<b>\$29,198,316</b>	<b>\$27,873,968</b>	<b>\$38,558,755</b>	<b>\$46,778,041</b>	<b>\$8,219,286</b>	<b>21%</b>

The Village's 2019 property tax extension estimate was equal to the 2018 levy as adjusted by 1.9% CPI. The intergovernmental taxes show a 33.0% decrease, which is mostly due to the taxes collected by the Village that are linked to the economy which have been budgeted significantly less than the FY 2019-2020 budget due to the COVID-19 pandemic. The following are the reductions that have been incorporated into the budget, the sales tax, \$1.5 million or 33%, income tax, \$370,000 or 33% and utility/hospitality taxes \$328,000 or 20%.

Accordingly, the revenues projected for the other programs and services have been down to 3% for waste collection service charges, 46% for park programs in anticipation of cancelling most of the programs this fiscal year and public safety fine and fees to 37% due to stay-at-home restrictions, which has resulted a noticeable impact on traffic. Following the Board approval for the budget resolution, the Village was informed by the Lake County Council of Mayors Liaison that the long waiting STP funding of \$2.06 million will be available to fund the reconstruction of the Nippersink Boulevard project. It also became aware that an additional grant of \$550,000 will be available through the State Build Illinois Program to supplement the funding of the project cost of \$3.2 million. On July 14, 2019, the Board amended the budget to incorporate these changes. Additionally, other governmental revenues showed a 24% decrease mostly due to near zero interest rates being anticipated after the Fed response to the COVID-19 crisis to support the economy.

As planned, the Village will continue the efforts to improve and expand the water and wastewater infrastructure through current Interconnect projects to decommission its Tall Oaks Wastewater Treatment Plant to gain scale of economy by diverting flow to the Northwest Regional Treatment Facility. These improvements are expected to cost an additional \$22.3 million, which is expected to be funded with the State revolving loans.

### **Summary of Revenues by Source – All Funds**

The chart on the following page summarizes total revenues by sources. The other taxes classification incorporates state shared taxes and local taxes, including income, sales, motor fuel use, telecom, utility, places for eating, rental car, and hotel taxes. Charges for services include service charges, water & sewer billing, NW Region Reclamation Facility fees, Metra station parking fees, 911 contract fees, and garbage fees collected on behalf of Waste Management. The other category includes pension contributions made by sworn officers and the Village (including pass-through of Police Pension property tax levy), and interest revenue.

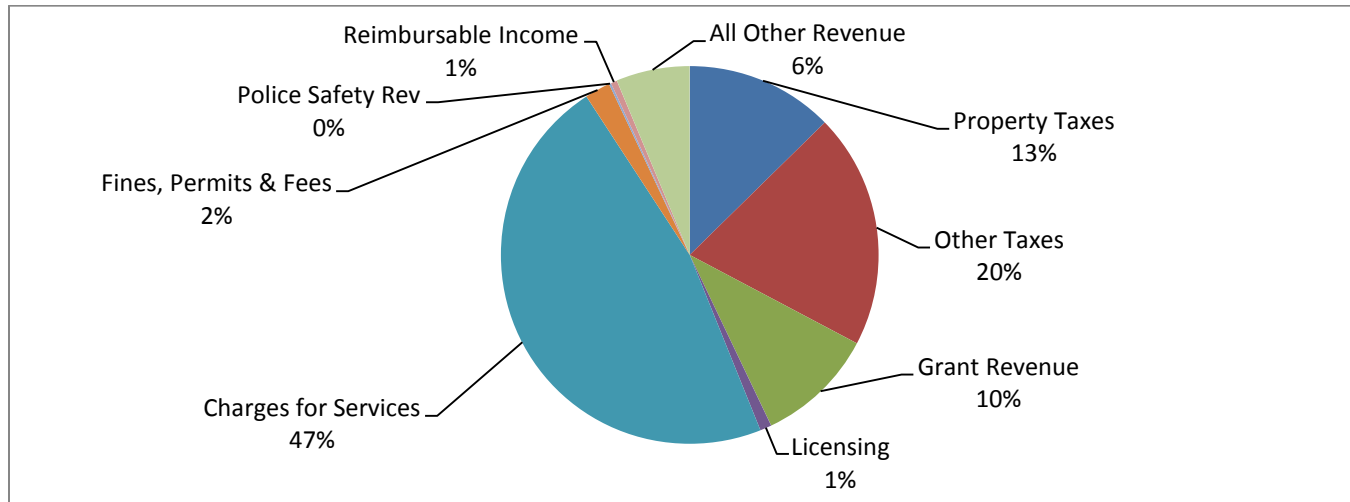


### Source Revenue by Fund

	General			<u>BDD- Central</u>	<u>BDD- South</u>	Commuter Parking Fund	Water/Sewer Fund	NW Region Reclamation Facility	Police Pension Fund	911 Fund	All Funds
<u>Description</u>	<u>Fund</u>	<u>MFT</u>	<u>TIF</u>			-	<u>Fund</u>	-	<u>Fund</u>	<u>Fund</u>	<u>Funds</u>
Property Taxes	\$2,554,430		73,435								\$2,627,865
Other Taxes	4,257,620	229,223		400,020	423,355						5,310,218
Grant Revenue	64,000			21,400							85,400
Licenses	262,010										262,010
Charges for Services	2,035,703					63,337	4,214,900	4,647,450		1,437,636	12,399,026
Fines, Permits & Fees	575,148										575,148
Police Safety Rev	49,288										49,288
Transfers								0			0
Reimbursable Income	140,000										140,000
All Other Revenue	400,932	6,750	2025	750	750	150	25,500	103,250	1,845,755	250	2,386,112
<b>Total Revenue</b>	<b>10,339,131</b>	<b>235,973</b>	<b>75,460</b>	<b>422,170</b>	<b>424,105</b>	<b>63,487</b>	<b>4,240,400</b>	<b>4,750,700</b>	<b>1,845,755</b>	<b>1,437,886</b>	<b>23,835,067</b>

The chart on the next page demonstrates that the tax is the largest single source of revenue to the General Fund, including real estate taxes, shared income tax, sales tax, food and beverage tax and utility consumption taxes, and followed by permit fees and fines. 26% of the property tax levy is transferred to mandated retirement programs for police pension and Illinois municipal retirement fund. Fees for the enterprise services comprise 51% of revenues, which is generated through providing water and wastewater services to the Village's residents and the wastewater treatment services to the municipalities in the NW FPA through intergovernmental agreements.

### Breakdown of Revenue by Source

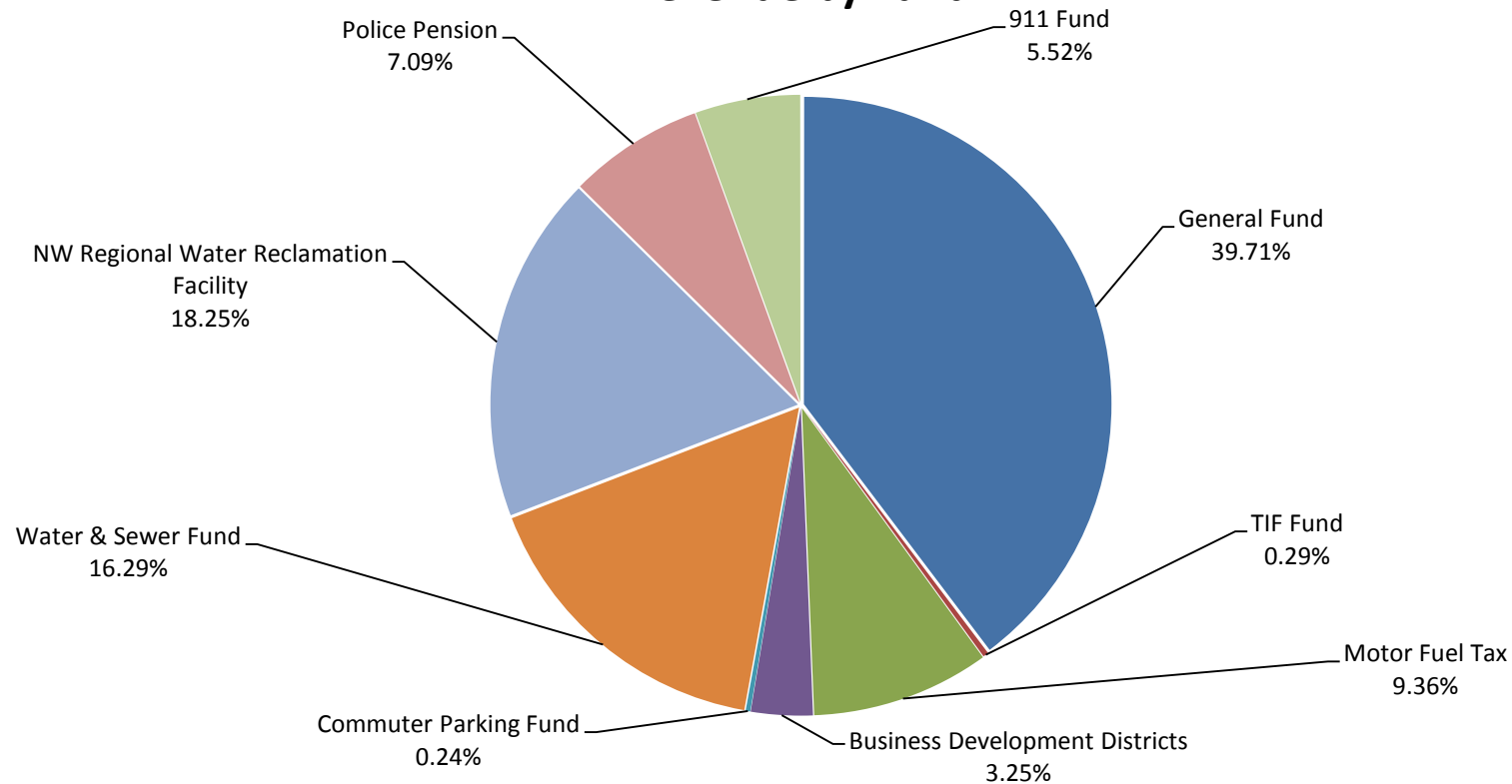


In the table below, revenue is summarized by fund for the last four years. Prior to the COVID-19 pandemic the revenues were on the decline and combined with the pandemic economic impacts the budget for revenues was revised and reduced by sales taxes 33%, utility taxes 10%, income taxes 33%, food and beverage taxes 33%, and personal property replace taxes and permit fees 5%. Similarly, the water and wastewater service fees revised downward by 10%

### Summary of Revenue by Fund

	Actual 2017-2018	Actual 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Increase/ (Decrease)
<b>General Fund</b>	\$13,366,823	\$12,829,709	\$13,872,709	\$10,339,131	(\$3,533,578)
<b>TIF Fund</b>	48,639	59,434	86,292	75,460	(10,832)
<b>Motor Fuel Tax</b>	292,219	308,412	405,000	2,841,173	2,436,173
<b>Business Development Districts</b>	291,567	1,149,626	1,241,000	846,275	(394,725)
<b>Commuter Parking Fund</b>	108,019	100,704	95,600	63,487	(32,113)
<b>Water &amp; Sewer Fund</b>	5,293,573	4,779,883	4,687,653	4,240,400	(447,253)
<b>NW Regional Water Reclamation Facility</b>	6,535,044	5,606,339	5,554,318	4,750,700	(803,618)
<b>Police Pension</b>	2,024,468	1,698,545	1,817,448	1,845,755	28,307
<b>911 Fund</b>	1,237,963	1,341,315	1,534,702	1,437,886	(96,816)
<b>Total Funds</b>	\$29,198,315	\$27,873,969	\$29,294,722	\$26,440,267	(\$2,854,455)

## Revenue by Fund



## Revenue Trends and Projections

As a part of the development of both long-term financial forecasting and the corresponding annual budget, the Village continually reviews external and internal factors that impact, or may impact, the collection of revenue. Evaluating the impact of the national economy (macro) and the local economy (micro) influences is an important step in the process.

The national economy affects both state and local economies, although this impact varies by jurisdiction and may actually have an inverse effect on a community. Some of the economic indicators the Village uses in financial analysis include; inflation, employment, housing starts, vehicle sales, interest rates, and manufacturing activity.

**Inflation** – As inflation goes up, the selling price of goods and services goes up in response to increased costs to local businesses, increasing retail sales tax revenue. Conversely, the Village will have to pay more for goods and services. The inflation rate for 2019 was 2.3%.

**Employment** – Retail and vehicle sales tend to have inverse relationships with the unemployment rate. Sales tend to move in the opposite direction of the unemployment rate. Chronic unemployment often spills over into the residential real estate market resulting in lost real estate transfer tax revenue. In May 2020, the unemployment rate was abnormally high 12.9% due to pandemic.

**Housing starts** - This indicator provides a sense of the overall demand for housing, which can be indicative of local housing activity. Data maintained by local realtor groups is useful in projecting the future of market recoveries.

**Vehicle sales** – Sales and use tax revenues tend to fall with lower vehicle sales, which are heavily dependent upon both employment and interest rates. However, if increases in new vehicles are expected to reduce the value of used vehicles, the sales and use tax base can actually decline if the depreciation of used vehicles is not equally offset by the value of new vehicles. The COVID-19 crisis has upended auto sales and it will not be fully corrected soon until the automakers come up with new digital sales tools as consumers demand more online and personalized services.

**Interest rates** – Interest rates impact the Village's revenues in several ways. First, investment income will be affected by interest rates. Second, the availability and cost of capital directly affects business expansion and retail purchases. As credit is extended and/or rates are lowered, revolving purchases may increase, thereby increasing development plans and retail sales and, by extension, sales tax and business licenses revenues. Interest rates dropped to .20% due the pandemic and are most likely expected to remain at this level for the near future.

**Manufacturing activity** – If a Village has a large manufacturing sector, the ISM (Institute of Supply Management Index) becomes a significant factor in revenue analysis and forecasting. Manufacturers respond to the demand for their products by increasing production, building up inventories to meet the demand. The increased production often requires new workers which lowers unemployment figures and can stimulate the local economy. The Village does not have a large manufacturing sector.

## General Fund Revenues

### Property Taxes

There are several components of the property tax levy: the Police Pension, Ambulance, Audit Tax, Corporate, IMRF, Police Protection/System, Social Security and Tort Judgement/Liability Insurance. As the Village is a non-home rule community, tax levies are limited by law commonly called “tax caps,” or the Property Tax Extension Limitation Law (PTELL). The law does not cap either individual property tax bills or individual property tax assessments. The PTELL allows a taxing district to receive a limited inflationary increase in taxes on existing property, plus an additional amount for new construction, and voter-approved rate increases. The limitation slows the growth of property tax revenues to taxing districts when property values and assessments are increasing faster than the rate of inflation. As a whole, property owners have some protection since their taxes are capped especially when the market value of their property is rising rapidly. Payments for bonds issued without voter approval are subject to strict limitations. If a taxing district determines that it needs more money than is allowed under the PTELL, it can ask the voters to approve an increase. The FY2020-2021 budgeted property tax revenues are based on the 2019 taxable equalized assessed value (EAV) of \$309,476,693, \$286,444,624 located in Lake County and \$23,032,069 located in McHenry County. This is an increase over the 2018 taxable EAV of \$269,255,659, \$ in Lake County (6.4%) and \$20,632,668 in McHenry County (11.6%).

For the 2019 Tax Levy, to be collected in FY2020-2021, the following amounts were levied and then subsequently extended after PTELL was applied:

Component	Levy Request	Final Extension
Corporate	\$912,941	\$889,012
Police Protection	460,321	453,161
Police Pension	732,171	720,783
Audit Tax	16,241	15,990
IMRF	147,837	145,537
Liability Insurance	171,329	168,665
Social Security	165,910	163,330
Total	\$2,606,750	\$2,556,479

The tax levy for the Police Pension component is based upon an independent actuarial analysis of normal pension cost as well as an amount to provide funds necessary to amortize a portion of the unfunded actuarial liability. The Public Act 096-1495 Tax Levy Requirement set forth a method

to calculate the annual contribution necessary to fund the normal cost, plus the amount to amortize the excess (if any) of ninety percent (90%) of the accrued liability over the actuarial value of assets as a level percentage of payroll over a thirty (30) year period which commenced in 2011, plus an adjustment for interest. The Village utilized the actuarial report produced by Lauterbach & Amen as of May 1, 2018 in setting its annual contribution for the Police Pension. The actuarial report for this period lowered the assumed rate of return from 7% to 6.75% which is more consistent with long-term earnings. This produced a recommended contribution of \$800,382, with a statutory minimum contribution set at \$526,692. The Village elected to roll forward the increase to the contribution associated with the rate change over 3 years. As such, the contribution included in the FY2020-2021 budget is \$827,755, of which \$717,475 is included within the tax levy and the remaining \$110,280 is being funded from other General Fund revenues.

### **Utility Use Taxes**

The Village of Fox Lake levies three utility taxes for electricity, natural gas, and telecommunications.

#### ***Electricity Tax***

The amount levied for electricity is the maximum allowed by the state statute and is based on a sliding scale that net approximately \$0.05 per kilowatt hour. Revenue is budgeted to be \$371k for FY2020-2021. Since electricity use tax is based on unit pricing, there is no fluctuation due to commodity pricing. Absent any increase in households or commercial buildings within the village, this revenue source has little room for future growth. Weather conditions are the primary reason for changes in revenue, but the movement for more efficient building technologies and appliances will be a constant pressure downward on the collection of this revenue. The amount has been projected relatively flat based upon trends by the IL Department of Revenue.

#### ***Natural Gas Tax***

Utility taxes for natural gas are levied at a rate of 5% of gross receipts and budgeted at \$118k for FY2020-2021. The natural gas tax is based upon gross receipts; therefore, price and demand both play a role in the amount of the tax. The Village is projecting taxes to increase 20% for the FY2020-2021 budget.

#### ***Telecommunications Tax***

The tax is levied on all types of telecommunication except for digital subscriber lines (DSL) purchased, used, or sold by a provider of internet service (effective July 1, 2008). The exemption of DSL service has had a significant negative impact on collections. Voice over Internet Protocol (VoIP) phone services such as those provided by Xfinity/Comcast and Vonage are subject to taxation. Telecom receipts are expected to decline as consumers continue to switch from landline telecommunications services to cellular phones and data plans, the latter of which are preempted from state taxation

by federal law. The Village set the current year revenue at \$112k, which is 25% lower than the prior year. The Village imposes a 4.75% telecommunication tax on its residents. The State imposes a 7% tax for telecommunications making the total rate to the resident 11.75%.

### ***Hotel/Motel Taxes***

The hotel/motel tax also called the Hotel Operators' Occupancy Tax, which is collected by the hotel's owner, operator, or manager from their guests. For the purposes of the tax, a hotel is considered to be any building in which members of the public rent sleeping accommodations. The tax covers hotels, motels, and bed and breakfasts, as well as condominiums, apartments, and houses rented for less than 30 consecutive days. Hotel/Motel tax does not apply to hospitals, sanitariums, nursing homes, student dormitories operated by colleges and universities, or condominiums, apartments, and houses leased for more than 30 consecutive days. The Village imposes a 5% tax and is responsible for collecting the local hotel/motel taxes from the hotels.

### ***Road & Bridge Taxes***

The Road and Bridge Tax is levied at one-half of the tax collected on property within a municipality. Streets and alleys that are under the care of the municipality must be turned over to the municipality to be included in the tax base. This revenue must be used for the improvement of roads or streets. If a municipality does not appropriate this tax revenue for the improvement of roads or streets within one year from the date of receipt, then the non-appropriated portion of the tax revenue is to be returned to the Road District Treasurer. The tax has been budgeted level with the prior year.

### ***Rental Car Taxes***

The rental car tax is a tax paid by the consumer on the rental of a passenger car for a period of less than 30 days. The rental company reports the tax to the Department of Revenue. The rental car tax is in addition to the retail sales tax. The rate consists of the following: State Rate 5%, Village of Fox Lake Rate 1%, and Metropolitan Pier & Exposition Authority 6% for a total rate of 12%. The total tax has been budgeted to increase slightly from prior year budgeted amounts.

### ***Places for Eating Taxes***

The Places for Eating tax was approved by the Village Board in April 2015 on food and beverages prepared for immediate consumption. The tax was 1.5% in FY2017-2018 but was lowered to 0.5% as of April 1, 2018 as a result of the adoption of new Business Development District taxes. The tax is payable directly to the Village and only applies to those businesses that prepare food and provide a place for customers to dine in. The FY2015-2016 Budget was the first year of this new tax. The FY2020-2021 forecasted a decrease by 22% to \$120,000 due to the economic impact of the COVID-19 pandemic.



### **Business Development District Taxes**

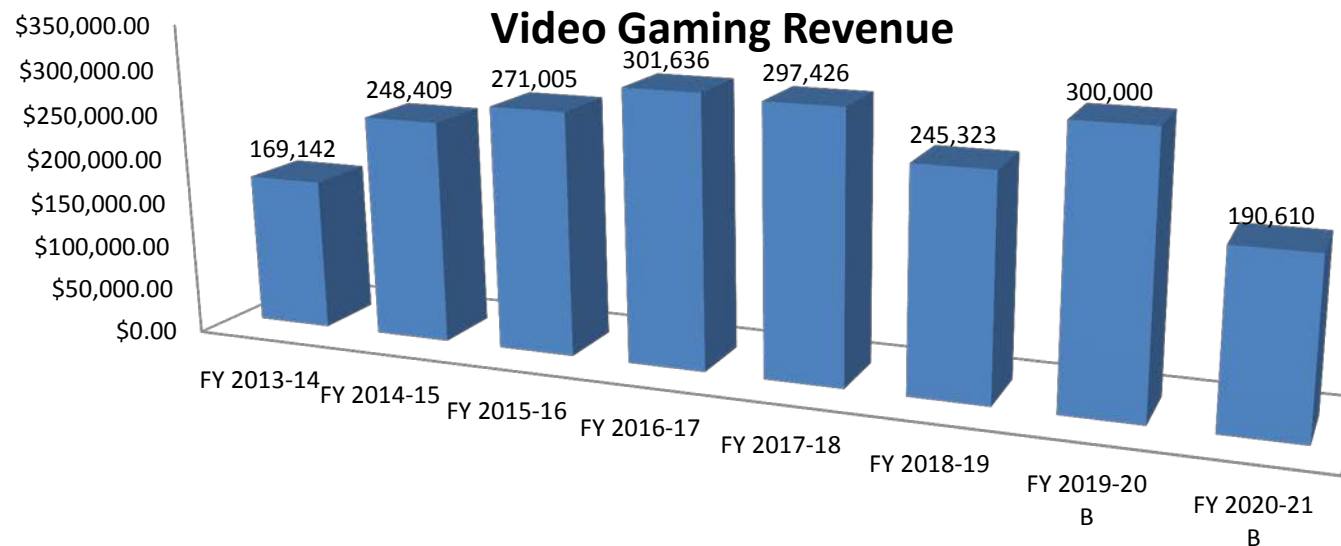
Two new Business Development districts were formed by the Village, one for the Central Business District and one for the South Business District. A new 1% tax was added as of January 1, 2018 to sales taxes collected by businesses in each of the designated areas. Taxes will be utilized for projects and incentives in the business districts to attract and retain viable businesses selling necessary services and products to Village residents, creating new jobs, and improving the attractiveness of the area as allowed by law. The new revenue generated in the FY2020-2021 budget is expected to be lower than the prior year due to the pandemic, totaling \$423,000 and \$400,000 for the South and Central districts, respectively.

### **Video Gaming Tax**

On July 13, 2009 Governor Pat Quinn signed the Illinois Video Gaming Act making video gaming terminals legal in Illinois. The Act allows for video gaming terminals to be placed in certain liquor establishments, truck stops and fraternal/veterans clubs throughout the state. The Illinois Gaming Board (the IGB or Board) has the responsibility of implementing and regulating video gaming in Illinois. Initially, the Board established several administrative rules and guidelines for all businesses that apply for the required gaming license. The rules will provide guidance on matters such as, but not limited to, standards, testing requirements, application procedures and violation hearings.

The Village of Fox Lake Board approved the installation of video gaming machines within permissible establishments as allowed by the Video Gaming Act on June 13, 2012. Since the passage of the Village's gaming ordinance, there are now 26 establishments that are licensed under the Act. We are projecting \$190k in income for FY2020-2021. The gaming tax has provided the Village with a revenue source not directly imposed on its residents and will help to balance our overall budget.

On the next page is a graph showing the video gaming revenue since FY2013-14 through the projections for FY2020-21.



### Illinois Income Tax

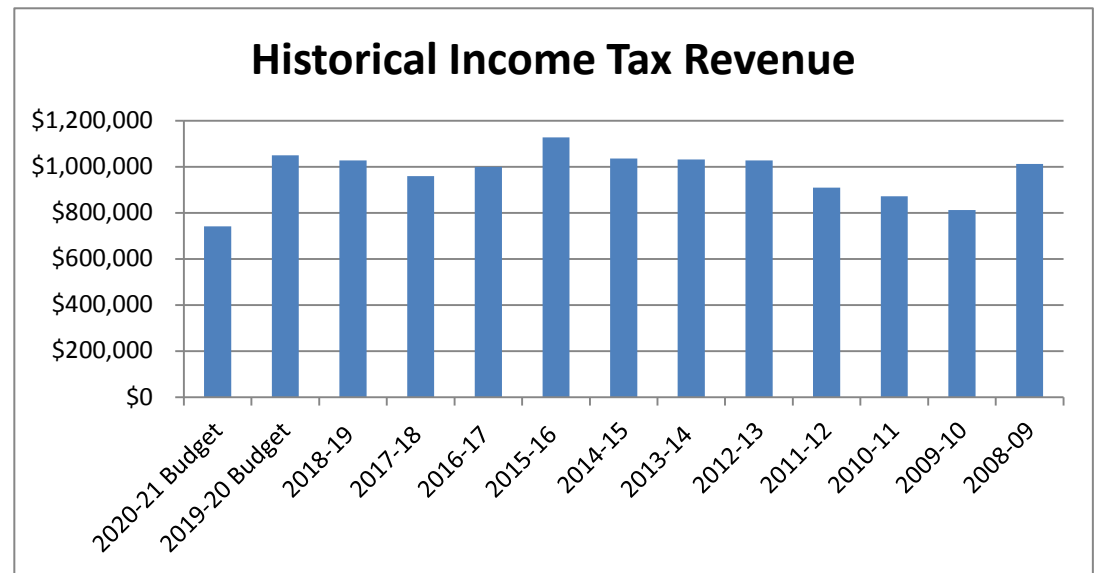
Illinois Income Tax is imposed on every individual, corporation, trust and estate earning or receiving income in the state. Beginning August 1, 2017 local government receives 6.06% of the net collection of all income tax received from individuals, trusts, and estates, and 6.85% of the net collections of all income tax received from corporations. The amount that each municipality receives is based on its population in proportion to the total state population. Effective July 1, 2017 the tax is a flat 4.95% of income for individuals and 7% for corporations.

The 2010 Census Population and Housing Occupancy Status information reflects the Village at a population rate of 10,579. Based upon data provided by the Illinois Municipal League (IML) and the anticipated impact of the COVID-19 pandemic, the taxes projected for FY2020-2021 has been reduced from \$105 per capita to \$70 per capita for a total of \$740,000.

Unemployment in the state of Illinois was relatively low at the beginning of the year. The COVID-19 outbreak and the economic downturn had caused the State unemployment rate to shoot up from 3.3% in February to 13% in May. In spite of the fed has taken unprecedented actions to save the economy during the coronavirus crisis and the anticipation of quick recovery, the U.S. Federal Reserve predicted unemployment will remain at 9.3% by the end of the year, much higher than the pre-pandemic rate of 3.3%.

Historical Income Tax is reflected below:

Fiscal Year	Revenues	% inc/(dec)
2020-21 Budget	\$740,567	(29.47%)
2019-20 Budget	\$1,050,000	2.23%
2018-19	\$1,027,104	7.07%
2017-18	\$959,323	(4.07%)
2016-17	\$999,978	(11.30%)
2015-16	\$1,127,431	8.82%
2014-15	\$1,036,050	0.50%
2013-14	\$1,030,884	0.30%
2012-13	\$1,027,830	13.07%
2011-12	\$909,022	4.35%
2010-11	\$871,117	7.28%
2009-10	\$811,980	(19.75%)
2008-09	\$1,011,791	0.37%



## Use Tax

The Village receives a share of the total collections of the State use tax that is extended to items purchased outside of Illinois. Use taxes have been performing well and are expected to continue to rise due to the Wayfair decision allowing for collection of use tax from companies with a large warehouse delivery footprint in the State. The State distributes this tax to the municipalities on a per capita basis. In anticipation of the COVID-19 impact, the taxes projected for FY2020-2021 have been reduced from \$35.50 per capita to \$24 per capita for a total of \$250,000. History of local use taxes is presented on the following page:

Fiscal Year	Revenues	Est Per Capita	% inc/(dec)
2020-21 Budget	\$250,382	\$23.67	(18.18%)
2019-20 Budget	\$306,000	\$28.93	(6.50%)
2018-19	\$327,283	\$30.94	16.99%
2017-18	\$279,758	\$26.44	7.44%
2016-17	\$260,379	\$24.61	6.07%
2015-16	\$245,469	\$23.20	12.50%
2014-15	\$218,194	\$20.63	17.56%

### **Personal Property Replacement Tax**

Replacement taxes are revenues collected by the state of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away. These taxes resulted when the new Illinois Constitution directed the legislature to abolish business personal property taxes and replace the revenue lost by local government units and school districts. In 1979, a law was enacted to provide for statewide taxes to replace the monies lost to local governments. Corporations, partnerships, trusts, S corporations and public utilities pay these taxes. The rates are as follows: Corporations pay a 2.5 percent tax on income, partnerships, trusts, and S corporations pay a 1.5 percent tax on income, public utilities pay a 0.8 percent tax on invested capital.

The proceeds from these taxes are placed into the Personal Property Replacement Tax Fund to be distributed to local taxing districts. The total collections are divided into two portions. One portion (51.65%) goes to Cook County. The other portion (48.35%) goes to downstate counties. The Cook County portion is then distributed to the taxing districts in Cook County on the basis of each district's share of personal property tax collections for the 1976 year. This percentage is called the district's "allocation factor." The Village receives portions from the State, Grant Township, and Antioch Township. In anticipation of the COVID-19 impact, the taxes projected for FY2020-2021 have been reduced from \$73,000 to \$69,000.

### **Motor Fuel Tax**

The Motor Fuel Tax is imposed on the privilege of operating motor vehicles on public highways and recreational watercraft on waterways in Illinois and is distributed on a per capita basis to municipalities. It is paid by distributors and suppliers of motor fuel who collect the tax from their customers.

In anticipation of the COVID-19 impact on the State economy, the taxes projected for FY2020-2021 have been reduced from \$32.50 per capita to \$22 per capita for a total of \$229,000.

Due to COVID-19 impact on the traffic, alternative energy, high unemployment numbers, and technological advancement that allow for more employees to telecommute, will continue to depress growth in this revenue. In early 2020, the Illinois Department of Transportation (IDOT) provided local public agencies with funds for capital projects. The REBUILD ILLINOIS grants is a program utilizing proceeds from state general obligation bonds. IDOT awarded \$1.5 billion in six (6) disbursements to local agencies beginning on May 4, 2020. The Village will receive \$116,199.62 additional IDOT grant revenue over a period of three years totaling \$697,197.72. These revenues are used to fund the annual street maintenance and modernization, salt purchases, street electricity charges, and the CDBG, TARP, TIP and STP grant matching road projects.

### **Sales Tax**

The Village receives one cent (\$0.01) for each dollar of retail sales. The Village's Sales taxes are collected by the State of Illinois and divided among the taxing districts as follows: State Tax: 6.25%, Regional Transportation Authority.75%, and Village Municipal Tax 1% (included in the State Rate)

for a total Sales Tax Rate of 7.0%. Additionally, the Village currently added a tax of 1% on sales in their two business districts, as previously discussed.

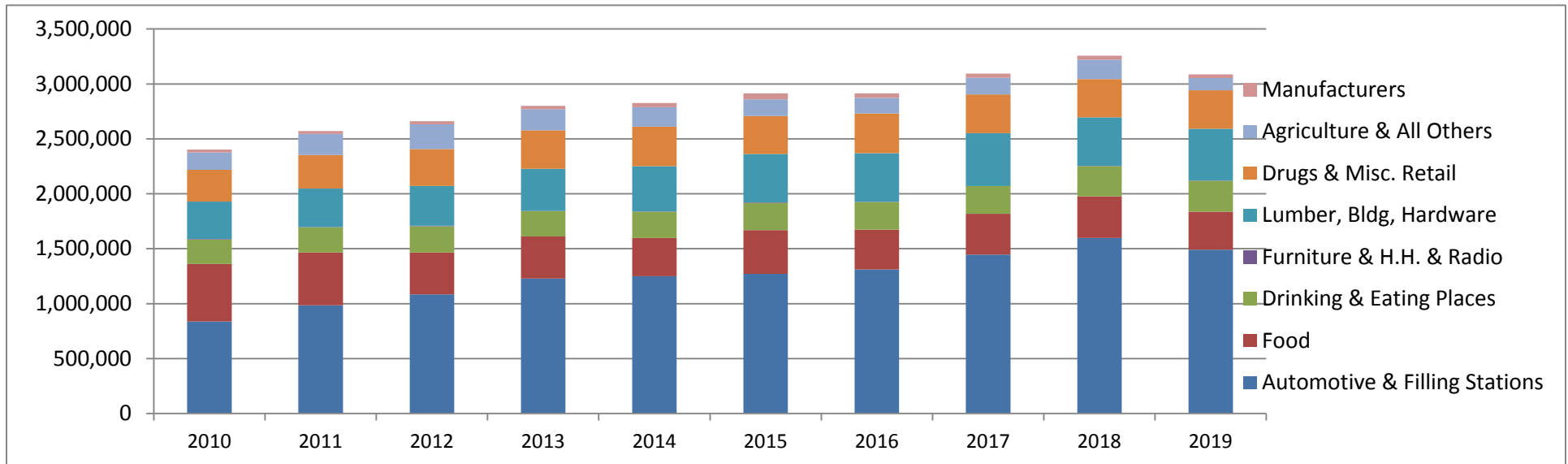
Within the Village, the largest sales tax generators are auto sales, whose sales are heavily influenced by economic conditions. Additional areas of strong sales tax generation are groceries, constructions/home improvement materials, and retail establishments/drug stores. In anticipation of the COVID-19 impact on the store sales, the taxes projected for FY2020-2021 have been reduced from \$3,200,000 to \$2,100,000.

The charts below and on the following page summarize sales tax collections over the last ten years.

### Sales Tax Collections by Calendar Year

<b>Sales Tax</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Automotive &amp; Filling Stations</b>	838,954	985,218	1,084,031	1,229,127	1,250,317	1,271,559	1,311,629	1,446,017	1,598,258	1,491,020
<b>Food</b>	522,189	481,014	381,078	383,077	347,674	397,093	363,159	371,699	379,349	346,385
<b>Drinking &amp; Eating Places</b>	223,768	228,608	239,470	228,940	239,173	249,525	248,735	252,475	274,404	280,306
<b>Furniture &amp; H.H. &amp; Radio</b>	2,474	2,308	3,554	2,940	1,473	3,258	2,695	1,947	1,485	2,264
<b>Lumber, Bldg, Hardware</b>	341,702	349,903	362,996	384,466	411,442	440,941	443,582	478,760	443,231	472,851
<b>Drugs &amp; Misc. Retail</b>	288,182	306,314	335,845	349,119	359,823	346,635	361,138	353,178	346,516	350,009
<b>Agriculture &amp; All Others</b>	159,155	192,115	225,447	192,005	178,934	150,541	142,631	152,798	177,340	110,740
<b>Manufacturers</b>	27,180	24,721	28,381	31,006	37,414	53,674	41,192	37,204	36,559	32,768
<b>Total</b>	<b>\$2,405,614</b>	<b>\$2,572,212</b>	<b>\$2,662,815</b>	<b>\$2,800,680</b>	<b>\$2,826,252</b>	<b>\$2,913,227</b>	<b>\$2,914,762</b>	<b>\$3,094,078</b>	<b>\$3,257,142</b>	<b>\$3,086,343</b>

## Sales Tax by Category



### Franchise Fees

The Village receives Cable Franchise Fees from Comcast, which are set at 5% of the semi-annual gross revenues. The Cable franchise fees are projected after discounting the COVID-19 impact to be \$112,000.

### Grant Revenue

Grant revenue was budgeted for repetitive police grants, like the vest reimbursement program and expanded patrol coverage for holidays, totaling \$24,000, similar to prior years. Following the Board approval for the budget resolution, the Village was informed by the Lake County Council of Mayors Liaison that the long waiting STP funding of \$2.06 million will be available to fund the reconstruction of the Nippersink Boulevard project. It also became aware that an additional grant of \$550,000 will be available through the State Build Illinois Program to supplement the funding of the project cost of \$3.2 million. On July 14, 2019, the Board amended the budget to incorporate these changes.

### Vehicle Stickers & Licenses

The vehicle sticker fee program was changed beginning in May and June of 2018 to be set at \$25 per residence irrespective of the number of motor vehicles owned. Revenue is predicted to stay even with the FY2020-2021 budget at \$160,000. Other license fees are expected to remain consistent with the prior year.

### **Building & Zoning Revenue & Fees**

A significant percentage of this revenue should be considered as non-recurring and is reliant upon the economic conditions. Total building revenue and fees are estimated to be \$109,000, which is less than those collected in FY2019-2020 since there is no major residential development anticipated starting in FY2020-2021. Impact fees are fees collected from developers to pay for the purchase of land to be used for parks. The Village also expects a decline in these revenues and the estimate has decreased \$28,000 from FY 2019-2020 at \$30,000.

### **Park Fees**

The Parks & Recreation department sponsors classes, events and programs such as the Egg Hunt, Polar Plunge, Festival of Lights, Senior Events, Mayor's Fish Fry/Youth Fishing Derby, Summer Art Series, Farmers' Market, Sports Programs, Triathlon and the Bloody Mary Fest. In response to the COVID-19 pandemic and for the workers and customers' safety, the park and recreation programs are anticipated to be cancelled until the Fall and the revenues generated from these programs have been projected downward to \$50,000.

### **Garbage Fees**

The Village has a contract with Waste Management who supplies the refuse pick up in the Village. The Village collects garbage fees from the residents bi-monthly through their utility bills and pays Waste Management on a monthly basis. The Village's current contract with Waste Management was extended to October 31, 2024. The contract includes a rate freeze through November 2019 and an annual 2.5% increase in user fees for collection and disposal services thereafter. Fees are expected to decrease over the prior year at \$94,000 after factoring in the effect of the COVID-19 pandemic.

### **Other Fees**

The Village receives several fees: Cell Tower rental income of \$121,000, rent for the 911 center's use of the Police Department facilities of \$18,000, and an externality fee of \$212,000. The externality fee is received from the NW Region to be used for beautification and improvements, and is based upon 4.5% of NW Region Water Reclamation revenues. All offsetting reductions to the externality fee for payments to Round Lake Beach and the credit to the NW Region based upon an agreement with Lake County will be recorded as an expense in the Administration Department.

### **Public Safety Fines and Fees**

Public Safety Fines and Fees are anticipated to be lower than the prior year adopted budget by \$188,000 due to the Illinois House passing a bill that would ban red-light cameras statewide and the COVID-19 impact on the traffic flow. Collection efforts to collect past due fines and fees have been temporarily suspended to accommodate the COVID-19 hardship.



### **Police Special Revenue**

Police Special Revenue includes revenue from reimbursements by Grant Community High School for a School Resource Officer (SRO) who is a sworn law enforcement officer who is responsible for providing security and crime prevention services in the High School, and receipt of Charitable Games Taxes related to a tax which is imposed on the net proceeds of charitable games.

### **Reimbursable Income**

Reimbursable income is comprised of: Professional Engineering and Attorney Fees Reimbursement, which includes reimbursement from developers for the Village's out-of-pocket costs for engineering and legal services; Public Safety reimbursement related to billable services; Motor Pool reimbursable, which includes labor and expenses the Motor Pool department performs for outside agencies and enterprise funds; and, Fire District reimbursable costs, such as Motor Pool labor and expenses, fuel usage, and utilities for Village owned facilities which the Fire District uses.

### **Inter-fund Service Charges**

The General Fund provides a variety of services that support the activities and projects of other funds. In order to recognize the cost of those services in the appropriate fund, and to reimburse the General Fund, the Village allocates these types of costs utilizing the indirect cost method. The inter-fund charges are based upon direct costs, which are costs that provide measurable, direct benefits to particular programs, plus indirect expenses based upon an indirect cost rate.

Indirect costs are those costs that cannot be directly charged to a particular program, but are attributed to services which are necessary to operate the program. Such services include, but are not limited to, accounting, budgeting, payroll preparation, personnel management, and purchasing. The Village will allocate indirect costs based upon the activity based costing model utilizing revenues, number of employees, number of transactions, equalized assessed values, and number of departments as allocation bases. In general terms, an indirect cost rate is the percentage of an organization's indirect costs to its direct costs and is a standardized method of charging individual programs for their share of indirect costs.

The allocation of indirect costs to programs is important because general management costs are necessary for any program to exist. For instance, all programs will use the business office at one time or another for services such as contracts, purchasing, payroll checks, and personnel management. Without the benefit of an indirect cost rate, there would be no standard way for each program to contribute its share of the general management costs without spending a lot of staff time having to "time account" to each activity. By using an indirect cost rate, the Village has a standardized, efficient way to recover a share of general management costs from individual programs.

Certain costs are excluded from the calculation of the indirect costs because they require relatively minimal administrative support compared to the amount of dollars spent. These costs will distort the indirect cost process and are excluded from the calculation of the indirect cost rate. The

following costs have been excluded from the calculation: refunds and incentives, electricity charges included in the street department, capital outlay which includes expenditures for items such as the acquisition of land, improvements to sites, construction or purchase of new buildings, major expansions, and capitalized equipment and other financing uses such as transfers out, debt service, and transfers between funds.

### **Investment Revenue**

The Village's investments are guided by two investment policies related to the Police Pension Fund and All Other Village Funds. Total return on investments is expected to be \$360,000 for the Police Pension Fund and \$156,000 for all other funds, which is significantly lower than the budget amount for FY2019-2020 due to the COVID-19 crisis that dropped the earning rates from 0.45% to .20% on the government invested money market funds and similarly impacted adversely the Police Pension Funds both in terms of the market value and the investment returns.

### **Police Pension Revenues**

The Village maintains a police pension trust fund mandated by Illinois Compiled Statutes for sworn police officers. All other full-time Village employees are covered by the Illinois Municipal Retirement Fund (IMRF). As it relates to Police Pension investment revenues, this fiscal year the Village projected investment proceeds may not be consistent with the assumed actuarial investment return of 6.75% due to the COVID-19 impact on the investment market. After factoring in the impact of the COVID-19 pandemic, the interest/dividend revenue forecasted to be \$360,000 and \$450,000 in capital gains. The Pension fund is the only Village fund that is authorized to purchase equity investments. The Fund utilizes an outside investment consultant.

### **Sale of Village Assets**

The Village annually sells unused equipment, including police vehicles and public works equipment. The revenues estimated to receive for these activities are \$5,000, which is consistent with prior years.

### **Commuter Parking Fees**

The Parking Fund was established as an enterprise fund to track the revenues and expenses associated with operating and maintaining the Metra parking facilities located along Milwaukee District/North Line railroad tracks.

The Parking Fund derives its revenues in this fund from daily fees and permits issued for use of the 450 parking spaces located within the lots. Historically, the Village has experienced a low occupancy rate of 71%, however due to the COVID-19 crisis and the governor stay at home order had been and will have further reduced the utilization of the facility at least for this fiscal year. The Village's daily fee of \$1.50 or monthly fee of \$30 is comparable to nearby communities.

## Water & Sewer Fees

Total fees budgeted for the sale of water and sewer for FY2020-2021 is \$4.0 million. Rates increased over the prior year by CPI (2.3%) plus 2.0%, or a total of 4.3%, in accordance with a Board action to cover the increasing costs of operations and capital expenditures planned for system infrastructure, which resulted in additional projected revenue of \$189,000 over the prior year. The water fund accounts for the provision of the potable water services to the residents of the Village as well as sewer collection and treatment. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, depreciation expense, financing, and billing and collections.

All customers share equally in the cost of operation, depreciation and debt service which is defined as the base rate. In addition, the customer pays for water consumed at a fixed rate per 1,000 gallons. Monies for the Water Fund are generated by the sale of water and sewer service to the Village's current customer's base of 5,098 water connections and 5,639 sewer connections. All residents connected to the Village's system pay for water; some pay for sewer treatment and collection and some pay for sewer collection only. In general, the table below summarizes bi-monthly rates charged for Village water and sewer services:

<b>WATER FEE <u>PLUS</u> SEWER TREATMENT &amp; COLLECTION FEE <u>OR</u> SEWER COLLECTION FEE</b>			
	<b>Water</b>	<b>Sewer Treatment and Collection</b>	<b>Sewer Collection Only</b>
Base Rate	\$50.95	\$50.95	\$50.95
Consumption Charges	\$3.79/1000 gals	\$3.79/1000 gals	\$1.05/ 1000 gals

## NW Regional Water Reclamation Fees

The regional sewer treatment user service charges is determined by the amount of revenue required to operate and maintain the NWRWRF; provide funds for the replacement of component parts; provide funds for contingencies that may arise regarding operation of the NWRWRF; provide for payment of any debt service; and compensate the Village for certain externality costs incurred by the Village through operation of a regional treatment plant. The Village has 3,028 users of the system. There are three components of the bi-monthly fee: the basic user charge, consumption charges for usage in excess of 15,000 gallons per billing period, and inflow & infiltration surcharges detailed below:

	<b>Sewer Treatment Only</b>
Base Rate	\$33.50
Consumption Charges	\$2.23/1000 gals
I&I Surcharges	\$3.00

## Expenditures (Governmental Funds)/Expenses (Enterprise Funds):

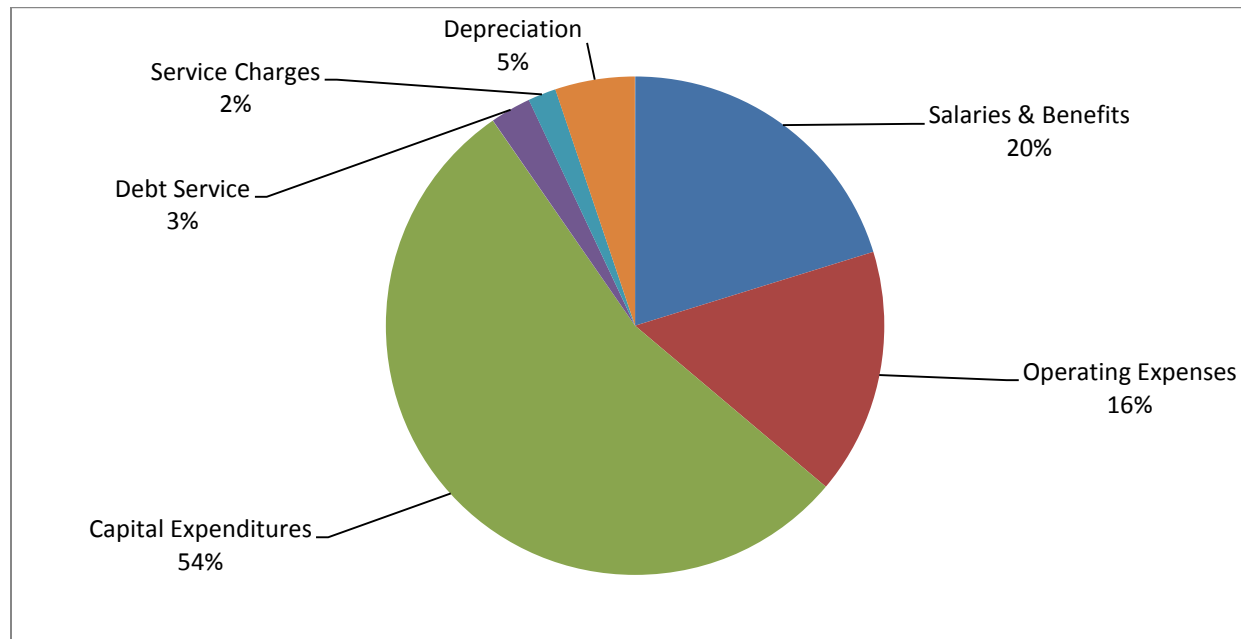
The development of projected expenses relies upon the forecasting in the areas of personnel salaries and benefits, operating expenses, insurance and liability expenses, legal expenses, capital equipment and improvement expense, and inter-fund transfers. The following table depicts total operating expenses by category for all funds for the Fiscal Years ending 2020 to 2021.

### Village Spending by Category

Category	Actual 2017-2018	Actual 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Increase / (Decrease)
<b>Personnel Salaries &amp; Wages</b>	\$6,252,529	\$6,844,083	\$7,545,697	\$7,439,100	(\$106,597)
<b>Personnel Benefits</b>	2,484,263	2,504,895	3,243,931	3,244,553	622
<b>Pension Benefit Payments</b>	792,447	893,589	1,028,573	1,039,850	11,277
<b>Operating Expenses</b>	5,302,761	5,457,510	7,096,131	7,081,857	(14,275)
<b>Insurance</b>	515,764	533,719	627,191	612,000	(15,191)
<b>Legal Services</b>	349,205	331,229	356,514	396,100	39,586
<b>Capital Expense (Incl. Grant Funded)</b>	1,493,711	1,958,268	5,539,678	5,476,018	(63,660)
<b>Debt Service</b>	698,701	755,576	747,727	817,545	69,818
<b>Service Charges- Interfund</b>	882,888	989,752	1,049,748	1,044,000	(5,748)
<b>Garbage &amp; Fire*</b>	937,895	946,205	950,000	954,000	4,000
<b>Transfers</b>			104,794	0	(104,794)
<b>Depreciation/Amortization</b>	2,814,122	2,657,624	2,958,013	2,992,588	34,575
<b>Total Expenses</b>	<b>\$22,524,286</b>	<b>\$23,872,450</b>	<b>\$31,247,997</b>	<b>\$31,197,611</b>	<b>(\$150,387)</b>

The total budget for all Village Expenditures in FY2020-21 is \$31,197,611. The total expenditures remained unchanged compared to the FY2019-20 budget. This no change in the expenditures is primarily the result of the anticipated economic impacts of the coronavirus pandemic on the Village's government resources resulting in loss of tax revenues and response to the pandemic crisis by reducing government expenditures including deferring capital projects, freezing hiring and wage increases, and curbing spending on the operation and maintenance of the facilities.

## Composition of Village Expenditures by Type



As a service provider, a portion of the Village's budget, 20% is allocated to personnel salaries and benefits. Thus a great deal of effort is expended in staffing evaluations, collective bargaining activities, wage compensation programs and employee benefit offerings as a core cost containment strategy. The capital expenditures comprise 54% of the Village's total spending in FY2020-2021 due to major water and sewer Interconnect projects, highlighting the Village's commitment to the fiscal responsibility of managing the system's capital needs to assure preservation of the long-term viability of the infrastructure through the use of grants, low interest state loans and reserves.

The following tables that follow provide a summary of Fund spending by category and a year-to-year comparison of total spending by fund:

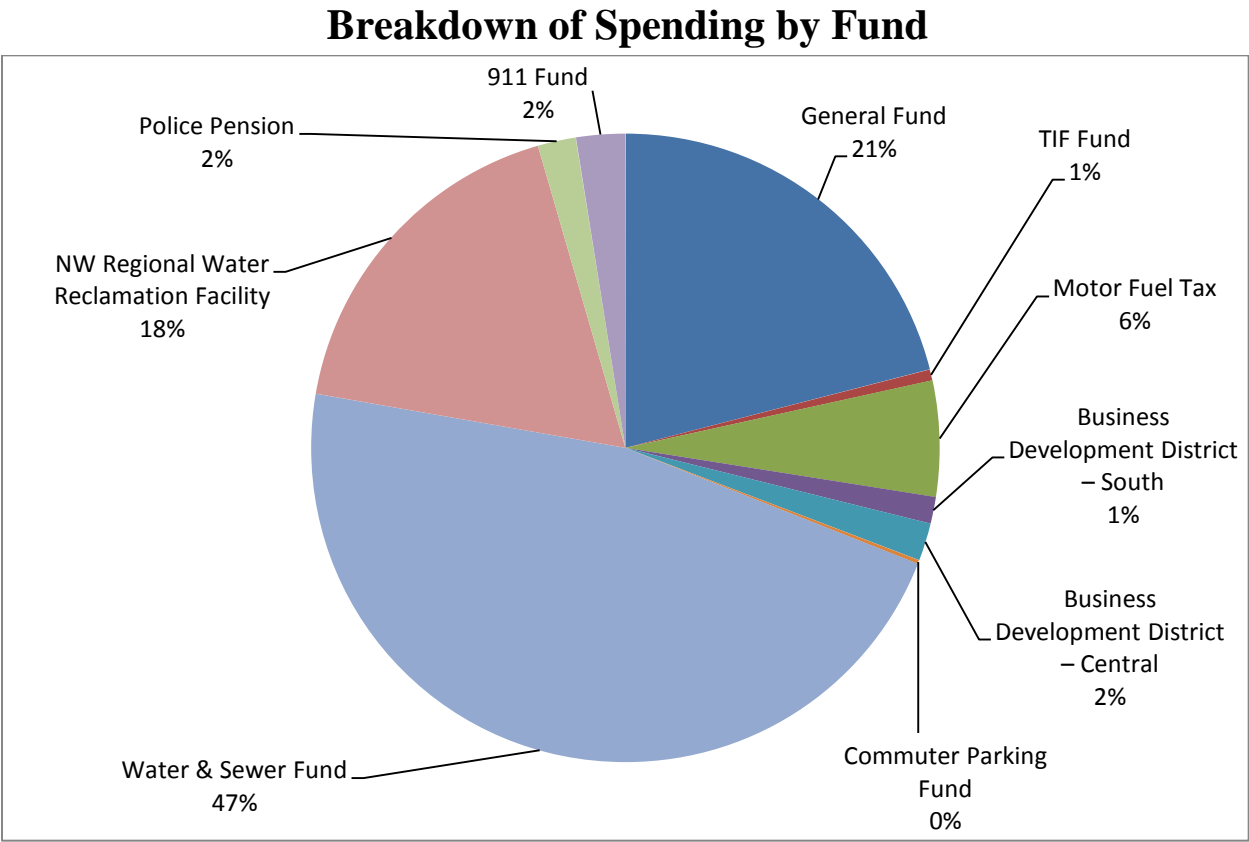
### Fund Expenses by Category for FY2020-2021

Fund	Salaries & Benefits	Operating Expenses	Capital Expenditures	Debt Service	Service Charges	Depreciation	Total
<b>General Fund</b>	\$7,036,635	\$4,299,667	\$263,126	\$463,820			\$12,063,248
<b>Business Development District - Central</b>		101,000	992,648		22,000		1,115,648
<b>Business Development District - South</b>		63,500	700,500		25,000		789,000
<b>TIF Fund</b>		11,600	314,912				326,512
<b>Motor Fuel Tax</b>		211,000	3,204,832				3,415,832
<b>Commuter Parking Fund</b>	31,892	41,150			37,000	5,036	115,078
<b>Water &amp; Sewer Fund</b>	766,100	1,056,242	22,816,723	1,056,667	355,000	820,000	26,870,732
<b>NW Regional Water Reclamation Facility</b>	1,746,100	3,031,078	2,857,796		470,000	2,100,000	10,204,974
<b>Police Pension</b>	1,039,850	81,845					1,121,695
<b>911 Fund</b>	992,600	269,753		632	135,000	55,000	1,452,985
<b>Total Funds</b>	\$11,613,177	\$9,166,835	\$31,150,537	\$1,521,119	\$1,044,000	\$2,980,036	\$57,475,704

### Summary of Fund Expenditures by Year

<u>Fund</u>	<u>Actual 2017-2018</u>	<u>Actual 2018-2019</u>	<u>Amended Budget 2019-2020</u>	<u>Amended Budget 2020-2021</u>	<u>Increase / (Decrease)</u>
<b>General Fund</b>	\$11,510,942	\$12,279,208	\$15,404,321	\$12,063,248	(3,341,073)
<b>TIF Fund</b>	13,712	59,621	289,541	326,512	36,971
<b>Motor Fuel Tax</b>	304,158	455,580	858,986	3,415,832	303,986
<b>Business Development District – South</b>	80,512	121,105	1,136,258	789,000	(347,258)
<b>Business Development District – Central</b>	53,394	142,808	857,162	1,115,648	258,486
<b>Commuter Parking Fund</b>	109,644	140,403	104,794	115,078	10,284
<b>Water &amp; Sewer Fund</b>	2,600,599	2,442,285	2,913,289	3,350,435	437,146
<b>NW Regional Water Reclamation Facility</b>	5,804,792	5,863,131	7,005,643	7,347,178	341,535
<b>Police Pension</b>	870,473	1,006,413	1,105,116	1,121,695	16,579
<b>911 Fund</b>	1,176,060	1,361,897	1,572,887	1,452,985	(119,902)
<b>Total Funds</b>	<b>\$22,524,286</b>	<b>\$23,872,451</b>	<b>\$31,247,997</b>	<b>\$57,475,704</b>	<b>\$4,547,685</b>

The tables above illustrate the increased spending mostly in the MFT, Local Water and Sewer Fund and NW Regional Water Reclamation Facility Fund. These increases are mainly due to funding major projects that are planned to be undertaken in this budget cycle. The major projects include the reconstruction of roadways, construction phase of the Water and Sewer Interconnect Phase I, the design and construction phases of the Water and Sewer Interconnect Phase 2, replacement of treatment equipment, and rehabilitation of facility and structures of the NW Regional Water Reclamation Facility.



The General Fund is the main operating fund of the Village and accounts for critical core services such as police, motor pool, and public works (street department) and comprises 21% of the total expense budget in FY2020-2021. Also, the two business development districts enter into their third year and now comprise 3% of the total capital expenditures.

## Expenditure Trends and Projections

### Personnel Services

The primary purpose of the Village of Fox Lake is to provide high quality services to the residents and those employed within its boundaries.

### Headcount

The Village of Fox Lake relies upon a lean and efficient professional staff to accomplish the mission, vision and strategic goals of the operation. The Village has historically maintained a lean workforce competitive with other municipalities in the region. The following table depicts total employees by department for FY2018-2019, FY2019-2020, and FY2020-2021 in Full-Time Equivalents (FTE's):

	Actual FY2018-2019 FTE's		Budget FY2019-2020 FTE's		Budget FY2020-2021 FTE's		Increase or Reduction
Department	FT	PT	FT	PT	FT	PT	
Administration	5.5		6.5	0.35	6.89	0	0.04
Motor Pool	3.7		2		2		0
Public Safety	26.9	1.4	34.09		34.75		0.66
Parks & Recreation	0.9	1.1	2	1.15	2	1.1	(0.05)
Public Works/Streets	8.3	0.2	11.6	0.42	12.5	0.42	0.9
Community Development	4	0.2	4.8		5		0.2
Commuter Parking	0.7		0.41		0.5		0.09
Water & Sewer	7.9		8.3		8.28		(0.02)
NW Regional Reclamation Facility	15.1	0.3	17.83	0.28	17.34	0.3125	(0.4575)
911 Center	9	2.3	12.7	1.4	11.95	1.3	(0.85)
Subtotal	82	5.5	100.23	3.6	101.21	3.1325	(0.2)
Total FTE's	87.5		103.83		104.34		

The FY2020-2021 authorized FTE's is relatively the same as the prior year. Although the FTE's remain the same, there are 5 full time and 4 part time positions that have not been funded due to the budget cut measures implemented in response to the COVID-19 crisis.



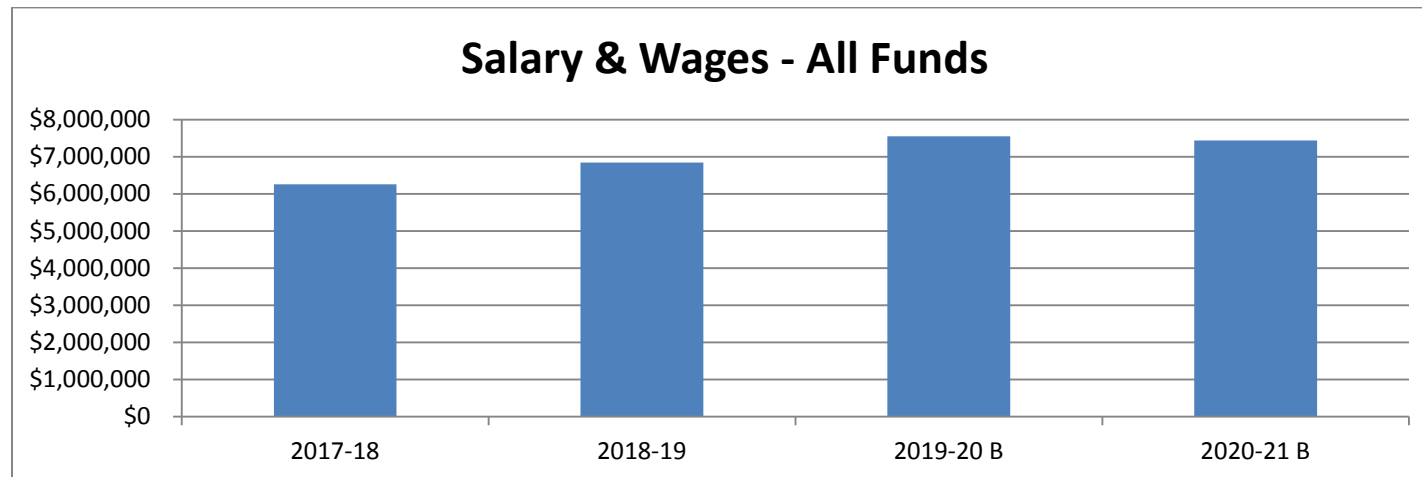
## Salaries & Wages

<b>Bargaining Unit:</b>	<b>Representing:</b>	<b>End of Term for Current Agreement</b>
Illinois Fraternal Order of Police Labor Council, Fox Lake Fraternal Order of Police Lodge No. 90	Police Officers and Sergeants	April 30, 2020*
AFSCME Council 31	Local Water & Sewer , NWRWRF	April 30, 2021
Fraternal Order of Police Labor Council for Tele-Communicators	Tele-Communicators (911)	April 30, 2021

\*Currently the contract is in the process of renewal.

In FY2020-2021, twenty-seven percent (27%) of all Village expenditures are allocated to salaries and wages. The Village's pay ranges are evaluated each year to establish both internal and external equity within the market and to ensure fair competitive wages and a dependable workforce. The Village has budget no salary increases this fiscal year for non-union employees due to the budget cuts adopted in response to the COVID-19 pandemic. The Village has three unionized labor groups subject to collective bargaining agreements. Currently the Village is in the negotiation with the IFOPLC to renew the contract that has expired April 30, 2020.

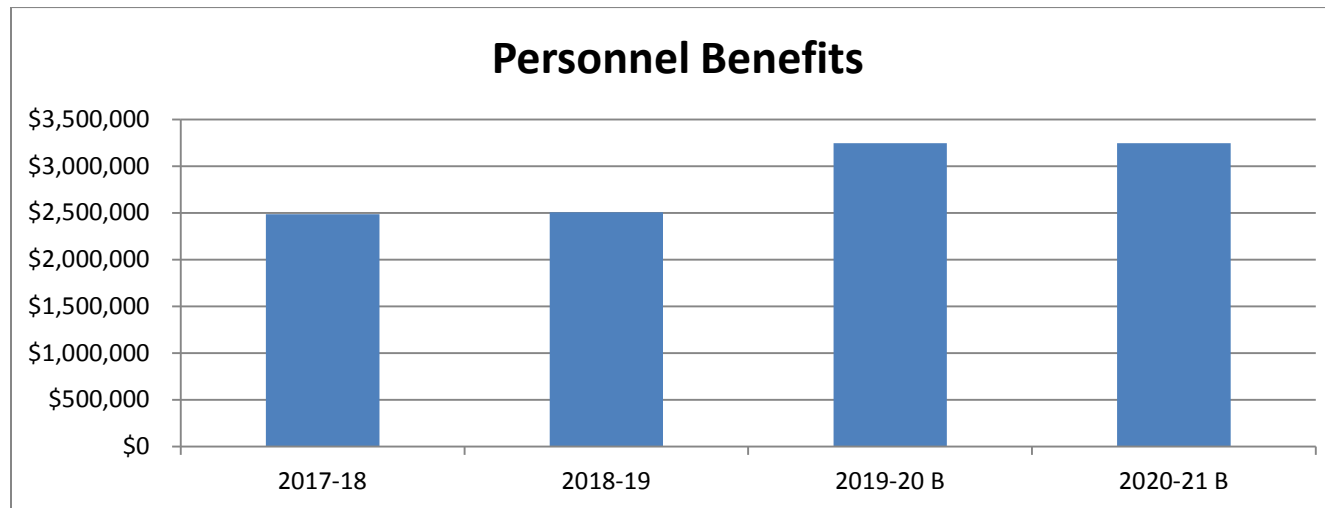
FY2020-2021 expenditures for salaries slightly decreased due to the reason mentioned above.



## Personnel Benefits

Personnel benefits include Village contributions to employee health insurance, IMRF, and payroll taxes. The Village has been proactive in trying to contain medical costs. The Village's Medical plans between CY 2019 and CY2020 have experienced an average increase of 8%. All employees who choose to elect medical benefits contribute 20 percent of the medical benefits and receive various reimbursement amounts of their deductibles based upon their chosen plans.

In order to provide cost savings and more bargaining power, the Village joined the Northshore Employee Benefit Cooperative in January 2017.



## Capital Equipment and Projects

Capital equipment and project expenses are those that typically exceed \$20,000. Each year, all proposed capital assets are assessed in terms of reliability, performance and forecast maintenance experience. Particularly, the water and sewer plan have conducted master planning activities to ensure that future growth and regulatory needs are addressed as well. The Village of Fox Lake prepared its first five year Capital Improvement Plan in FY2015-16, which is being utilized as a guideline to schedule capital expenditures to maintain assets in any given budget year. This maintenance is either done by rehabilitating assets to extend their service life or placing new assets into service.

The Village has included a total of \$27,945,705 in the FY2020-21 budget for improvements compared to \$6,072,544 in the FY2019-20 budget. This substantial change is mostly due to funding of the interconnect projects that will connect water and sewer facilities in the North to the South system

and allow the Village to decommission its Tall Oaks Treatment Plant, which will result in operating cost reductions for the long-term. The capital improvements funded through General and Special Funds are Frontage Road Reconstruction \$630K, Grand Avenue lighting infrastructure modernization \$499K, TIF Sidewalk Construction \$417K. Water and Sewer Interconnect and Infrastructure Improvement of \$22.8M funded through the State's low interest rate loan programs; and replacement of wastewater treatment equipment \$2.6M funded through the NWRWRF Fund.

### **Other Operating Expenditures**

In general, when prices cannot be accurately determined or specific quantities identified, an incremental analysis is performed for each cost category comparing the estimated actual expense for FY2019-20 with expenditure trend information. A reasonable estimation of expenditure is developed for FY2020-21 and included within the line item budget. Details of these cost categories with explanations are provided within subsequent sections of this book.

### **Debt Service Expenditures**

The Village currently has three bond issues outstanding as of May 1, 2020. The Village has four General Obligation Bonds (Series 2007, 2011B, 2014B) and two Waterworks & Sewerage System Revenue Bonds, IEPA Junior Lien Series. Bond descriptions and amortization schedules are listed within the Debt Position section below.

### **Enterprise Fund Expenses**

The Commuter Parking Fund, Water & Sewer Fund, and NW Regional Water Reclamation Facility Fund are considered enterprise funds. Rate structures and user fees should be set at levels that are sufficient to pay related expenses. Property tax subsidies are not used to balance enterprise fund operations. In FY2020-21, there are no anticipated advances to any Enterprise Funds.

## Debt Position

From time-to-time, the Village may use long-term debt to further the Village's Capital Improvement Program. In addition to the Village currently receiving loan from the IEPA up to the limit of \$9.0M to fund the Interconnect Phase 1, has applied for an additional \$14M loan to fund the Interconnect Phase 2. These funds are budgeted in the Local Water and Sewer Fund in the current fiscal year. Long-term debt is used only for capital projects that cannot be financed from current revenue sources. The Village accounts for repayment of long term debt in the General and the Local Water and Sewer Funds. Total debt outstanding as of April 30, 2020 is \$6,981,144.

The current debt limitation for the Village is \$26,692,365 which is significantly higher than the Village's outstanding general obligation debt as detailed below:

Existing Debt	Principal Outstanding
<b>Bond Series</b>	
2014 B GO Debt Certificates	\$2,280,000
2007 GO Debt Certificates	\$54,000
2011B GO Debt Certificates	<u>\$1,160,000</u>
<b>Total Subject Debt</b>	<b>\$3,494,000</b>
Current Limit (EAV \$309,476,693 @ 8.625% )	<u>\$26,692,365</u>
<b>Surplus Debt Capacity</b>	<b><u>\$23,198,365</u></b>
<b>IEPA Loan Series</b>	
Illinois Water Revolving Fund loan	\$2,068,909
Illinois Water Revolving Fund loan	\$1,418,235
<b>Total Subject Debt</b>	<b>\$3,487,144</b>
<b>Total Existing Debt</b>	<b>\$6,981,144</b>

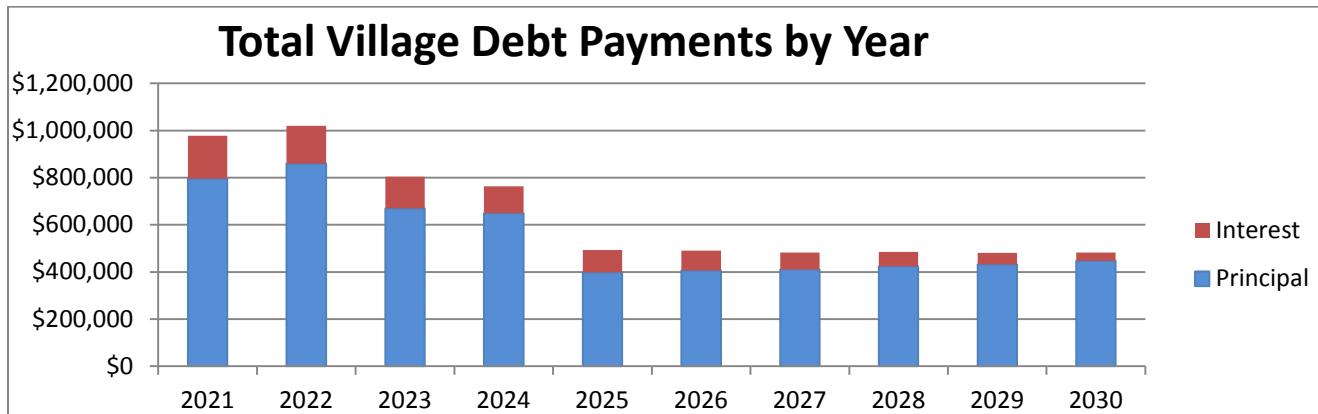
## Debt Service Schedules

Fiscal Year Ending	G.O. Debt Certificates, Series 2014B Issue Date: June 3, 2014 Date of Maturity: May 1, 2029 Amount of Contract: \$3,180,000 Interest Rate: 2.0% - 4.0% Interest Payable: 5/1 & 11/1  Principal Payable: Annually on 5/1 Payable to: UMB Bank  Funding Source: General Fund 63% & Water/Sewer 37%			Waterworks & Sewerage System Revenue Bonds, IEPA Junior Lien Series Issue Date: November 15, 2014 Date of Maturity: November 25, 2035 Amount of Contract: \$2,608,507.43 Interest Rate: 1.995% Interest Payable: 04/25 and 10/25 Principal Payable: Annually on 4/25 & 10/25 Payable to: Illinois Environmental Protection Agency  Funding Source: Water & Sewer			Waterworks & Sewerage System Revenue Illinois Water Revolving Fund loan Final Closing Date: March 30, 2018 Date of Maturity: December 27, 2037 Amount of Contract: \$1,543,275.00 Interest Rate: 1.64% Interest Payable: 06/27 and 12/27 Principal Payable: Annually on 6/27 & 12/27 Payable to: Illinois Environmental Protection Agency  Funding Source: Water & Sewer		
	Principal	Interest	Total P&I	Principal	Interest	Total P&I	Principal	Interest	Total P&I
April 30th 2021	320,000	72,750	392,750	115,133	40,704	155,837	68,332	22,980	91,312
2022	370,000	64,000	434,000	117,442	38,395	155,837	69,457	21,855	91,312
2023	160,000	56,050	216,050	119,796	36,041	155,837	70,601	20,711	91,312
2024	155,000	51,325	206,325	122,198	33,639	155,837	71,764	19,548	91,312
2025	200,000	46,000	246,000	124,648	31,189	155,837	72,945	18,367	91,312
2026	205,000	38,900	243,900	127,147	28,690	155,837	74,146	17,166	91,312
2027	205,000	30,700	235,700	129,697	26,140	155,837	75,368	15,944	91,312
2028	215,000	22,300	237,300	132,297	23,540	155,837	76,609	14,703	91,312
2029	220,000	13,600	233,600	134,949	20,888	155,837	77,870	13,442	91,312
2030	230,000	4,600	234,600	137,655	18,182	155,837	79,152	12,160	91,312
Remaining	0	0	0	807,947	49,155	857,102	681,991	48,505	730,496
<b>TOTAL</b>	<b>\$2,280,000</b>	<b>\$400,225</b>	<b>\$2,680,225</b>	<b>\$2,068,909</b>	<b>\$346,563</b>	<b>\$2,415,472</b>	<b>\$1,418,235</b>	<b>\$225,381</b>	<b>\$1,643,616</b>

## Debt Service Schedules (continued)

Fiscal Year Ending	G.O. Debt Certificates, Series 2007 Issue Date: December 3, 2007 Date of Maturity: January 1, 2023 Amount of Contract: \$212,000 Interest Rate: 4.4% Interest Payable: 01/01 & 07/01 Principal Payable: Annually on 01/01 Payable to: BMO Harris  Funding Source: General Fund - Parks			G.O. Debt Certificates, Series 2011B Issue Date: November 15, 2011 Date of Maturity: November 1, 2023 Amount of Contract: \$3,640,000 Interest Rate: 2.5% - 4.5% Interest Payable: 5/1 & 11/1 Principal Payable: Annually on 11/1 Payable to: UMB Bank  Funding Source: General Fund 46.65%, Water 36.85%, Parks 15.07%, 911 1.43%		
	Principal	Interest	Total P&I	Principal	Interest	Total P&I
2021	17,000	2,376	19,376	275,000	44,200	319,200
2022	18,000	1,628	19,628	285,000	34,575	319,575
2023	19,000	836	19,836	300,000	21,750	321,750
2024				300,000	10,500	310,500
<b>TOTAL</b>	<b>\$54,000</b>	<b>\$4,840</b>	<b>\$58,840</b>	<b>\$1,160,000</b>	<b>\$111,025</b>	<b>\$1,271,025</b>

Below is a chart depicting the future principal and interest payment of the Village' debt:



## **General Fund Balances and Projections**

The General Fund is used to account for the resources and activities associated with the core services and day-to-day operations of the Village. The General Fund receives the majority of Village revenues and utilizes these resources to fund expenditures traditionally associated with government, including general administration, police, street maintenance, snow and ice removal, parks and recreation, building and zoning enforcement and planning and economic development. The main sources of revenue for the General Fund are General Sales Tax, Property Taxes, Utility Taxes, State Shared Income Tax and other taxes. These sources make up 61.4% of the FY2020-21 General Fund revenue projections compared to 57.6% of the FY2019-20 General Fund revenue budget. The increase in taxes as a percentage of the General Fund total revenues is attributed to the decrease in grant revenues of \$1.4M in FY2020-21.

## **Fund Balance Policy**

The Village of Fox Lake Board of Trustees adopted a policy that requires the General Fund year-end unrestricted fund balance be maintained in an amount at least 33%, but not more than 50%, of the annual General Fund Operating Budget, including the annual debt service. The amount approximates between four (4) to six (6) months of working capital. The objective of this reserve level is to ensure adequate funds are set aside in a planned and consistent manner and that these monies are not spent for regular Village expenditures or used to reduce property taxes.

The budget process takes a look at the next two years with a goal of sustaining this policy. The projected fund balance for FY2020-21 assumes a decrease in revenues of 25% due to the COVID-19 crisis and a decrease to operating expenditures of 2.0%, along with capital spending cuts, the Village will remain compliant with its Fund balance policy with a minimum 33% reserve. The Village plans to look at these reserves periodically to review the economic impacts of the COVID-19 pandemic on the revenue streams and to discuss the spending requirements needed to sustain services and its capital plan, and develop strategies going forward to meet these goals.

The General Fund Balance at the end of FY2020-21 is \$8,558,774 which is 86% of operating revenues. However, due to the COVID-19 crisis, the Village projects the FY2020-21 Unassigned Fund Balance reduced to 33% of the total General Fund operating expenditures. During the FY2020-21 budget, the Village postponed the Capital Improvement Programs to remain compliant with the fund balance policy. Below is a chart showing the Village's compliance with the Fund reserve policy, including projected fund balance for the budget year 2020-21.

	Actual FY2017-18	Actual FY2018-19	Amended Budget FY2019-20	Amended Budget FY2020-21
<b>Beginning Fund Balance</b>	<b>\$8,730,046</b>	<b>\$10,585,925</b>	<b>\$11,136,426</b>	<b>\$10,282,891</b>
General Fund Revenues	\$12,383,934	\$11,839,959	\$13,851,152	\$10,339,131
Less: General Fund Expenditures	\$9,365,596	\$9,807,602	\$12,021,917	\$11,800,122
Less: Capital Expenditures Net of Grants/Financing	\$1,162,459	\$1,481,856	\$2,682,770	\$263,126
<b>Annual Operating Surplus/ (Deficit)</b>	<b>\$1,855,879</b>	<b>\$550,501</b>	<b>(\$853,535)</b>	<b>(\$1,724,117)</b>
<b>Total Ending General Fund Balance</b>	<b>\$10,585,925</b>	<b>\$11,136,426</b>	<b>\$10,282,891</b>	<b>\$8,558,774</b>
<b><u>Less: Assigned/Restricted/Non-Spendable</u></b>				
Capital Improvement Assigned Reserve	\$3,702,187	\$4,362,616	\$3,760,227	\$3,129,939
Other Non-Spendable/Restricted	\$1,634,798	\$1,424,249	\$1,369,924	\$1,534,673
<b>Total Assigned/Restricted/Non-Spendable Fund</b>	<b>\$5,336,985</b>	<b>\$5,786,865</b>	<b>\$5,130,151</b>	<b>\$4,664,612</b>
<b>Total Ending Unrestricted/Unassigned Fund Balance</b>	<b>\$5,248,940</b>	<b>\$5,349,561</b>	<b>\$5,152,740</b>	<b>\$3,894,162</b>
<b>Unrestricted Fund Balance % of General Operating Expenditures</b>	<b>56%</b>	<b>55%</b>	<b>43%</b>	<b>33%</b>

### Fund Balance/Net Position Projections by Fund

The fund balance is the fund equity of governmental funds, while the net position is the equivalent for fund equity in enterprise funds like water, regional water reclamation, and 911. Changes in these balances are the result of the difference of revenues and expenditures, increasing when revenues exceed expenditures and decreasing when expenditures exceed revenues.

In FY2018-19, the Village of Fox Lake changed from using cash balances to using Unrestricted Net Positions as a proxy for fund equity in the enterprise funds. The following table depicts the proposed revenues and expenditures by fund for the FY2020-21 Budget, with surplus (deficit) shown for each fund. While the enterprise funds include the capital expenditures for 2020-21, this table does not include items that will affect the “Investment in Net Assets” and at the end of the fiscal year will not affect the unrestricted net balance.



	<b>Estimated Balance 4/30/20</b>	<b>FY 2020-21 Revenue &amp; Debt Proceeds<sup>a</sup></b>	<b>FY 2020-21 Non-Capital Expenditures<sup>b</sup></b>	<b>FY 2020-21 Capital Net Expenditure</b>	<b>Excess of Revenue over Expenditures</b>	<b>Fund Balance/ Unrestricted Net Balance 4/30/21</b>	<b>Reserve/ Assigned/ Restricted Funds</b>
<b>General Fund</b>	\$10,282,892	\$10,339,131	\$11,336,302	\$726,946	(\$1,724,117)	\$8,558,775	\$5,105,011
<b>Special Revenue Funds</b>							
<b>TIF Fund</b>	167,477	75,460	11,600	314,912	(251,052)	(83,575)	
<b>MFT Fund</b>	536,234	2,841,173	211,000	3,204,832	24,973	(38,425)	
<b>BDD - South</b>	349,815	424,105	88,500	700,500	(364,895)	(15,080)	
<b>BDD- Central</b>	415,985	422,170	123,000	992,648	(693,478)	(277,493)	
<b>Enterprise Funds</b>							
<b>Commuter Parking Fund</b>	(48,683)	63,487	110,042		(46,555)	(95,238)	
<b>Water &amp; Sewer Fund<sup>a</sup></b>	8,660,964	24,578,173	2,530,435	22,816,723	(768,985)	7,891,979	
<b>NW Regional Reclamation Facility</b>	13,256,370	4,750,700	5,247,178	2,857,796	(3,354,274)	9,902,096	
<b>911 Fund</b>	(602,757)	1,437,886	1,397,985		39,901	(562,856)	
<b>Fiduciary Fund</b>							
<b>Police Pension</b>	17,926,786	1,845,755	1,121,695		724,060	18,650,846	18,650,846
<b>Total Funds</b>	<b>\$50,945,083</b>	<b>\$46,778,040</b>	<b>\$22,177,737</b>	<b>\$31,614,357</b>	<b>(\$7,0174,054)</b>	<b>\$43,931,029</b>	<b>\$23,755,857</b>

<sup>a</sup>Water Fund revenue includes IEPA loan proceeds.

<sup>b</sup>Does not include depreciation expense, bond premium amortization, and debt service principal for Enterprise Funds as these affect the Net Investment in Capital Assets.

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# Section 4

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## General Fund Summary and Detail

- General Fund
- General Fund Expenditures
- Administration
- Motor Pool
- Garbage
- Public Safety
- Parks & Recreation
- Insurance
- Fire Department
- Public Works/Streets
- Community Development
- Grants
- Debt Service
- Capital Outlay
- Net Income



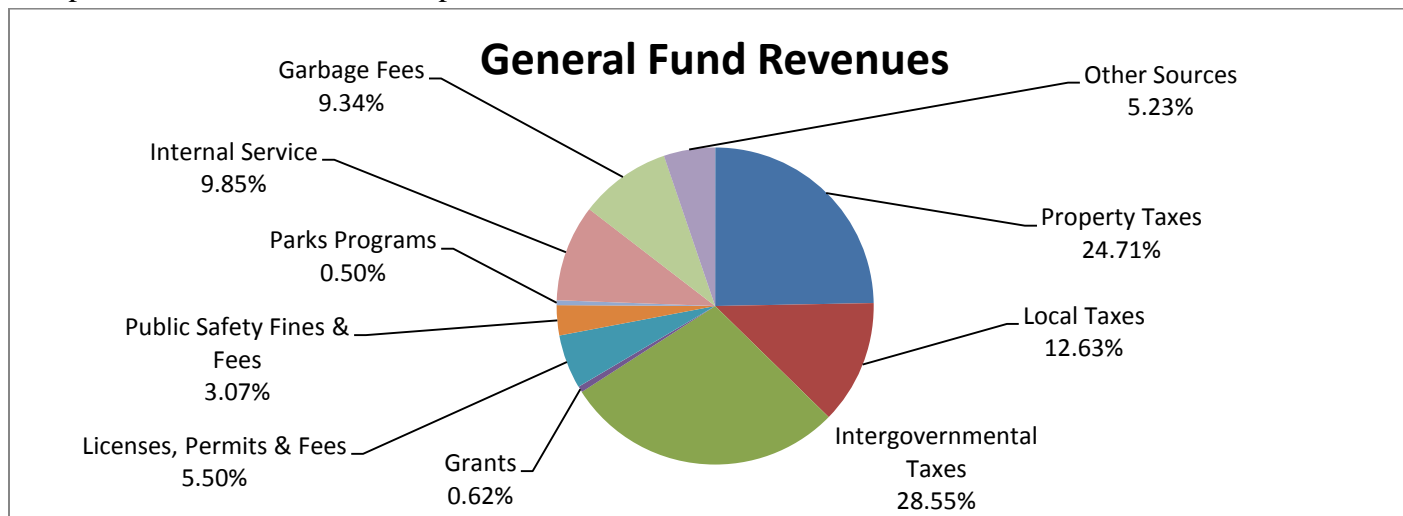
# General Fund Summary and Detail

## General Fund

The Village of Fox Lake is a non-home rule municipality which levies taxes in two counties, Lake and McHenry Counties. The General Fund Revenue Budget for FY2020-21 is \$10,339,131 representing a 25% decrease over the prior year amended budget. This significant change projected in anticipation of the COVID-19 impacts on the economy. The Village derives the majority of its revenue in the General Fund from Intergovernmental Taxes (29%), Property Taxes (25%), and Local Taxes (13%). Intergovernmental taxes include Sales tax, Income tax, Use Tax, Road/Bridge tax, Cannabis Excise Tax and Personal Property Replacement tax. Local Taxes include the, utility taxes (telephone, electricity, and natural gas), auto rental tax, hotel tax, use tax, video gaming, and Places for Eating Tax. Real Estate Taxes include the Audit, Corporate, Police Pension, IMRF, Police Protection/System, Social Security, and Tort Judgement/Liability Insurance. Aside from taxes, the Village obtains funding for its general operations by charging for services provided to the public, for licenses and permits, for special police details, and by charging other funds in the Village for internal services provided by General Fund department centers including Administration and Motor Pool. In addition, the Village receives, to a lesser degree, funding from police fines and forfeits.

The Village's ability to increase its revenues in the General fund is limited since the majority of its revenues are linked either to its population or its ability to develop new sales-generating businesses; however, some opportunities do exist. The Village does have a few potential business and residential developments opportunities including Sayles property (TIF), Route 12 and 134 (13 acres), and Thelen property north of the Village.

For more detailed description on revenues and assumptions refer to Section 3 Executive Overview.



## General Fund Revenues

ACCOUNT	ACCOUNT TITLE	ACTUAL 2018-2019	AMENDED BUDGET 2019-2020	AMENDED BUDGET 2020-2021	DESCRIPTION
01-105-3000	REAL ESTATE TAXES	\$1,886,073	\$2,139,794	\$2,241,670	Based on Levy Ordinance
01-105-3001	REAL ESTATE TAXES - IMRF	135,252	144,612	144,869	Based on Levy Ordinance
01-105-3002	REAL ESTATE TAXES - INSURANCE	380,970	165,291	167,891	Based on Levy Ordinance
01-105-3010	UTILITY - ELECTRIC TAX	433,702	430,000	371,700	Initial projection revised for COVID pandemic.
01-105-3011	UTILITY - NATURAL GAS TAX	130,157	129,000	118,440	Based on latest 24 months revenue trend
01-105-3012	UTILITY- TELEPHONE TAX	148,373	144,000	112,500	Based FY20 trend of \$10.5 per month
01-105-3015	USE TAX	327,283	306,000	250,382	Based on IML MFY 2021 forecast of \$35.50 per capita
01-105-3020	HOTEL/MOTEL TAXES	1,464	4,000	2,400	Initial projection revised for COVID pandemic.
01-105-3030	ROAD & BRIDGE TAXES	139,693	141,183	138,824	Based on prior year tax extension
01-105-3040	RENTAL CAR TAXES	169	180	83	Initial projection revised for COVID pandemic.
01-105-3050	PLACES FOR EATING TAX	193,013	180,000	120,539	Initial projection revised for COVID pandemic.
01-105-3060	VIDEO GAMING PROCEEDS	295,486	300,000	190,610	Initial projection revised for COVID pandemic.
01-110-3100	INCOME TAXES	1,027,104	1,050,000	740,567	Based on IML MFY 2021 forecast \$105 per capita
01-110-3101	PERSONAL PROPERTY REPLACE TAX	64,881	60,000	69,671	Based on IDOR 2020 fiscal year forecast
01-110-3110	SALES TAXES	3,293,800	3,300,000	2,133,440	Based on Dec18 thru Nov 19 actual receipts
01-110-3112	CANNABIS EXCISE TAX			8,463	Based on COGFA Current Forecast \$0.80 per capita - New revenue source
<b>TAXES</b>		<b>\$8,457,419</b>	<b>\$8,494,060</b>	<b>\$6,812,050</b>	
01-115-3200	GRANT REVENUE	\$5,685	\$0	\$0	None anticipated - Grants revenues are allocated to their purpose
01-115-3210	GRANT - TRAFFIC	5,408	10,817	20,000	Grant requests for traffic enforcement
01-115-3211	GRANT - TOBACCO	3,740	2,500	2,500	FY20 expected revenue
01-115-3212	GRANT - VEST	1,343	1,368	1,500	DOJ bulletproof vest grant (not CSO's)
01-115-3215	GRANT - PARKS	\$0	21,400	\$0	Stormwater Management Grant carryforward to FY21. Moved to BDD-C Fund
01-115-3216	GRANT - CDBG	2,500	27,500	\$0	None anticipated
01-115-3225	GRANTS FEDERAL - STREETS	153,832	1,353,000	40,000	Nippersink- Design Engineering Cost
<b>GRANTS</b>		<b>\$172,507</b>	<b>\$1,416,585</b>	<b>\$64,000</b>	

ACCOUNT	ACCOUNT TITLE	ACTUAL 2018-2019	AMENDED BUDGET 2019-2020	AMENDED BUDGET 2020-2021	DESCRIPTION
01-120-3300	VEHICLE STICKERS	\$192,678	\$169,175	\$160,550	Based on FY2020 Revenue includes penalties
01-120-3320	VACANT PROPERTY REGISTRATION	\$0	\$16,200	\$25,650	90 properties @ \$200 + 45 properties @ \$200
01-120-3340	LICENSES - ANIMALS	1,946	2,100	1,520	Based on latest 12 months actual receipts
01-120-3341	LICENSES - LIQUOR	55,730	44,157	52,060	Current businesses plus 2 potential new
01-120-3342	LICENSES - BUSINESS	16,435	18,000	17,100	Based on latest 12 months business trend
01-120-3343	LICENSES - VIDEO GAMING	0	2,950	2,850	Based on latest actual receipts
01-120-3344	LICENSES-VENDING	4025	2,400	2,280	Based on latest actual receipts
01-125-3350	CABLE FRANCHISE FEES	159,900	158,000	154,185	Based on latest 24 months revenue trend
01-130-3400	BUILDING PERMITS	184,363	132,000	109,250	No new major commercial budgeted
01-130-3402	ZONING PERMITS	16,400	13,000	12,350	Same as FY20
01-130-3403	PARK IMPACT FEES	82,000	30,000	28,500	Same as FY20
01-130-3404	PERMIT FEES - TREE REPLACEMENT	5,635	,3000	2,850	Same as FY20
<b>LICENSE, PERMITS &amp; FEES</b>		<b>\$719,112</b>	<b>\$590,982</b>	<b>\$569,145</b>	
01-135-3450	PROGRAM FEES	90,855	80,000	50,003	Reduced from FY20 estimated actual due to potential impact from COVID-19
01-135-3460	DONATIONS - PARKS	7,395	-	-	None anticipated
01-135-3461	SPONSORSHIPS	-	12,650	-	None anticipated
01-135-3470	PACE FEES	2,916	3,000	2,000	Revenues are down as most riders are senior / disabled = \$1.00 per ride.
<b>PARK &amp; RECREATION FEES</b>		<b>\$101,166</b>	<b>\$95,650</b>	<b>\$52,003</b>	
01-130-3405	BUILDING ORDINANCE FINES	-	4,000	2,667	Based on latest actual receipts
01-140-3500	COURT FINES - LAKE COUNTY	312,723	150,000	104,939	Based on latest 12 months actual receipts adjusted for trend
01-140-3501	COURT FINES-DUI	10,603	8,500	7,067	Based on latest 24 months revenue trend
01-140-3502	FINES - REDLIGHT	54,584	170,000	46,669	Lowered projection due to HB322: Repeal Red light Cameras

ACCOUNT	ACCOUNT TITLE	ACTUAL 2018-2019	AMENDED BUDGET 2019-2020	AMENDED BUDGET 2020-2021	DESCRIPTION
01-140-3503	FINES - ADMINISTRATIVE SEIZURE	-	24,000	33,335	Based on latest actual receipts
01-140-3505	ORDINANCE & PARKING FINES	109,653	110,000	73,337	Based on latest 12 months actual receipts
<b>COURT AND ORDINANCE FINES</b>		<b>487,563</b>	<b>466,500</b>	<b>268,013</b>	
01-145-3511	FORFEITURES - SEIZED ASSETS	4,577	13,849	2,667	Based on latest 24 months revenue filtered for random transactions
01-145-3512	POLICE REV - ABANDONED PROP	590	0	0	None anticipated
01-145-3515	POLICE REVENUE - SRO	31,695	96,132	44,155	Per agreement- 2.5% increase (CPI)
01-145-3520	POLICE REVENUE - GAMING TAX	1,716	1,700	1,133	Based on latest 12 months actual receipts
01-145-3525	POLICE REVENUE - REPORTS	2,121	2,000	1,333	Based on latest 12 months actual receipts
<b>PUBLIC SAFETY, FINES, PENALTIES &amp; FEES</b>		<b>\$40,699</b>	<b>\$113,681</b>	<b>\$49,288</b>	
01-155-3600	ENGINEERING REIMBURSABLE FEES	\$7,374	\$11,000	\$12,000	Consistent with expense acct 01-354-5111
01-155-3605	ATTORNEY REIMBURSABLE FEES	3,640	4,000	4,000	Average over previous 3 years
01-155-3610	MOTOR POOL REIMBURSABLE EXP	32,470	38,000	33,000	Based on latest 12 months actual receipts
01-155-3615	FIRE DEPT REIMBURSABLE EXP	120,817	50,000	57,500	Utility/fuel/ motor pool services reimbursements
01-155-3621	CREDIT CARD INCENTIVES	9,836	8,000	7,000	Based on latest 12 months actual receipts
01-155-3625	INSURANCE REIMBURSABLES	5,239	14,636	0	Non anticipated
01-155-3630	PUBLIC SAFETY REIMBURSABLE EXP	70,764	15,000	20,000	Police detail at Grant HS Officer for prom, games, etc. & other organization special events; fingerprinting fee & Lake Villa hearing officer fee.
01-155-3640	STREETS REIMBURSABLE	569	0	0	None anticipated
01-155-3650	EMPL/ELECTED OFFICAL REIMBURSA	8	602	0	None anticipated
01-155-3654	BUILDING/ZONING REIMBURSABLE	2,881	6,000	6,500	Consistent with expense acct #01-354-5114
01-155-3661	WORKERS COMP REIMBURSABLE	338	6,000	0	None anticipated
<b>REIMBURSIBLES</b>		<b>\$253,936</b>	<b>\$153,238</b>	<b>\$140,000</b>	
01-165-3815	GARBAGE FEES	\$974,362	\$980,000	\$945,725	Customer count and rate
01-165-3816	GARBAGES PENALTIES	20,182	20,000	19,665	Based on latest 12 months actual receipts
<b>WASTE SERVICES</b>		<b>\$994,544</b>	<b>\$1,000,000</b>	<b>\$965,390</b>	

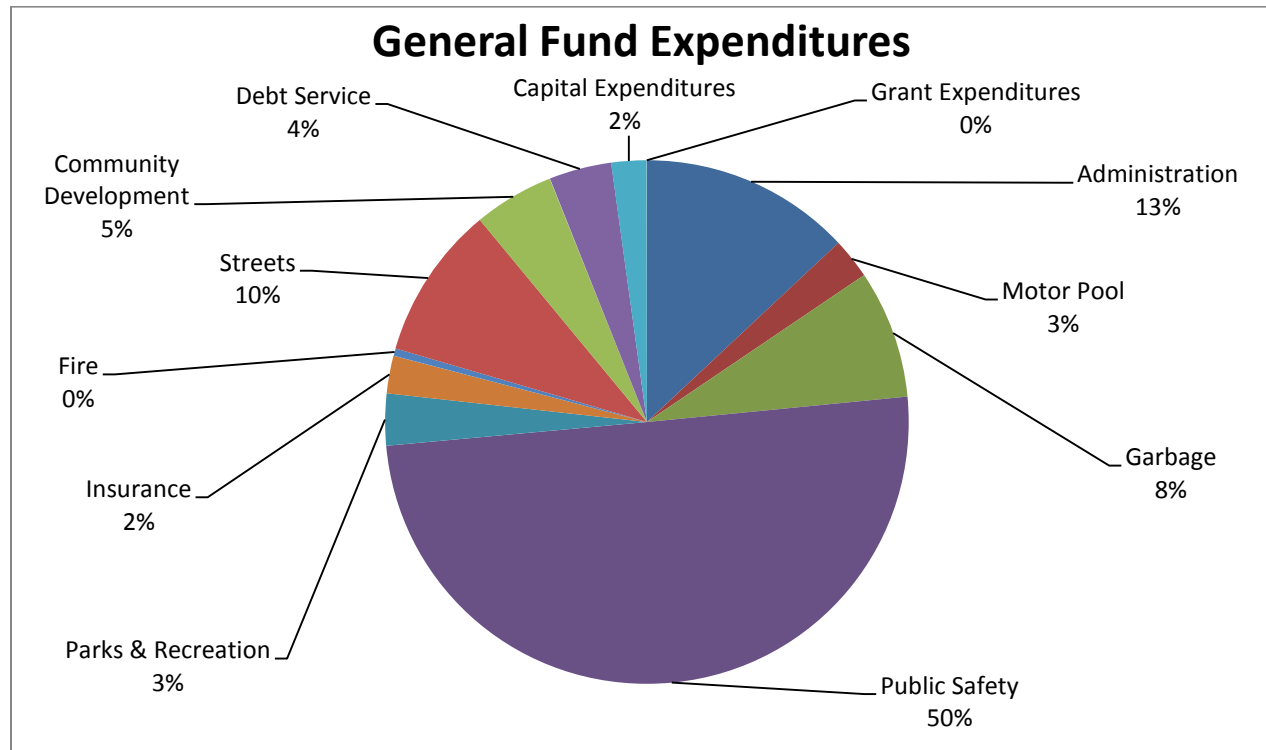
ACCOUNT	ACCOUNT TITLE	ACTUAL 2018-2019	AMENDED BUDGET 2019-2020	AMENDED BUDGET 2020-2021	DESCRIPTION
01-165-3817	RECYCLING REBATE	\$1,369	\$500	\$300	Based on latest 12 months actual receipts
01-170-3700	INTEREST INCOME	202,370	165,000	39,150	Based on latest quarter earnings
01-170-3715	DONATIONS	0	165	0	None anticipated
01-170-3716	SHOP WITH A COP	-	1,000	500	Walmart donation - possible?
01-170-3717	DONATIONS - COMMUNITY GARDEN	17,649	-	0	None anticipated
01-170-3720	SALE-FIXED ASSETS	19,232	5,000	5,000	Replaced vehicles to auction
01-170-3750	MISCELLANEOUS INCOME	2,543	3,500	3,000	None anticipated
01-180-3800	RENTAL INCOME	103,823	103,367	121,710	Based on latest 12 months actual receipts
01-180-3802	RENTAL INCOME - 911 CENTER	15,000	18,480	18,480	Per agreements cell tower agreements
01-180-3803	EXTERNALITY FEE	251,025	255,000	212,792	No longer a revenue source
<b>MISCELLANEOUS REVENUE</b>		<b>\$613,011</b>	<b>\$552,012</b>	<b>\$400,932</b>	
01-195-3850	SERVICE CHARGES - COMMUTER	\$36,960	\$36,000	\$36,540	1.5% increase over prior year
01-195-3851	SERVICE CHARGES - WATER	342526.15	343,000	348,145	1.5% increase over prior year
01-195-3852	SERVICE CHARGES - NW REGION	451,068	450,000	470,210	Per IGA with Lake County PW
01-195-3853	SERVICE CHARGES - 911	115,819	116,000	117,740	1.5% increase over prior year
01-195-3854	SERVICE CHARGES - BDD SOUTH	23,669	25,000	25,375	1.5% increase over prior year
01-195-3855	SERVICE CHARGES - BDD CENTRAL	19,709	20,000	20,300	1.5% increase over prior year
<b>INTERFUND SERVICE CHARGES</b>		<b>\$989,752</b>	<b>\$990,000</b>	<b>\$1,018,310</b>	
01-200-3900	PROCEEDS FROM DEBT ISSUED	\$0	\$0	\$0	None anticipated
<b>DEBT PROCEEDS</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>TOTAL GENERAL FUND REVENUE</b>		<b>\$12,829,709</b>	<b>\$13,872,708</b>	<b>\$10,339,130</b>	



## General Fund Expenditures

The General Fund Expenditures for FY2020-21 total is \$12,063,248 compared to FY2019-20 total of \$15,835,585 which represents a 24% decrease from the prior year. The decrease is reflective of the budget cuts adopted in responding to the COVID-19 crisis. These cuts include defunding open positions, freezing non-union wages and postponing capital projects. The General Fund budget includes expenses for the following departments: Village Board & Commissions, Administration, Public Safety, Motor Pool, Streets, Community Development, Parks and Recreation, Garbage, Insurance, and Building and Zoning. The expenditures also include capital expenses, debt expense, public safety special revenue expenses, reimbursable expenses, refunds and rebates, and grant expenses.

Below is a breakdown of expenses:



## **Administration**

The Administration Department in the Village of Fox Lake is responsible for all the day-to-day activities in the Village, as well as overseeing personnel administration and treasury management. The Administration Department includes elected officials and appointed staff members.

The objective of the Village Board is to assure the community efficient and economical government service, and to establish policy and enact ordinances that protect the health, safety and welfare of the Village residents. The Mayor, Board of Trustees and Village Clerk are part-time elected officials. They are elected to staggered, four (4) year terms. The Board establishes the vision and direction for the Village, and coordinates through the Village Administrator.

## **Village Administrator**

The Village Administrator is the chief administrative officer of the Village and is directly responsible for planning, organizing and directing the day-to-day operations of Village. The Village Administrator ensures that all laws and ordinances governing the Village of Fox Lake are faithfully enforced in addition to providing general management, staff leadership, and administrative oversight to all Village departments. The Village Administrator's work includes:

- Recommendations to the Village Board on municipal ordinances and regulations;
- Implementation of policies established by the Village Board;
- Supervision, coordination and evaluation of all departmental activities and responsibilities, including the budgeting process;
- Analysis and policy recommendations concerning land use and development proposals, zoning and development regulations and transportation issues;
- Participation in activities of community organization, other governmental agencies and the private sector to represent the Village;
- Staff support to designated standing and adhoc commissions and committees;
- Coordination of communications with the community, including residents, businesses and other organizations, concerning Village programs and policies;
- Human resource functions, including but not limited to recruitment, selection, training, promotion and retention of quality employees; compensation and benefit program administration; employee labor relations; collective bargaining negotiation and management of current labor agreements; policy administration and interpretation, and employee recognition program.

## **Village Treasurer/Finance Director**

The Finance Department is established to provide the Village with a wide range of financial, analytical, and administrative tasks.

- Control of Village's financial operations including accounting, banking, billing and collections, and treasury management;

- Development of an annual budget, working with the Village Administrator and other Village department heads and with the approval of the Village Board;
- Preparation of the Comprehensive Annual Financial Report (CAFR);
- Assurance that the Village's financial systems meet GASB, GAAP and other appropriate standards;
- Assistance in the development, maintenance and audit of the accounting systems;
- Oversight of investment portfolios of the Village.

#### **Director of Human Resources / Assistant to the Village Administrator**

The Director of HR / Assistant to the Village Administrator is responsible for general services, communications, special projects, Parks & Recreation Department supervision, human resource functions, and supervision of Management Analyst.

#### **Management Analyst**

The Management Analyst is responsible for general services, special projects, Freedom of Information Act (FOIA) requests, and human resource functions.

#### **Network Administrator – Outside Services**

The Network Administrator provides management of the Village's Information Technology program. The Network Administrator is responsible for the infrastructure of the Village's Information Technology platform and provides a review and oversight of all Village information system needs including, but not limited to; 1) intra-department computer and telephone support; 2) planning, evaluating and maintaining the Village's hardware, software and network choice acquisitions; 3) project technology management; and 4) guaranteeing the integrity and security of the overall system and its data, including all local and wide area networks, from internal and external conditions. This function is outsourced.

#### **The Deputy Clerk**

The Deputy Village Clerk is responsible for direct administrative support for the Mayor and the Village Board of Trustees. The Deputy Village Clerk provides operational support to the Village Clerk through coordination and maintenance of all official records, contracts, ordinances, resolutions and minutes of Village proceedings, licensing transactions, and Open Meetings Act (OMA) compliance.

#### **Accounting Manager**

The Accounting Manager is responsible for the general bookkeeping and accounting of the Village.

#### **Administrative Assistant**

The Administrative Assistant is responsible for cash receipting responsibilities.

**Utility Billing/ Payroll Clerk**

The Utility Billing/Payroll Clerk provides accurate utility billing information; processes and maintains accounting transactions; receives, accesses utility billing paperwork and mainframe computer database for customer billing records for Garbage, the Water/Sewer Department, and NW Regional Water Reclamation Facility, and processes and prepares the bi-weekly payroll records.

**Legal**

The Village Attorney provides legal service and advice to the Village's staff, Board, Commissions, Committees, and Boards on a variety of legal matters pertaining to Village operations. The Village Attorney attends Village Board meetings and is available for staff conferences as needed. Additional funds are budgeted for legal costs incurred by specific research, ordinance preparation, contracts and litigation. The Village also receives legal service from the Village Prosecutor to represent the Village's interest in court and a Labor Attorney to represent the Village in union negotiations and other labor issues.

## Administration Department Budget Analysis

The Administration Department FY2020-21 budget is \$156,506 lower than the prior year mostly due to the COVID-19 budget cuts and excluding the externality fee refund. These cuts include reduction in professional services by \$70,000, travel and training expenses by \$8,000 and elimination of software upgrade for \$23,000.

### Administration Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
<b>01-311-4000</b>	WAGES	\$526,208	\$550,254	\$595,000	6.9 FTE's - Administration & Finance (FY20 - no Finance Director for 8 months)
<b>01-311-4001</b>	WAGES - ELECTED OFFICIALS	47,376	47,300	47,300	Village President & Trustees
<b>01-311-4002</b>	WAGES – PART TIME	0	11,663	0	P/T eliminated
<b>01-311-4010</b>	OVERTIME	873	775	800	Minimal OT for non-exempt employees
<b>01-311-4100</b>	HEALTH INSURANCE	107,229	117,398	152,900	Medical, dental, vision employer share - 10% increase + NSEBC reserve
<b>01-311-4110</b>	LIFE INSURANCE	547	616	1,640	Group term life insurance - Madison National Life
<b>01-311-4200</b>	SOCIAL SECURITY & MEDICARE	39,453	45,266	43,750	OASDI Rate 6.2% to \$137.7k maximum salary & Medicare 1.45% no max
<b>01-311-4220</b>	IMRF	47,480	54,192	47,100	2020 Rate 8.3%; 2021 Rate estimated @ 9.13% (10% increase)
<b>01-311-5000</b>	BUILDING MAINTENANCE	21,581	27,700	20,000	Cleaning service \$15,000, Alarm repairs \$1,500, Sprinkler inspections \$1,200, other general \$2,300
<b>01-311-5100</b>	PROFESSIONAL SERVICES	24,862	96,888	26,000	Civic systems \$9,200; HR \$2000; Other \$10,800; CivicPlus website \$4000
<b>01-311-5101</b>	AUDIT SERVICES	20,620	22,750	23,000	Per Sikich proposal
<b>01-311-5102</b>	ACCOUNTING SERVICES	0	3,000	3,000	OPEB Actuarial Study - Lauterbach & Amen proposal
<b>01-311-5103</b>	PAYROLL SERVICE FEES	1,670	1,800	1,800	Asure Payroll processing, W2's; Quarterly 941's
<b>01-311-5110</b>	ENGINEERING SERVICES	276	1,000	1,000	General inquiries
<b>01-311-5113</b>	PAYROLL SERVICE FEES	3,327	0	0	DO NOT USE THIS ACCT #. See #01-330-5113
<b>01-311-5120</b>	LEGAL SERVICES	49,333	62,000	65,000	General Counsel \$50000; Continue Code Review \$15000
<b>01-311-5121</b>	LABOR ATTORNEY	1,973	20,000	20,000	Labor attorney consultations
<b>01-311-5160</b>	TECHNOLOGY	105,565	135,000	137,000	Innovative solutions consulting \$120,000; Technology mgmt. revolving internet \$1,300, other technology repairs \$5,200, Barracuda email backup/firewall \$260, miscellaneous \$740

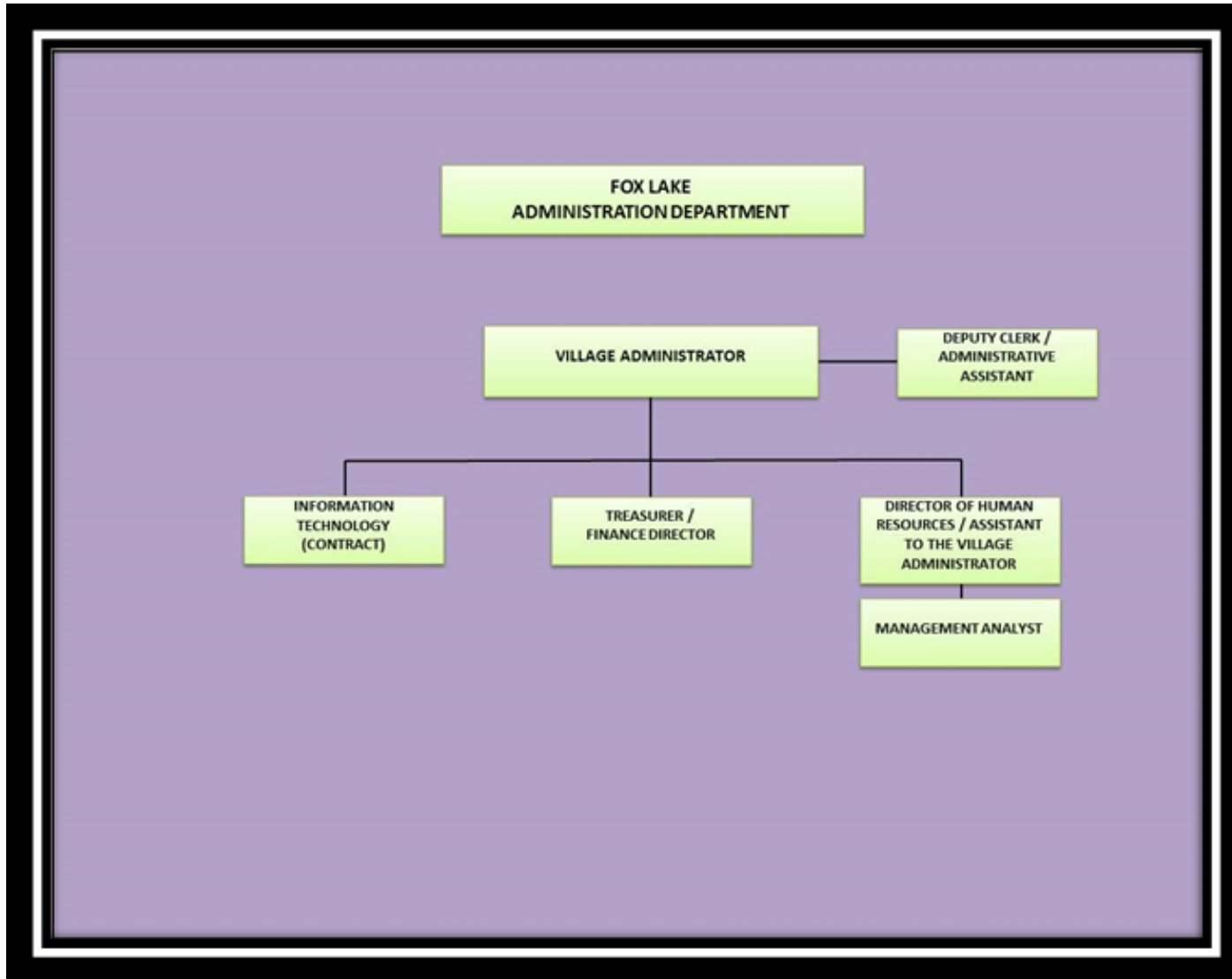
### Administration Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-311-5200	POSTAGE	8,198	14,000	11,500	Various postage- eliminate 1 letter mailing
01-311-5220	PHOTOCOPY	9,038	9,200	9,200	Lease and per copy fee
01-311-5221	PRINTING	9,918	15,000	11,250	3 newsletters per year – eliminate 1 newsletter
01-311-5224	PUBLISHING	5,967	15,000	15,000	FY19/20 estimated actual with additional for code review
01-311-5310	MEMBERSHIPS	19,667	21,500	21,100	IL Municipal League (\$1,200), SWALCO (\$6,000), LC Transportation Alliance (\$600), ICMA Memberships (\$2,000), LC Partners (\$750), Metropolitan Mayors Caucus (\$500), GFOA (\$400), NW Municipal Conference (\$6,000), ILCMA/IAMMA (\$1000), Municipal Clerks of LC (\$100), Costco (\$100), IGFOA (\$450), LC Municipal League (\$2,000) City Tech (\$400);
01-311-5320	TRAVEL	448	5,000	1,000	ICMA
01-311-5330	TRAINING	3,282	12,000	8,450	Trustees (\$3,150) , Sexual Harassment Training (\$3,000) and Management trainings (\$2,000)
01-311-5340	TUITION REIMBURSEMENT	0	500	500	Tuition reimbursement requests that may arise
01-311-5350	MEETING EXPENSES	2,352	2,000	2,600	Meetings with various venders, agency representatives, project partners
01-311-5410	UTILITIES	9,030	10,000	11,000	Water/sewer \$900, Verizon \$3,400 Access One \$6,700
01-311-5430	CREDIT CARD & BANK CHARGES	23,030	25,000	25,000	BMO Harris, PSN fees
01-311-5450	PROPERTY TAXES	19,048	8,000	8,000	Property taxes for donated and purchased property until exempt
01-311-5525	BUSINESS INCENTIVES	168,953	228,000	228,000	Potential and existing business incentives
01-311-5600	BUILDING MAINT SUPPLIES	1,214	1,954	2,000	Same as prior
01-311-5700	OFFICE SUPPLIES	5,459	7,000	7,000	Office furniture including chairs

### Administration Expenditures (continued)

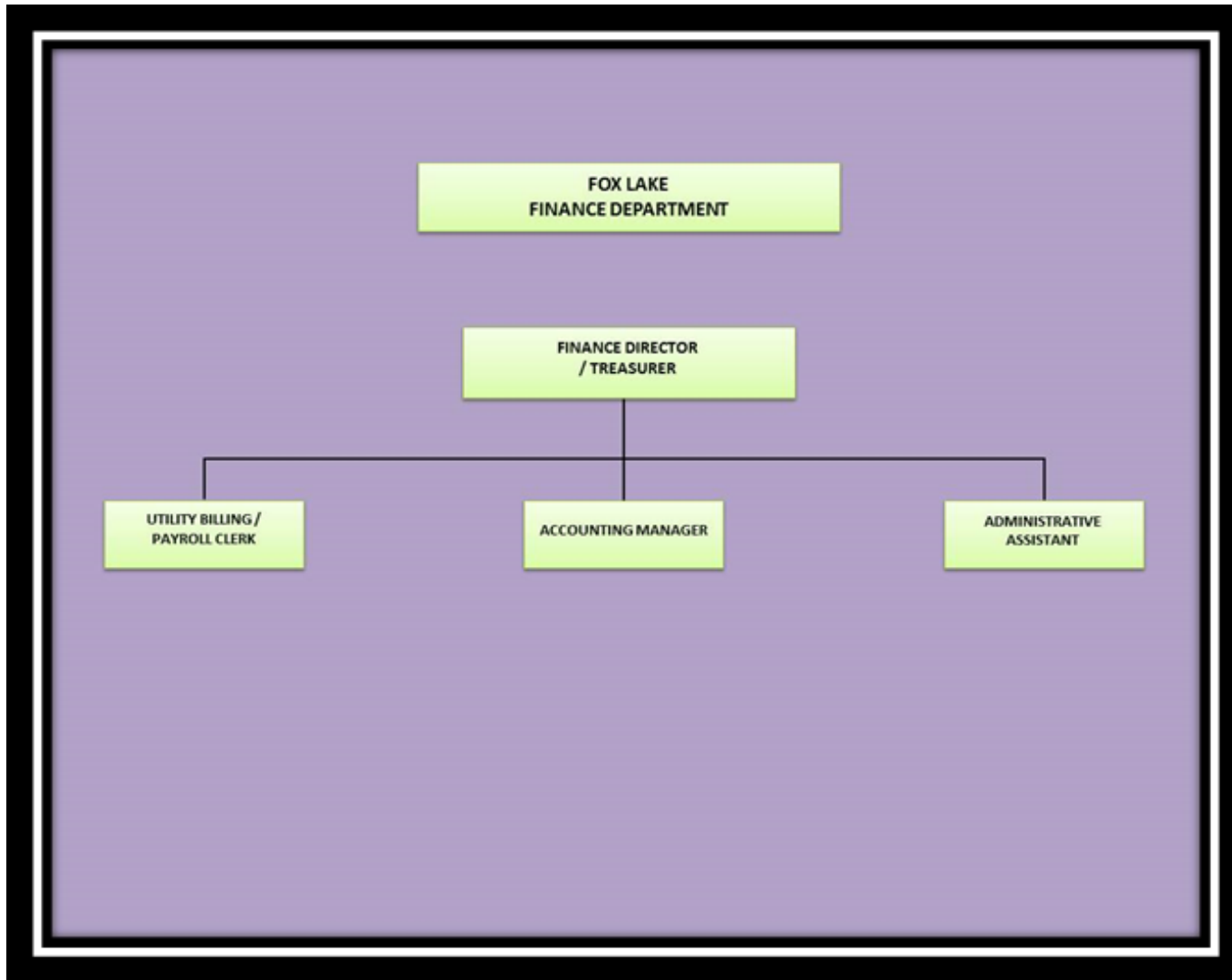
General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-311-5710	OPERATING SUPPLIES	993	2,000	2,000	Batteries; paper towels; toilet paper; etc.
01-311-5751	FUEL	0	500	500	Gasoline used for work-related meetings/travel if necessary
01-311-5780	SOFTWARE	0	25,000	1,400	Adobe Creative Cloud \$600, Mobile App Annual Fees, \$600 – Remove software upgrade \$23,000.
01-311-5785	COMPUTER EQUIPMENT	0	3,000	0	Removed all replacement due to COVID-19 economic impact.
01-311-5950	SPECIAL EVENTS	200	376	380	5k race donation to Grant Township
01-311-5951	RECOGNITION	1,828	3,000	3,000	Recognition of Admin/Finance/Board members
01-311-5970	REFUNDS	0	250	0	Book to the revenue account instead
01-311-5971	EXTERNALITY FEE REFUND - RLB	22,491	25,000	25,000	Based on Round Lake Beach billings (as provided by Lake County)
01-311-5972	EXTERNALITY FEE REFUND – LC	0	104,794	0	None until \$846,161 liability is repaid to NWR Fund (FY2022)
01-311-5999	MISCELLANEOUS EXPENSE	452	800	800	Otherwise not classified
	<b>TOTAL ADMINISTRATION</b>	<b>\$1,309,941</b>	<b>\$1,736,476</b>	<b>\$1,579,970</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Administration Department**  
**April 30, 2020**





**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Finance Department**  
**April 30, 2020**



## Motor Pool Expenses

The Motor Pool Department is an integral internal service department in the Village organization. With a staff of one three (3) full-time mechanics, the department is responsible for ensuring the maintenance and repair of the Village of Fox Lake's vehicle fleet so it remains in safe, operable condition and it is readily accessible. The Motor Pool Department also serves as an additional vehicle maintenance resource to other area municipalities, performing contractual service for the Fox Lake Fire Protection District, Lake Villa Volunteer Fire, Lindenhurst Park District, and recently, the Lake Villa Public Works Department and Fox Water Way. The Motor Pool Department oversees all vehicle purchases to ensure they are aligned with the Village's Vehicle Replacement Program and industry specifications. Staff members in the Motor Pool Department continually work to improve their training and certifications in order to perform repairs and maintenance to Village vehicles as efficiently and cost-effectively as possible.

## Motor Pool Budget Analysis

The Motor Pool Department FY2020-21 budget is \$4,787 lower than the prior year budget. The decrease is mainly due to the wage freeze implemented in response to the COVID-19 crisis.

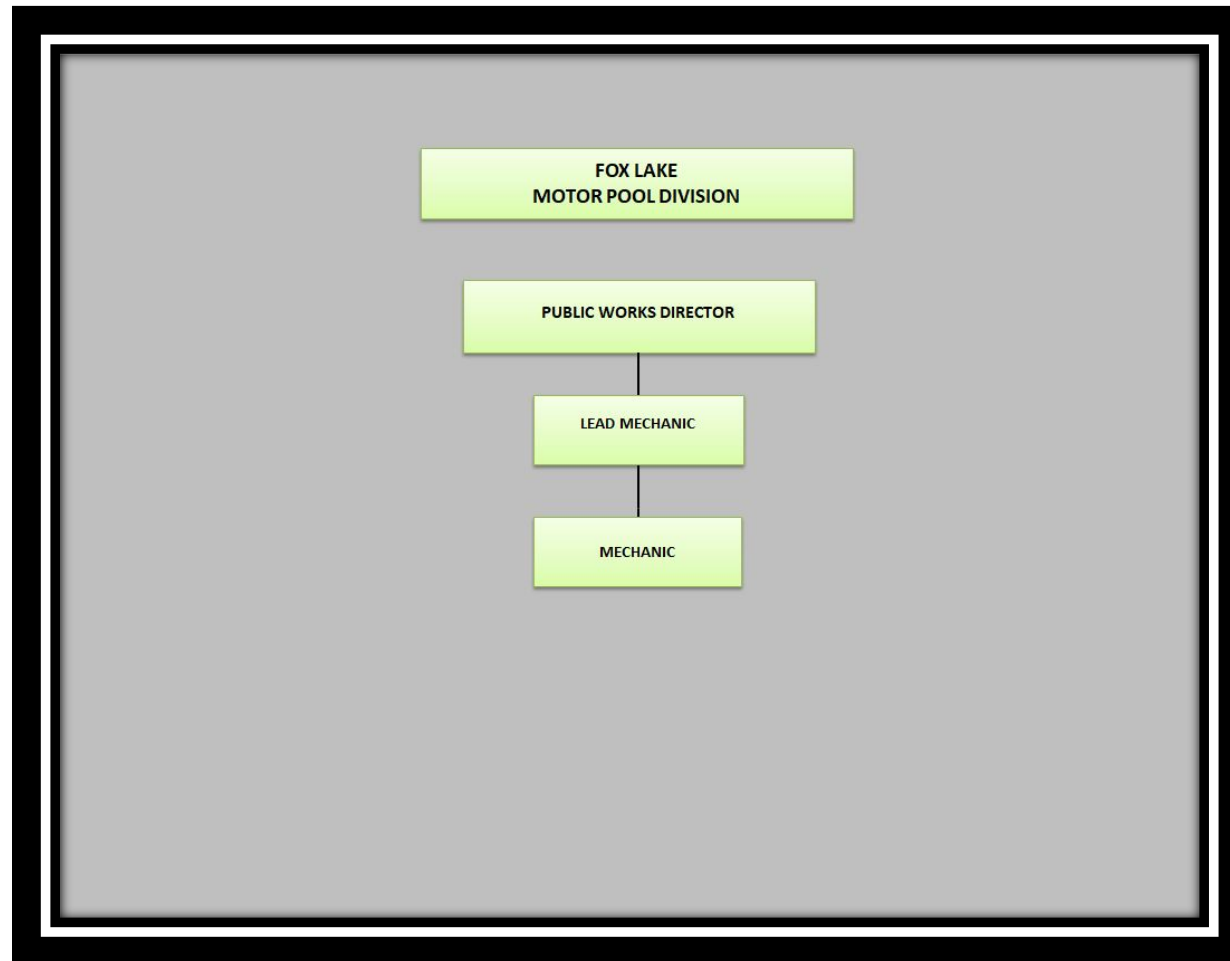
## Motor Pool Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-314-4000	WAGES	\$134,980	\$126,400	\$122,500	2 FTE's Mechanics maintain Village fleet
01-314-4010	OVERTIME	1,587	3,435	3,600	OT as required
01-314-4100	HEALTH INSURANCE	18,613	3,000	3,000	Medical, dental, vision insurance premiums
01-314-4110	LIFE INSURANCE	216	188	300	Group term life insurance
01-314-4200	SOCIAL SECURITY & MEDICARE	10,236	9,820	9,600	OASDI Rate 6.2% to \$137.7k & Medicare 1.45% no max
01-314-4220	IMRF	13,518	9,754	10,800	2020 Rate 8.3%; 2021 Estimated Rate 9.13% (10% increase)
01-314-5000	BUILDING MAINTENANCE	2,406	15,600	9,200	Overhead Door repairs \$3,500, tuck point building \$10,000, furnace maintenance \$250, 4key door openers \$150, hot water heater \$400, replace two windows \$1,000, replace broken tile floor \$300
01-314-5009	EQUIPMENT MAINTENANCE	0	1,400	1,000	fire extinguisher inspection \$500, deflector plate for oil burning furnace \$250, grease reel and pump repair \$650
01-314-5100	PROFESSIONAL SERVICES	223	3,500	3,500	Safety Clean \$1,000, sefec Lift inspection \$1,500 Mowhawk lift inspection \$1,000

### Motor Pool Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-314-5102	ACCOUNTING SERVICES	0	231	250	Sikich independent audit fee
01-314-5112	MOTOR POOL REIMBURSABLE EXP	10,176	6,334	3,200	Expenses billed to outside entities - FL Fire Protection District...
01-314-5160	TECHNOLOGY	6,239	3,402	3,500	MSP (Ross & Darren) contractual costs
01-314-5310	MEMBERSHIPS	27	100	100	Municipal Fleet Managers Assn
01-314-5330	TRAINING	80	2,000	2,000	CFA software training \$1,300 ASE, EVT, Fleet manager, and ford training \$700
01-314-5410	UTILITIES	1,198	900	900	Allocation of Access One (telephone) cost
01-314-5600	BUILDING MAINTENANCE SUPPLIES	78	700	700	cleaning & paper products
01-314-5700	OFFICE SUPPLIES	377	350	350	toner, paper, pens, file folders
01-314-5710	OPERATING SUPPLIES	95,703	105,000	105,000	shop rags, lubricants, chemicals, welding tank rental, welding supplies, parts, anti-freeze, oil, trans fluid, filters, bucket truck inspection, fuel system repairs, tire disposal, soaps, towels, brakes, pads, rotors, ball joints, suspension, washer fluid, wipers, tires, radios, electrical connectors, fuses, lighting, switches, bearings, ball joints, hoses, connectors, grease, fittings, plow repairs, plow blades, salt spreaders, fuel pump supplies, misc. supplies and body work
01-314-5730	SMALL TOOLS	2,793	4,000	12,000	Replace 20 yr. old A/C recycle machine \$8k; Hand tools \$3k & replacements \$1k
01-314-5740	UNIFORMS	994	1,000	1,000	\$300 x 2 (uniform) \$175x2 (Safety Boots) \$50misc welding helmet, gloves
01-314-5751	FUEL	1,277	1,968	1,695	755 gallons @ \$2.25
01-314-5780	SOFTWARE LICENSE/SUPPORT	0	4,215	4,315	CFA license \$1,800, Helm \$700, Prodemand online manual service \$1,640, Barracuda spam/firewall \$75
01-314-5785	COMPUTER EQUIPMENT	0	2,400	2,400	Yr. 2 & Yr. 3 replacements (issues with Yr. 2 delivery)
01-314-5951	EMPLOYEE RECOGNITION	0	200	200	Employee recognition
<b>TOTAL MOTOR POOL</b>		<b>\$300,721</b>	<b>\$305,897</b>	<b>\$301,110</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Motor Pool Department**  
**April 30, 2020**



## Garbage

The Village bills residents for garbage collection and disposal services within the Village's corporate boundaries, using a volume-based approach to reduce overall pricing. Revenue for this fund comes from a user fee that is charged to residents. Currently, the user fee is included on resident's bi-monthly utility bills.

The Village's current contract with Waste Management became effective in 2016 and was extended to October 31, 2024. The contract includes a rate freeze through December 31, 2018 and an annual 2.5% increase in user fees for collection and disposal services thereafter, which accounts for the minimal increase in the fund expenditures.

## Garbage Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-318-5200	POSTAGE	\$770	\$1,000	\$1,000	Sanitation notices
01-318-5420	GARBAGE DISPOSAL	946,205	948,000	950,000	Pursuant to Waste Management contract
01-318-5710	YARD WASTE STICKERS	303	1,000	1,000	Landscape bag sticker program
01-318-5970	REFUNDS	0	0	0	None Anticipated
TOTAL GARBAGE		\$947,278	\$950,000	\$952,000	

## Public Safety

The Police Department delivers a variety of local law enforcement services to the community. Police services include matters concerning crime, traffic, order maintenance, ordinance enforcement, dispatch services and emergency assistance.

## Mission Statement

The mission of the Fox Lake Police Department is to “provide the highest quality of service with fairness, honesty, integrity and pride. Always striving to improve services through education, problem solving and diligence, in partnership with the community, to ensure a safe and secure place to live, work and visit.”

## **Values**

The Fox Lake Police Department, which exists to protect and serve the community, must always be guided by the principle that every individual has dignity and worth. In all we do, we must show respect for the citizens we serve, and for the men and women of the Fox Lake Police Department, we must recognize and encourage their individual needs, aspirations, and capabilities.

The mission and goals of the Fox Lake Police Department shall be carried out in alignment with the following values:

- Service Orientation: Provide supportive, professional service to the community by promoting human rights, mutual respect, and courtesy.
- Partnership: Work in partnership with the community, Village Board and other Departments, Service Agencies, and Criminal Justice systems.
- Empowerment: Encourage decision making at the most effective level and promote citizen responsibility and involvement.
- Problem Solving: Use problem-solving methods to reduce the incidence and fear of crime and to improve management and operational approaches.
- Accountability: Promote responsibility among Police management, employees, the community, the Village Board and other agencies, for public safety resources, strategies and outcomes.

## **History**

The Fox Lake Police Department was established on April 13, 1907. The Police Department maintains headcount for twenty-eight (28) sworn officers, four (4) Community Service Officer and a professional, administrative support staff. The Fox Lake Police Department is committed to raising the quality of life in the community and works very closely with the public in providing a wide range of programs and information. The Department's Officers provide a full range of law enforcement services.

The Department is divided into three basic divisions:

- Operations includes the uniformed patrol and traffic branch
- Support Services includes Records, Youth Services, Evidence & Property Control and Crime Prevention
- Investigations includes Detectives

## **Budget Analysis**

The Public Safety Department's FY2020-21 budget is forecasted to increase by \$40,432 compared to the prior year amended budget. This increase is primarily due to the increased contribution to the police pension funds.

## Public Safety Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-321-4000	WAGES - ADMINISTRATION	\$634,600	\$726,269	\$451,000	Chief 85% Police/15% Dispatch Fund
01-321-4002	WAGES - PART-TIME	26,581	4,132	21,000	Records Clerk PT .40 FTE
01-321-4003	WAGES - SWORN OFFICERS	1,911,243	1,958,449	2,190,500	26 FTE's
01-321-4004	WAGES - POLICE COMMISSIONERS	0	5,100	5,100	17 meetings in FY20/Chair \$150 pm, 2 Members \$75 pm each
01-321-4011	OVERTIME	330,793	348,207	385,600	Based on CY2019 OT hours at increased wages
01-321-4100	HEALTH INSURANCE	400,571	624,766	616,000	Police Sworn \$474,929 + \$13,442 + Police Admin \$127,629
01-321-4110	LIFE INSURANCE	2,695	3,203	3,400	Group term life insurance
01-321-4200	SOCIAL SECURITY & MEDICARE	72,800	74,607	62,750	Salaries less employee health insurance & dependent care contributions at 7.65%
01-321-4220	IMRF	23,055	41,417	19,300	2020 Rate 8.3%; 2021 Estimated Rate 9.13% (10% increase) for non-Sworn employees
01-321-4230	POLICE PENSION - TAXES	519,143	636,671	717,475	Based on 2019 Property Tax Levy
01-321-4231	POLICE PENSION - VILLAGE PORTION	123,102	94,184	110,280	Actuarial valuation required contribution less 2019 property tax levy - Total required contribution \$827,755
01-321-5000	BUILDING MAINTENANCE	31,634	45,000	35,050	Misc. \$2,000, HVAC Maintenance \$2,500, Generator Maintenance \$3,000, Elevator Main/Inspection \$2,000, Fire Alarm Testing/Sprinkler \$500, Pressure Test Elevator \$1,000, Fire Extinguisher testing \$500, Cross Connection Insp \$700, Jail Cell Main \$2,500 (Paint booking area floor, bedding), Furnace Filters & light Bulbs \$550, Digest Aid \$300, Pest Control \$500, Interior Building Paint \$7,000, HVAV Condenser replacements (3) \$10,000, Replace exterior security door \$2,000.
01-321-5010	EQUIPMENT MAINTENANCE	27,923	34,550	31,950	LEADS Comm. \$9,000, Radars \$2,400, Calibration CO2 \$1,000, Squad Computers \$3,000, Bicycle Repair Main \$1,700, Taser Repair \$1,500, Taser Replacement (2) \$4,400, Misc. Repairs \$5,600, Misc. Upgrade Hard Drives \$500, Weapon Repair \$1,200, Portable Breath Test (2) \$800. AED Supplies (expiring pads and batteries) \$800.00

### Public Safety Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-321-5020	VEHICLE MAINTENANCE	1,849	7,000	7,000	Squad Car Wash \$1,300, Decal Replacement, Equipment repair: Batteries, Lights, Sirens, Misc. Parts \$2,850, Body Repairs \$2,850
01-321-5100	PROFESSIONAL SERVICES	61,093	75,000	65,300	Range Rental \$2,200, Crime Lab \$17,500, Crime Stoppers \$700, Public Relations \$10,000, Lexis Nexis \$1,800, Stericycle \$1,000 (Hazmat Destruction) Medical Record Copies \$1,000, Critical Reach Support \$1,500, Occupational Health \$2,000 Misc. Services \$ 2,500, Missing Children \$200, SAO Forensic Laboratory Annual Fee (Cyber Crimes Lab) \$1,500, Administrative Consultants \$19,500, Investigative Polygraph Services \$500, LEADS Online Monthly fee \$2,900, \$500 Annual Gas Fit Testing.
01-321-5102	ACCOUNTING SERVICES	0	3,000	3,000	Assure payroll processing; W-2's
01-321-5108	HR RECRUITING/TESTING	0	15,500	16,500	Police Testing: Job Posting \$500, Polygraph Services \$1000, Medical/ Psychological Clearance \$2,500, Promotional (Sergeant) Assessment \$7,500 (Commander) \$5,000.
01-321-5120	LEGAL SERVICES	206,181	114,900	114,900	Pension Litigation \$60k, Adjudication Hearing Officer \$6,900 (Added additional monthly adjudication hearing), Prosecution \$48k
01-321-5121	LABOR ATTORNEY	0	64,516	55,000	Collective bargaining agreement negotiation
01-321-5135	DISPATCHING	613,026	710,625	700,000	Inter-fund charges to 911 Fund for dispatching services
01-321-5140	PRISONER MEALS	0	300	300	Meals for detainees
01-321-5141	ANIMAL CARE & CONTROL	17	1,000	1,000	Lake County animal control \$400; Stay & Spay \$600
01-321-5160	TECHNOLOGY SERVICES	66,542	113,086	122,761	MSP & other contractual service providers; Comcast Internet; State Technology Revolving Fund; Quicken Solutions; iTouch Biometrics; Motorola Starcom 21
01-321-5170	JANITORIAL SERVICES	0	9,000	9,000	Contractual janitorial services for Police portion of building
01-321-5200	POSTAGE	2,126	4,000	4,000	USPS, FedEx, & UPS



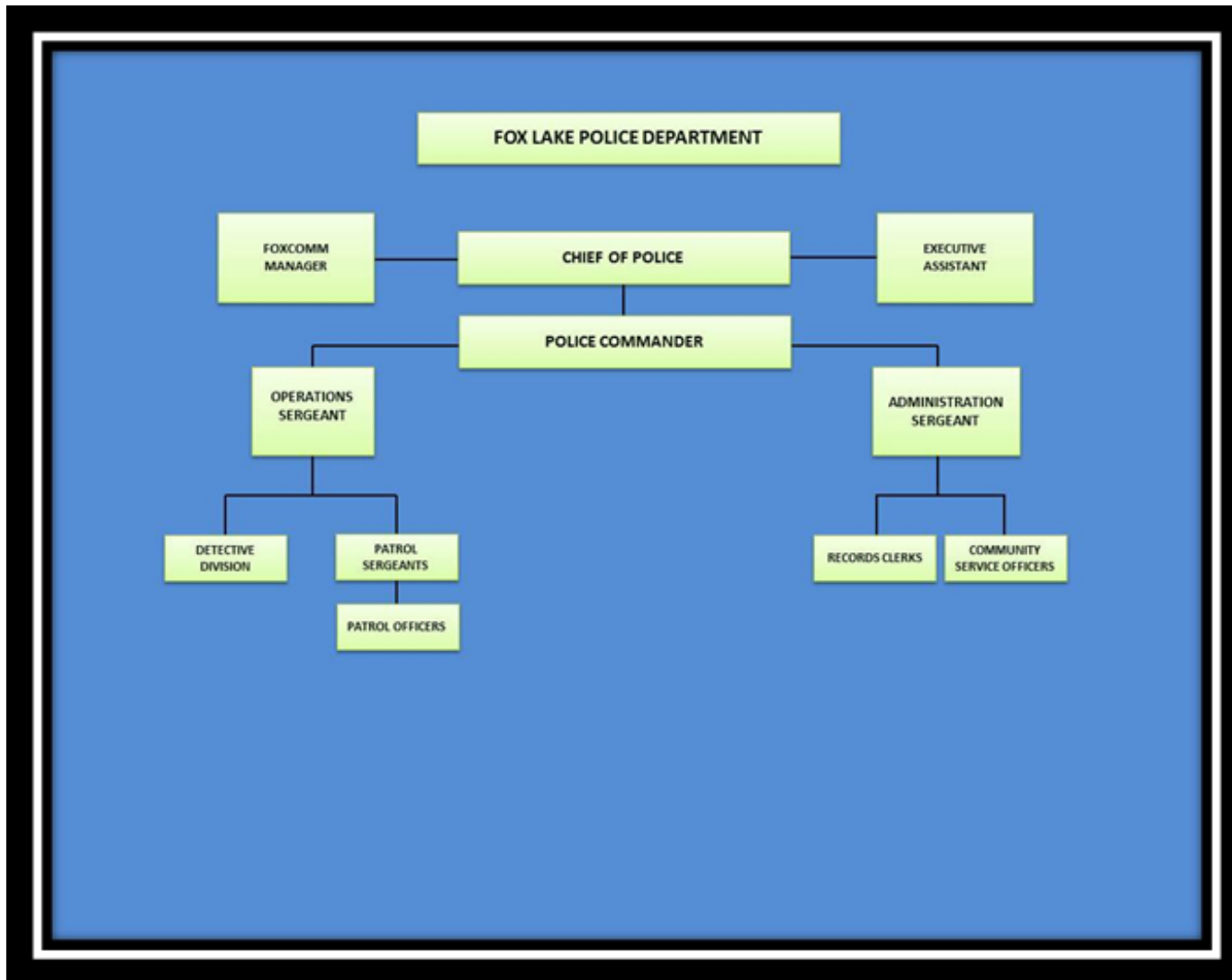
### Public Safety Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-321-5220	PHOTOCOPY SERVICES	0	3,230	3,000	Copier Lease \$3,000 - see Wells Fargo Bank invoices
01-321-5221	PRINTING	2,605	3,000	3,000	Form Printing Classic Printery \$4900, Hearing Supplies \$500, CPA Material, Crime Prevention, Electronic Printing Supplies.
01-321-5310	MEMBERSHIPS	24,568	25,500	25,500	Int'l Chief of Police \$400, IL Police Chiefs \$450, Lake County Chiefs \$300, LSRO Officer \$40, State LESO, Property & Evidence, ILEAS \$120, MCAT \$750, MEG \$15,000, LCMCTF \$2000, NIPAS Membership and Emergency Services Enhanced 5,200, NWPA \$ 570, FBINA \$150, LERMI \$ 50
01-321-5315	MEMBERSHIPS – POLICE COMMIS	0	375	3,000	Illinois Fire and Police Commissioners Association Dues \$375, Association Fall Conference and Mileage: \$2,600
01-321-5320	TRAVEL	341	1,500	1,500	Officer training expense - fuel for personal car
01-321-5321	TRAVEL - POLICE COMMISSION	0	0	0	Combined with 5331 into 01-321-5315
01-321-5330	TRAINING	18,782	40,000	40,000	NEMRT training \$2375, SLEA \$2000, Police Academy Basic Recruit \$9339, Taser Certification, Lead, Homicide INC \$ 800, Evidence, Custodian, Staff and Command \$7,200 OIC Training \$2,000, MISC \$2700, IACP Conf. \$2000, FBINA \$2000, ILEAS Conf. \$750, IL Chiefs Conf. (4) \$1600, Blue Line Hazmat \$900, Mandatory State Training, SRO & School Emergency Preparedness \$3,311, Police Law Institute \$ 3,000.
01-321-5331	TRAINING - POLICE COMMISSION	2,524	0	0	Combined with 5321 into 01-321-5315
01-321-5350	MEETING EXPENSES	0	1,000	500	Various meetings
01-321-5410	UTILITIES	31,109	30,000	30,000	Access One (VoIP), cell phones
01-321-5700	OFFICE SUPPLIES	8,746	10,000	10,000	Admin Adjudication \$200, Misc. Supplies & Toner \$9000, Paper \$800.

### Public Safety Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-321-5710	OPERATING SUPPLIES	15,722	33,000	35,425	Ammunition \$10,000, Flares \$575, Spotlights - Building \$350, Fingerprinting Supplies \$1,000, Taser Cartridges \$1,500, OC Reliapon Spray \$600, Misc. Supplies \$6,000, Digital Camera \$1,500, Restraint Chair \$3,000 Fire Extinguisher and Mounts \$645, Command Vehicle Supplies \$450, Breath Op Mouth Pieces \$150, Investigation Supplies \$1500, Gas Masks and Ballistic Shields \$2,000, Video Cameras \$300, Prisoner Head Protection and Spit Guards \$1,000, Individual Rescue Medical Kits \$2,000, First Aid Kit New and Supply Replenishment \$1,000, Water Softener Maintenance \$1,200, Village Wide AED Supplies \$2,500, Addition of two AED's \$3,000.
01-321-5720	COMMUNITY RELATIONS	4,999	5,000	5,000	CPA Shirts, NNO, Halloween Event, Senior Fair, Chamber Event, Bike Rodeo, Coffee w/ Cop, Give A Ways.
01-321-5730	SMALL TOOLS & NON CAP EQUIP	0	10,400	8,600	MEGGITT Weapons System Accessories (Taser & OC) \$7,000, Staff Chairs \$1,600, Gas Masks and Ballistic Shields \$2,000, Video Cameras \$300, Portable Screen Lighting \$1,600,
01-321-5721	SHOP WITH A COP	76	1,922	3,000	Gifts for community adolescents
01-321-5740	UNIFORMS	35,930	40,000	40,000	Replacements \$16,000, 2 New Issues \$7776, Armor Replacement \$7910, Investigations Clothing \$1000, Misc. Uniform Items \$3,000, Nipas Uniforms and Safety Equipment, Evidence Custodian & Records Clerk, Radio Holders, CSO Body Armor \$2,000.
01-321-5751	FUEL	48,540	53,500	55,000	Squad Fuel/ PD Vehicles
01-321-5780	SOFTWARE LICENSES	0	7,500	7,500	Barracuda spam/firewall protection
01-321-5785	COMPUTER EQUIPMENT	0	12,850	14,500	YR 2 & YR 3 replacements (year 2 delivery issues) 7 desktops @ \$1k; & 4 MDT's @ \$1.5k Pursuant to replacement schedule
01-321-5951	EMPLOYEE RECOGNITION	406	900	900	Employee Recognition
01-321-5980	DUI EXPENSE	0	2,000	2,000	Blood and urine testing for drugs
01-321-5981	INVESTIGATIONS	0	1,500	1,500	Undercover Operations
01-321-5983	NARCOTICS EDUCATION	0	0	0	Opioid Initiative Expense - FY18 Way-Out Program
01-321-5984	SEIZED ASSET EXPENSE	0	0	0	None anticipated
	<b>TOTAL PUBLIC SAFETY</b>	<b>\$5,249,322</b>	<b>\$5,997,659</b>	<b>\$6,038,091</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Public Safety Department**  
**April 30, 2020**



## Parks and Recreation Department

The Parks and Recreation Department in the Village of Fox Lake spearheads special events, cultural programs, and recreational activities for residents of the community. In addition to creating engaging activities and events for the residents of Fox Lake, the Parks and Recreation Department is continuously reaching beyond the Village's border and exploring alternative venues to entice members of other communities to visit and enjoy Fox Lake.

The Village is proud of its network of park and recreational facilities in the community. Educational and physically stimulating playground equipment for children, as well as picnic tables and park benches, have been installed in select locations. Numerous acres of open space allow for outdoor activities and leisure opportunities. Some parks include specialized facilities, equipment and aquatic features. The Parks and Recreation department consists of 2 full-time staff members – a Special Events and Marketing Coordinator, and Parks and Recreation Program Coordinator and 1 part-time shuttle bus driver. The Parks Department is overseen by the Director of Human Resources/Assistant to the Village Administrator. With assistance from the Street Department, the Parks and Recreation Department maintains the following facilities and parks.

- Lakefront Park and Building - designated fishing area, pavilion and 22 benches along the shoreline of Nippersink Lake
- Community Center
- Veteran's Memorial Park - two (2) picnic pavilions, skate park and outdoor grilling area
- Eagle Point Park
- King's Island Park
- Millennium Park - gazebo adorned with personalized bricks and connecting trails to a community bike path
- Round Hill Park

The Parks and Recreation Budget is \$20,245 lower than the last year due to suspending the park programs, freezing wages and reducing part-time staff in response to the COVID 19 pandemic.

## Parks & Recreation Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-327-4000	WAGES	\$83,218	\$89,800	\$88,200	2 FTE's
01-327-4002	WAGES - PART-TIME	18,310	27,309	12,500	2 PACE van drivers - 1 Seasonal Laborer
01-327-4010	OVERTIME	6,209	13,417	8,100	As needed for program coverage & during L Linehan maternity leave
01-327-4100	HEALTH INSURANCE	10,671	10,895	12,565	Medical, dental, vision 10% increase + NSEBC reserve

### Parks & Recreation Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-327-4110	LIFE INSURANCE	177	188	225	Group term life insurance
01-327-4200	SOCIAL SECURITY & MEDICARE	7,989	9,339	8,100	Salaries less employee health insurance & dependent care contributions at 7.65%
01-327-4220	IMRF	\$8,631	\$7,975	\$9,100	2020 Rate 8.3%; 2021 Estimated Rate 9.13% (10% increase)
01-327-5000	BUILDING MAINTENANCE	25,105	11,000	9,500	\$5,000 - for various HVAC services, \$500 - paint interior Lakefront park, \$2,000 - splash pad repairs , \$2,000 - Misc. Repairs
01-327-5010	EQUIPMENT MAINTENANCE	8,551	9,000	8,500	\$2,000 Various ice rink repairs, \$6,500 copier contract, \$2,000 splash pad repairs
01-327-5100	PROFESSIONAL SERVICES	83,761	3,000	3,000	Miscellaneous appraisals and other - park land
01-327-5102	ACCOUNTING SERVICES	0	350	350	Assure payroll processing - W-2's
01-327-5107	PROF SRVS – STUDY/REPORT	0	5,838	0	None anticipated
01-327-5160	TECHNOLOGY	1,013	0	0	None anticipated
01-327-5170	JANITORIAL SERVICES	475	8,000	8,000	Bi-weekly cleaning at Community Center and Lakefront Park
01-327-5200	POSTAGE	636	500	1,500	Mailer for summer events
01-327-5220	PHOTOCOPY	0	2,320	3,200	In-house printing for school flyers, copier lease is \$269.20 per month
01-327-5221	PRINTING	724	500	1,000	Mailer for summer events plus additional printing for flyers
01-327-5222	ADVERTISING	3,029	1,500	3,000	Non-specific event advertising. Event specific advertising are in program lines
01-327-5310	MEMBERSHIPS	2,839	5,000	5,804	\$4,690 - Visit Lake County (50% of \$9,375 shared with Comm. Dev), \$279 - Zaleski IPRA Membership, \$279 - Trujillo IPRA Membership, \$80 - Chamber Membership, \$476 - Lake County Health Department and Permit
01-327-5320	TRAVEL	19	500	500	Travel cost to attend conferences & training

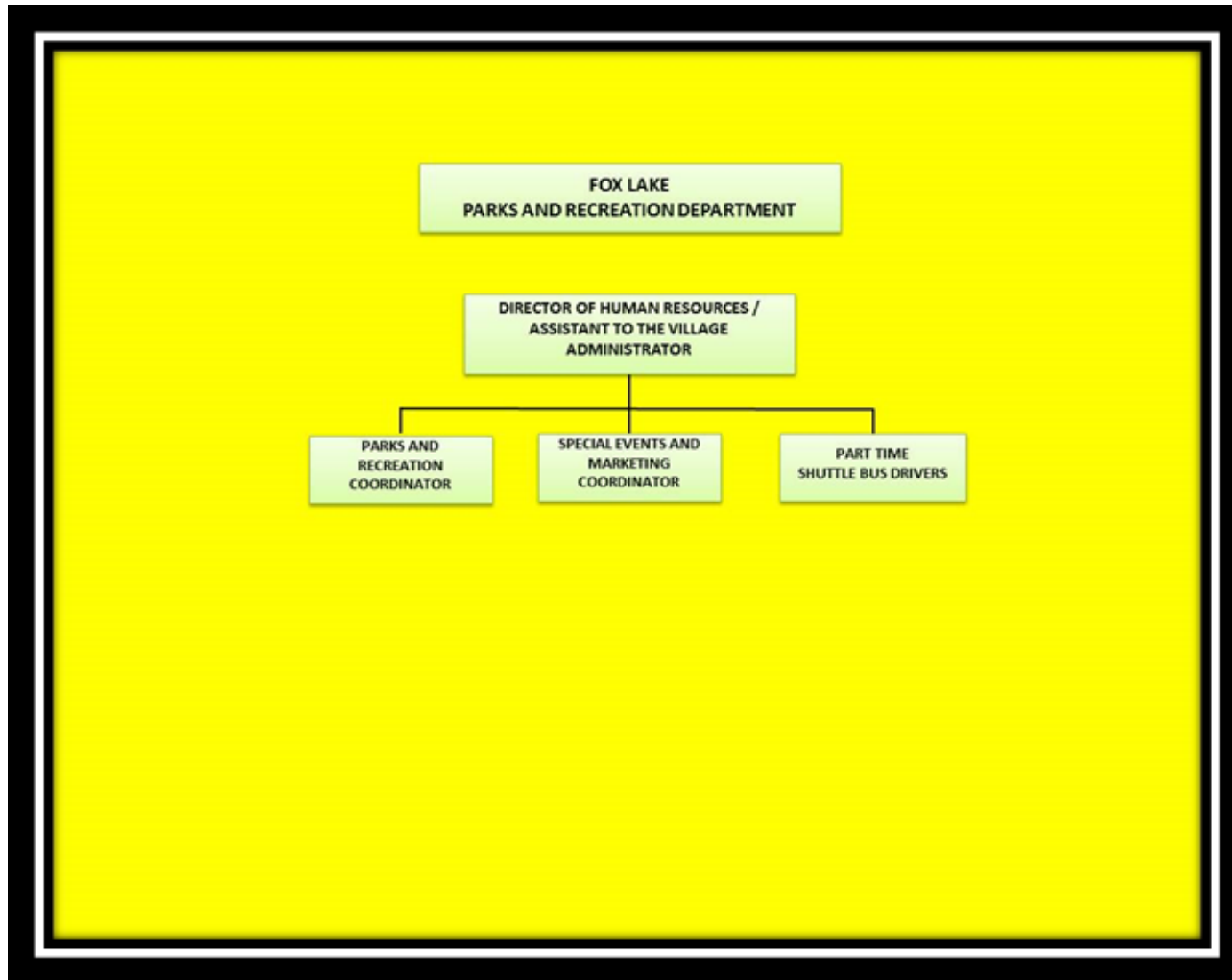
### Parks & Recreation Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-327-5330	TRAINING	933	1,500	1,320	Program Coordinator: \$230 - Conference, \$270 - CPRP Certification. Special Events/Marketing Coordinator: \$240 - Lynda Training , \$325 - Conference, \$810 - IPRA Professional Development School
01-327-5350	MEETINGS	17	100	100	Various meetings with community groups/volunteers
01-327-5410	UTILITIES	14,310	15,000	15,000	Prior year trend
01-327-5516	PACE PROGRAM - RENTAL FEE	1,200	1,500	1,500	Pace Bus Rental Fee
01-327-5545	COMMUNITY PROGRAMS	91,114	21,000	17,174	\$2,340 - Yoga, \$1,750 - Zumba, \$100 - Pickleball, \$255 - Family Game Night, \$400 - Go Fox Lake, \$379 - Get Your Play On, \$4,320 - Sports R US, \$30 - Fishy Friday, \$1,100 - Cardboard Cup Regatta, \$4,000 - Murder Mystery, \$1,500 - Trips , \$1,000 - Teen Programs
01-327-5546	SENIOR PROGRAMMING	-	19,000	22,320	\$1,380 - Better Balance, \$1,380 - Stretching & Flexibility, \$5,500 - Cardio Drumming, \$4,560 - Florence Fischer, \$4,400 - Senior Lunch, \$100 - Senior Fair, \$5,000 - AAHAA Program
01-327-5547	SPECIAL EVENTS	-	75,735	81,120	\$350 - Polar Plunge, \$750 - Egg-citing Easter Egg Hunt, \$620 - Children's Holiday Party, \$100 - Father's Day Fishing, \$900 - MS/FD Dance, \$500 - Fox Lake Triathlon, \$26,000 - Bloody Mary Fest, \$6,800 - Summer Art Series, \$13,600 - Celebrate Fox Lake, \$9,800 - Farmers Market, \$4,000 - Fox Lake Fish Fest, \$4,400 - Fall Fest, \$5,100 - Pumpkin Jubilee, \$5,000 - Festival of Lights, \$700 - Noon Year's Eve, \$2,500 - Pelican Palooza
01-327-5600	JANITORIAL & BUILDING SUPPLIES	7,722	7,000	7,000	Paper hand towels, cleaning supplies
01-327-5700	OFFICE SUPPLIES	1,116	2,000	2,000	Toner, paper, pens etc.
01-327-5710	OPERATING SUPPLIES	10,994	3,000	3,775	\$85.00 - Mover card, \$600 - Volunteer T-shirts, \$350 - ball cart, \$350 - tent and weight replacement, \$150 - Community Board, \$525 - interior signage display, \$150 - Stair "no access," \$100 - Marquee letters, \$50 - light for community garden shed, \$2,000 other supplies, \$100 - IPRA Marketing Awards Competition ; Lobby benches \$540

**Parks & Recreation Expenditures (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-19</b>	<b>Amended Budget 2019-20</b>	<b>Amended Budget 2020-21</b>	<b>Description</b>
<b>01-327-5751</b>	FUEL	1,210	1,200	1,400	Fuel for programs - more programs this year
<b>01-327-5730</b>	SMALL TOOLS AND NONCAP EQUIP	-	8,500	8,000	\$6,400 - Mobile Stage for Garden, \$500 - Black Belt Stanchions for events, \$1,100 - other anticipate expenses
<b>01-327-5780</b>	SOFTWARE LICENSES	-	2,000	1,318	On-line software \$1,318
<b>01-327-5950</b>	SPECIAL EVENTS-OTHER	40,000	40,000	40,000	Last year of Mad Bomber Contract for Celebrate Fox Lake fireworks
<b>01-327-5951</b>	EMPLOYEE RECOGNITION	137	150	200	Employee recognition
<b>01-327-5970</b>	REFUNDS	590	1,500	-	Record these as revenue reductions.
	<b>TOTAL PARKS &amp; RECREATION</b>	<b>430,700</b>	<b>405,616</b>	<b>385,371</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Park & Recreation Department**  
**April 30, 2020**





## Insurance

The Insurance Department denotes funding for the cost of liability and workers' compensation coverage through a combination of insurance companies, which specialize and offer the best coverage at affordable rates. The Village collects taxes through the levy to pay for insurance expenses. The insurance coverage is through ICRMT – Illinois Counties Risk Management Trust.

### Insurance Fund Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-328-5500	LIABILITY & WORKERS COMP INS	\$273,936	\$250,000	\$250,000	Work comp & liability insurance premium
01-328-5501	INSURANCE DEDUCTIBLE EXPENSE	27,292	30,000	30,000	Deductible and small claims expense
	<b>TOTAL INSURANCE DEPT</b>	<b>\$301,228</b>	<b>\$280,000</b>	<b>\$280,000</b>	

## Fire Department

The Village of Fox Lake does not have a Fire Department within the Village organization; rather, it is serviced by the Fox Lake Fire Protection District. The Village collected Fire Protection and Ambulance tax revenues through the Tax Levy which it used to pay the Fire Department for their services through FY2016-17. The Fox Lake Fire Protection District placed on the ballot a referendum to have residents pay fire and ambulance services taxes directly to the Fox Lake Fire Protection District. The referendum passed; therefore, taxes for these services will no longer pass through the Village of Fox Lake. In addition to emergency response, the Fox Lake Fire Protection District provides a Fire Prevention Bureau that includes safety and fire prevention services such as public education and first aid/CPR training. The budget represents the reimbursable expenses that are anticipated to be incurred for the fuel and motor pool services.

### Fire Department Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-330-5113	FIRE DEPT BILLABLE EXPENSES	56,488	50,000	55,000	Fuel, motor pool repairs
	<b>TOTAL FIRE DEPARTMENT</b>	<b>\$56,488</b>	<b>\$50,000</b>	<b>\$55,000</b>	

## **Public Works/Streets**

The Village of Fox Lake Public Works/Streets department incorporates a comprehensive and diverse range of responsibilities in the Village. One of the major responsibilities is the repair and maintenance of approximately 60 miles of roadways, easements and sidewalks within the Village's corporate boundaries. This also includes repairs to curb and gutter, parkway tree maintenance, pavement marking and crack sealing, storm sewer maintenance and repairs to Village signs and streetlights. Snow and ice control during the winter months is another major responsibility of the Street Department, wherein 11 staff members and multiple vehicles are assigned to ensure safe driving conditions.

## **Building Maintenance**

The Public Works/Streets department provides a clean, healthy, safe and efficient working environment in each facility for Village employees and in public areas and meeting places utilized by the public and the various committees and commissions of the Village's government structure. The department provides predictive, preventative and emergency maintenance on all building systems including the Village Hall, Streets Building, Motor Pool Building, Police Department, Community Center, Lakefront Park, and Parking Structures – Metra Station. The department also oversees maintenance and operation of the street lighting system to aid pedestrian and vehicular traffic along major streets and throughout the community at intersections and crosswalks after dark.

## **Streets, Drainage, and Water/Sanitary Sewer**

The Public Works/Streets department oversees the maintenance of streets, curb, gutters, and storm sewers to ensure that they are smooth, clean, safe, and structurally sound for vehicular travel in a variety of weather conditions. Whenever street conditions are unsafe, it is necessary to take measures that will ensure continuous safe vehicle travel through the community. The department also provides for safe and efficient vehicular traffic movement by using traffic control devices, movement markings, and signage to inform operators of motor vehicles and pedestrians of conditions and regulation so as to minimize traffic accidents while accommodating smooth and reasonably rapid traffic movements. During a winter weather advisory, equipment is readied and loaded with road salt and liquid deicer. Typically, the Village Police Department notifies the Street Department when road conditions require snow and ice control.

The Public Works/Streets department provides for the preventative maintenance annual cleaning and inspection of the Village storm sewer and drainage system in compliance with the NPDES program

## **Forestry and Grounds**

The Public Works department provides for maintenance and care of parkway trees, as well as, maintenance of the six (6) parks in the Village, including mowing and repairs to playground equipment. Several tasks are performed to insure the vitality of parkway trees and nursery stock including spraying to arrest or prevent disease; trimming to shape and improve aesthetics; tree removal in the event of storm damage, disease, or insect infestation (the conformation of the Emerald Ash Borer in Fox Lake); and replacement of those trees.

The Public Works/Streets department budget in FY2020-21 is lower than the prior year by \$141,175 reflecting the wages freeze that was enacted across the departments in response to the COVID-19 pandemic and also reduction in the employees insurance cost.

## Public Works Street Expenditures

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-341-4000	WAGES	\$530,243	\$616,900	\$560,500	12.5 FTE's - 1 open position not funded due to COVID-19 budget shortfall.
01-341-4002	WAGES - PART-TIME	\$0	\$5,258	\$0	No part-time hires to address COVID-19 budget shortfall.
01-341-4010	OVERTIME	\$26,940	\$25,540	\$29,000	CY2019 Hours at FY2021 wages
01-341-4100	HEALTH INSURANCE	\$128,653	\$177,823	\$113,300	Medical, dental & vision insurance - 10% increase + NSEBC Reserve
01-341-4110	LIFE INSURANCE	\$970	\$1,093	\$1,300	Group term life insurance
01-341-4200	SOCIAL SECURITY & MEDICARE	\$40,184	\$50,184	\$43,500	Salaries less employee health insurance premium & dependent care contributions at 7.65%
01-341-4220	IMRF	\$51,394	\$49,268	\$48,600	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
01-341-5000	BUILDING MAINTENANCE	\$17,519	\$18,152	\$15,300	paint exterior \$6,000, Heater unit for office building \$1,000, paint north wall station 1 \$500, Replace floor grates in garage shop \$3,000 Garage door maintenance \$3,500, misc. \$1,300
01-341-5010	EQUIPMENT MAINTENANCE	\$148	\$1,000	\$1,000	Street sweeper, bucket truck, tractors, mowers, chainsaws, stihl saw, maintenance.
01-341-5030	STREET MAINTENANCE	\$21,035	\$19,770	\$50,000	Local striping \$5,000, Street light maintenance \$3,000, Street sweeping debris \$3,000, \$16,500 Holiday Decorations for streets, \$1,500 equipment rental, \$1,000 light poles, stone material \$1,000, 80 flower baskets @200/ea. \$16,000; Other as requested \$3,000
01-341-5040	PARKS MAINTENANCE	\$9,350	\$25,000	\$16,750	Community Garden, Ice Rink, Veterans Park bridge, Lake Front Park maintenance, Install electric for lighting, Build bridges at Millennium Park, rehab grand ave. lights for install in parks. Holiday décor reduced due to COVID-19.
01-341-5100	PROFESSIONAL SERVICES	\$33,287	\$25,000	\$15,000	Fire alarm inspection, extinguisher inspection, backflow, electrical, street lighting, mosquito testing, misc. contractors
01-341-5102	ACCOUNTING SERVICES	\$0	\$635	\$750	Asure payroll processing
01-341-5103	PROF SERVICES - FORESTRY	\$9,533	\$15,000	\$12,000	\$12,000 professional tree removal for large trees
01-341-5110	ENGINEERING SERVICES	\$13,796	\$25,000	\$8,000	GIS continuation of tree input, street, outfalls, engineering review, and studies. GIS reduction to address COVID-19 budget shortfall.
01-341-5120	LEGAL SERVICES	\$3,608	\$3,500	\$5,000	General legal consultations related to Public Works

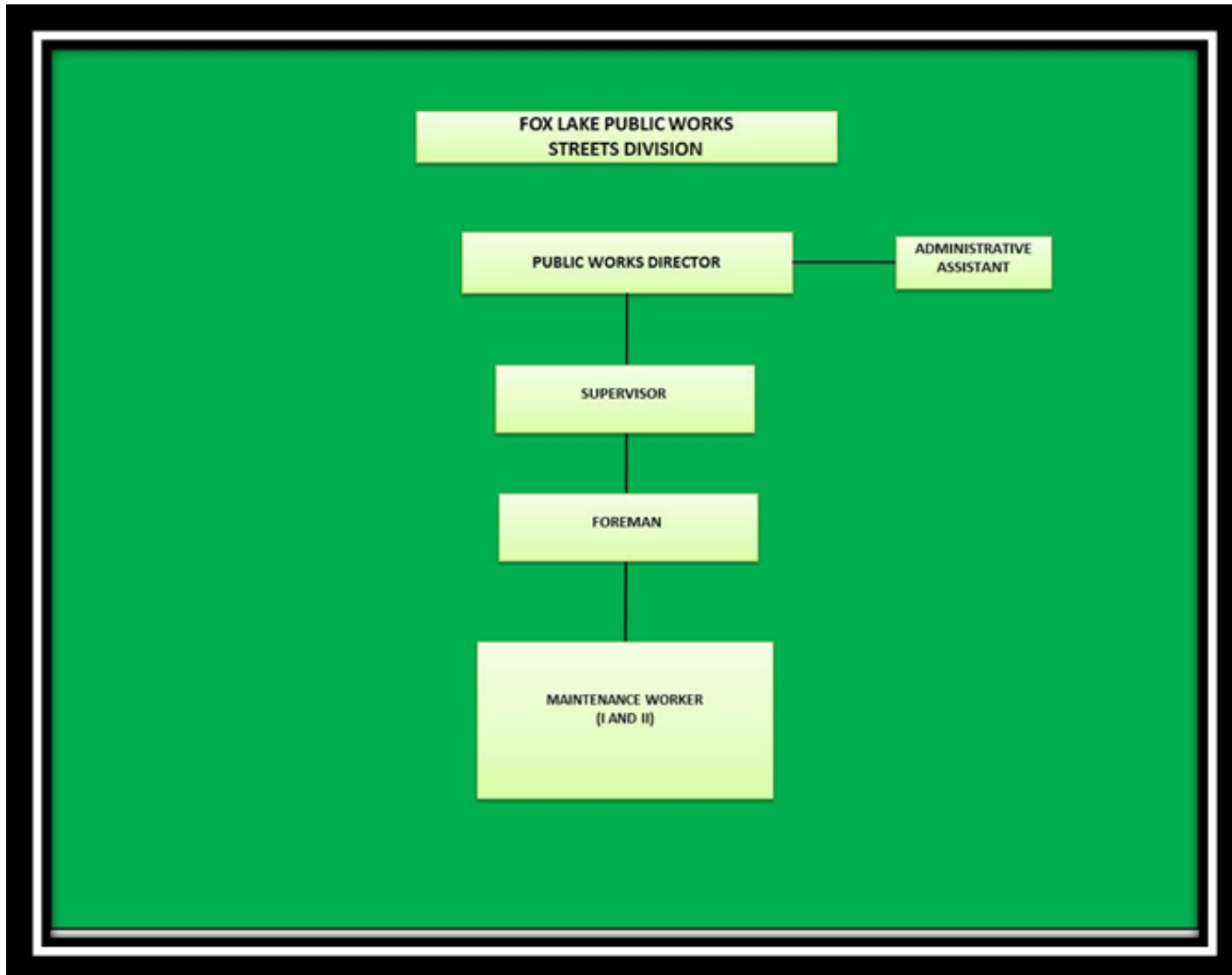
### Public Works Street Expenditures (Continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-341-5160	TECHNOLOGY SERVICES	\$1,457	\$3,219	\$3,500	MSP (Ross & Darren) consulting contract allocation
01-341-5200	POSTAGE	\$50	\$50	\$50	mailings for projects
01-341-5310	MEMBERSHIPS	\$500	\$850	\$850	\$150 APWA, \$500 IPWMAN, \$250 Illinois Arborist Association
01-341-5330	TRAINING	\$1,897	\$1,000	\$2,000	APWA, IDOT, and Arborist training
01-341-5410	UTILITIES	\$7,315	\$5,500	\$7,500	Water/Sewer, Nicor, Electric
01-341-5413	ELECTRICITY CHARGES	\$88,042	\$72,000	\$72,000	Streets lighting, buildings, shared intersections with IDOT and Lake Co., at 2018-19 estimated actual
01-341-5600	BUILDING MAINTENANCE	\$375	\$800	\$800	paint, hand towels
01-341-5610	EQUIPMENT MAINTENANCE SUPPLIES	\$958	\$1,953	\$1,900	Bristles for Deere and Kabota Broom, \$600, Bristles for Street sweeper \$1,000, snow blower/mower maintenance \$300
01-341-5700	OFFICE SUPPLIES	\$1,071	\$900	\$900	pens, copy paper, file folders, toner cart (fax, copier, printers), laminating supplies, message pads, labels, post-it
01-341-5710	OPERATING SUPPLIES	\$51,560	\$65,000	\$65,000	mosquito chemical for the year \$5,000, Culvert replacement \$2,000, Paint Sprayer \$5,000, Bobcat broom attachment \$7,500 Dirt, sand, gravel, nuts, bolts, bits, landscaping, striping, paint, storm sewer supplies, manhole rings, grass seed/fertilizer, herbicides/pesticides, mulch, paint
01-341-5712	SIGN PROGRAM	\$2,951	\$6,000	\$8,000	Replace old signs, bring existing signage into MUTCD standards \$6,000, Sign post \$2,000
01-341-5713	STONE & CONCRETE	\$10,236	\$9,500	\$9,500	concrete for sidewalk and other repairs/ gravel for road shoulders
01-341-5714	TREE REPLACEMENT	\$0	\$7,500	\$7,500	19 trees at \$300/tree \$1,500 equipment rental

### Public Works Street Expenditures (Continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-341-5730	SMALL TOOLS & NON CAPITAL EQUIPMENT	\$3,940	\$10,500	\$6,400	Generator for utility truck \$500, electrical tools, hand tools, misc. tools \$1,500, \$4,400 paint sprayer for street markings
01-341-5740	UNIFORMS	\$4,163	\$5,800	\$7,020	\$150x12 boots, 250x12 uniforms, 160x12 vests, hard hats, rain equipment, chain saw chaps helmet etc. - New employees FY21
01-341-5751	FUEL	\$26,058	\$38,000	\$32,000	Regular/Diesel fuel for mowers, snow removal, pickups
01-341-5780	SOFTWARE LICENSE/SUPPORT	\$329	\$0	\$1,500	Adobe; Barracuda other software licenses
01-341-5785	COMPUTER EQUIPMENT	\$0	\$1,000	\$1,000	Computer replacement schedule
01-341-5951	EMPLOYEE RECOGNITION	\$0	\$250	\$350	Employee recognition
	<b>TOTAL STREET EXPENDITURES</b>	<b>\$1,087,561</b>	<b>\$1,288,945</b>	<b>\$1,147,770</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Public Works/Streets Department**  
**April 30, 2020**



## Community Development Department

The mission of the Community Development Departments is to provide quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service. Through education and cooperation, the Community Development Department will build positive working relationships within the building community, consumers, businesses and citizens alike. The Community Development Department will safeguard the public and promote the health, safety and welfare of Fox Lake through effective enforcement of the applicable building codes.

The Community Development Department is comprised of the Building Commissioner, Permit Coordinator, Building Inspector, Code Enforcement/Inspector and an Administrative Assistant. The department is responsible for implementing and enforcing current applicable codes and ordinances within the Village of Fox Lake. Building permits are required for new construction, as well as for specific scopes of work to alter or repair existing structures or property. The department oversees the construction process at various stages through building inspections to confirm the scope of work is being done per current codes and ordinances.

The current year budget for the Community Development department is up \$21,272 or 4% mainly due to the increase in employees' health insurance cost.

## Community Development Expenditures

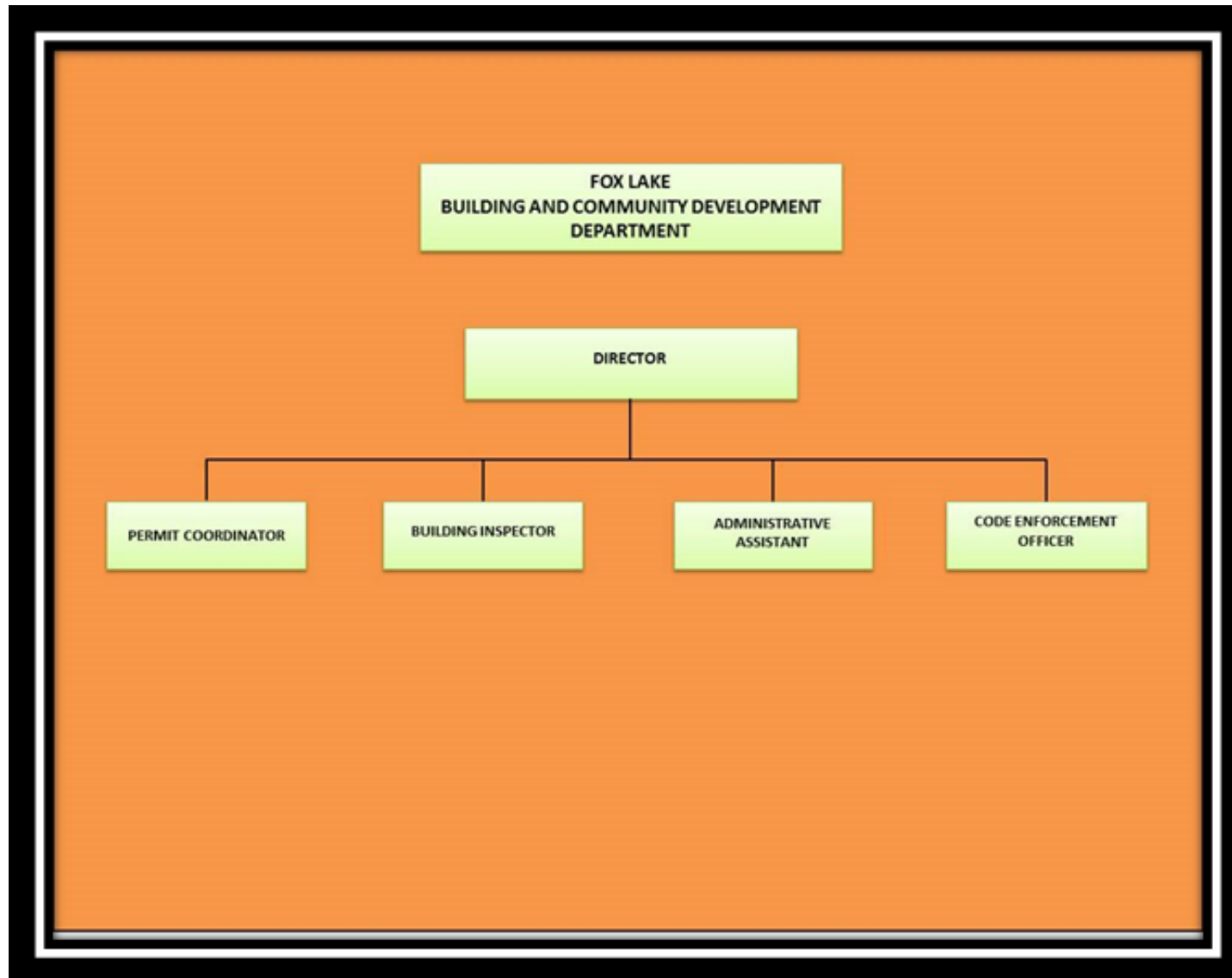
General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-354-4000	WAGES	\$245,580	\$301,111	\$306,000	5 FTE's – Wage freeze due to address COVID-19 budget shortfall.
01-354-4010	OVERTIME	344	2,033	1,800	Planning & Zoning Members paid per meeting
01-354-4002	WAGES - PART-TIME	2,775	3,375	6,300	Overtime as needed and approved by Director
01-354-4100	HEALTH INSURANCE	75,046	92,704	115,850	Medical, dental, vision insurance - 10% increase + NSEBC Reserve
01-354-4110	LIFE INSURANCE	370	451	600	Group term life insurance
01-354-4200	SOCIAL SECURITY & MEDICARE	17,433	23,191	24,000	Self-insured
01-354-4220	IMRF	24,587	23,585	26,400	Salaries less employee health insurance premium & dependent care contributions at 7.65%
01-354-5010	EQUIPMENT LEASES	5,341	6,500	6,500	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
01-354-5100	PROFESSIONAL SERVICES	16,014	18,000	13,500	Lanier copier and wide format scanner/printer
01-354-5102	ACCOUNTING SERVICES	0	3,594	3,600	Plumbing inspections (Lake County) \$12,500 & Plan Reviews \$1,000
01-354-5107	PROF SERVICES/STUDIES	0	5,000	0	TIF feasibility Study removed due to address COVID-19.
01-354-5110	ENGINEERING SERVICES	5,940	5,000	5,000	Asure Payroll processing, W2's

### Community Development Expenditures (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-354-5111	BILLABLE ENG. FEES	8,677	10,975	12,000	Field inspections, Floodplain violations
01-354-5114	BILLABLE BLDG & ZONING EXP	3,715	7,500	6,500	Reimbursable legal notices \$3,500; Nuisance abatement \$3,000
01-354-5120	LEGAL SERVICES	13,636	31,355	20,000	Increased Code enforcement/non-reimbursable costs; code updates; zoning amendments
01-354-5125	BILLABLE ATTORNEY FEES	5,991	5,000	5,000	Attorney costs reimbursed by developers, petitioners
01-354-5160	TECHNOLOGY	4,908	4,042	0	Moved to Object Code #5780
01-354-5200	POSTAGE	341	400	400	FedEx, UPS, certified mailings
01-354-5221	PRINTING	540	1,500	1,500	Vending stickers, NOV's, Inspection reports, business cards, zoning maps
01-354-5224	PUBLISHING	1,500	500	1,200	Legal notices published in newspapers
01-354-5310	MEMBERSHIPS	1,726	6,590	7,700	ICSC \$100, \$175 ICC, \$540 LC Recorder of Deeds, \$85 ABCI, \$50 NW BOCA, \$420 IEDC, LC Partners \$2,200, CVB membership shared w/ P&R \$4690 (Total \$9375)
01-354-5320	TRAVEL	57	500	250	Mileage reimbursement
01-354-5330	TRAINING	990	2,000	2,000	Seminars, ICC Permit Tech Course
01-354-5350	MEETINGS	36	150	150	Off-site meetings with potential developers/businesses
01-354-5410	UTILITIES	5,511	3,722	5,590	Cell phones \$70 pm x 3 phones, Access One desk phones
01-354-5700	OFFICE SUPPLIES	1,693	2,500	2,500	Folders, Public Notice signs, forms, printer ink
01-354-5710	OPERATING SUPPLIES	0	0	0	None anticipated
01-354-5712	SIGNS	0	0	0	None anticipated
01-354-5720	COMMUNITY PROGRAMS	26,836	5,000	11,000	\$6,000 Façade Improvement Program, \$2,500 Community Garden, \$2,500 Arts Council
01-354-5740	UNIFORMS	256	250	250	Shirts for Inspectors
01-354-5751	FUEL	1,285	3,000	2,500	Fuel for 2 inspector vehicles
01-354-5780	SOFTWARE LICENSES/MAINT	0	3,936	5,000	BS&A Annual Service Fee \$3,234, Adobe Subscriptions \$520, Barracuda spam/firewall
01-354-5785	COMPUTER EQUIPMENT	0	1,350	3,000	FY20 & FY21 Replacements: 2 desktops & 1 laptop
01-354-5951	EMPLOYEE RECOGNITION	97	200	200	\$50 per employee
01-354-5970	REFUNDS	750	204	200	Permits and Community garden refunds
<b>TOTAL COMMUNITY DEVELOPMENT EXPENDITURES</b>		<b>\$471,973</b>	<b>\$575,218</b>	<b>\$596,490</b>	



**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Community Development**  
**April 30, 2020**



## Grant Expenditures

The budget represents the cost of the annual Tobacco Enforcement Program, which will be funded through the Illinois Department of Human Services' grant.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
01-365-5980	SEIZED ASSETS – EXPENSE	-	-	-	
01-370-5811	GRANT - POLICE TOBACCO COMPLIANCE	-	500	500	Cigarette purchases for compliance tests. State Tobacco grant
01-370-5813	GRANT – CBDG	7,500	27,500	0	None anticipated
	<b>TOTAL GRANT EXPENDITURES</b>	<b>\$ 7,500</b>	<b>\$27,500</b>	<b>\$ 500</b>	

## Debt Service

The Village may use the issuance of long-term debt to further the Village's Capital Improvement Projects. Long-term debt is used only for capital projects that cannot be financed from current revenue sources. The following debt serve relates to Series 2007, Series 2011B and Series 2014B Debt Certificates. The remaining principle balance due is \$3,774,000, which was used to fund various capital projects.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
01-400-6000	PRINCIPAL PAYMENT	\$ 477,102	\$ 484,337	\$ 329,888	2003A, 2011B and 2014B Issues
01-400-6010	INTEREST EXPENSE	90,075	80,250	66,452	2003A, 2011B and 2014B Issues
01-427-6000	PRINCIPAL PAYMENT	55,182	55,936	58,443	2007 and 2011B Issues
01-427-6010	INTEREST EXPENSE	12,280	10,939	9,037	2007 and 2011B Issues
	<b>TOTAL BOND PAYMENTS</b>	<b>\$ 634,639</b>	<b>\$ 631,462</b>	<b>\$ 463,820</b>	

## Capital Outlay

The Village's operational needs for capital expenditures must be weighed against the ability of the Village to finance these projects. Capital outlay the purchase of equipment and infrastructure resources needed to provide resident and business services that exceed \$20,000 in value and provide benefits for future years. A capital expenditure is incurred when the Village spends money to buy fixed assets or add value to an existing fixed asset. Additional information is located in the Capital Improvement Plan detail in Section 8.

General Ledger Number	General Ledger Account Description	Actuals 2018-19	Amended Budget 2019-20	Amended Budget 2020-21	Description
01-511-7010	LAND - ADMINISTRATION	\$205,477	\$198,000	\$0	None budgeted to address COVID-19 budget shortfall.
01-511-7020	BUILDING	\$0	\$0	\$0	None budgeted
01-511-7021	BUILDING IMPROVEMENTS - ADMIN	\$87,196	\$15,000	\$0	None budgeted
01-511-7030	EQUIPMENT - ADMINISTRATION	\$0	\$0	\$0	None budgeted
01-514-7011	LAND IMPROVEMENTS - MOTOR POOL	\$0	\$0	\$0	None budgeted
01-521-7020	BUILDING - POLICE	\$49,309	\$0	\$0	None budgeted
01-521-7030	EQUIPMENT - POLICE	\$101,668	\$23,627	\$0	Eliminated Traffic data collector with trailer due to address COVID-19 budget shortfall.
01-521-7040	VEHICLES - POLICE	\$73,767	\$170,000	\$105,516	Patrol Squad replacement \$64,062; Admin car \$41,454. Removed CSO van \$38,000 due to pandemic.
01-527-7011	PARKS - LAND IMPROVEMENTS	\$7,524	\$169,960	\$0	None budgeted
01-527-7021	BUILDING IMPROVEMENTS - PARKS	\$0	\$0	\$0	None budgeted
01-541-7021	BUILDING IMPROVEMENTS - STREET	\$337,854	\$0	\$0	None budgeted
01-541-7030	EQUIPMENT - STREETS	\$10,297	\$125,000	\$0	Replace 26 yr. old truck hoist \$70k; asphalt roller \$30k; replace 2002 backhoe \$50k (split with Water Fund)
01-541-7040	VEHICLES - STREETS	\$132,975	\$151,083	\$62,500	Replace: F350 Utility P/U \$47k; F150 P/U \$15.5k; Removed F450 P/U \$17k (MP) due to COVID-19
01-541-7080	ROAD CONSTRUCTION	\$53,554	\$1,802,378	\$40,000	Nippersink Phase 2 Design Eng. \$40k. Street Repairs: Removed Hickory Cove \$410k & Knollwood \$410K due to address COVID budget crisis.
01-541-7081	ROAD IMPROVEMENT - EXTERNALITY	\$422,235	\$500,000	\$55,110	Rte. 12 TIF sidewalk 7% of Construction & Const. Eng. (Balance in TIF & BDD-C Funds)
	<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$1,481,856</b>	<b>\$3,155,048</b>	<b>\$263,126</b>	

### Total General Fund Revenues, Expenditures and Net Income

The Village of Fox Lake General Fund for FY2020-21 is projected to reflect a reduction of fund balance by \$1.7 million due to expenditures exceeding the revenues. The fund balance at the end of FY 2020-21 projected to be \$8.5 million.

	Actual 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021
<b>Total General Fund Revenues</b>	\$12,829,709	\$13,872,709	\$10,339,131
<b>Total Operating Expenditures</b>	10,162,712	11,617,811	11,336,302
<b>Total Debt &amp; Capital Expenditures</b>	2,116,495	3,786,510	726,946
<b>Total General Fund Expenditures</b>	\$12,279,207	\$15,404,321	\$12,063,248
<b>Net Revenue/(Expenditures)</b>	\$550,502	(\$1,531,612)	(\$1,724,117)

# Section 5

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## Special Revenue Funds

TIF

Motor Fuel Tax Fund

Business Development District Fund – South

Business Development District Fund – Central

## Enterprise Funds

Commuter Parking Fund

Water & Sewer Fund

Northwest Regional Water Reclamation Facility

Dispatch - 911 Department

## Fiduciary Funds

Police Pension



## Special Revenue Accounts

Special Revenue accounts are used to account for general government financial resources that are restricted by law or contractual agreement to specific purposes other than debt service or major capital projects. The funds exist as long as the government has resources dedicated to specific purposes.

### TIF Fund

The Tax Increment Financing (TIF) Fund was created as a method of public financing for development in the Village. It is a tool used to secure future gains in taxes to finance infrastructure improvements, which will in turn, create conditions for future gains. Subsequently, infrastructure improvements can lead to an increase in the value of property and potentially, present new investment opportunities in the Village.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
12-100-3000	REAL ESTATE TAXES	\$50,289	\$77,292	\$73,435	Same as prior year
12-100-3700	INTEREST INCOME	9,145	9,000	2,025	Available cash reduced
	<b>TOTAL REVENUE</b>	<b>\$59,434</b>	<b>\$86,292</b>	<b>\$75,460</b>	
12-300-5100	PROFESSIONAL SERVICES	\$16,242	\$7,000	\$0	TIF feasibility study shared cost with Streets
12-300-5101	AUDIT SERVICES	\$0	\$1,600	\$1,600	Sikich proposal
12-300-5120	LEGAL SERVICES	\$2,872	\$10,000	\$10,000	TIF Attorney, other related legal services
12-500-7080	ROAD CONSTRUCTION	\$40,507	\$270,941	\$314,912	Rte. 12 TIF sidewalk 40% (\$268,028) of Construction & Const. Eng. (\$46,884) Balance of project costs in Gen'l Externality - 7%; & BDD-C 53%
	<b>TOTAL EXPENDITURES</b>	<b>\$59,621</b>	<b>\$289,541</b>	<b>\$326,512</b>	
	<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$187)</b>	<b>(\$203,249)</b>	<b>(\$251,052)</b>	

## TIF Boundary Map

The TIF is south of Illinois Route 12 and Sayton Road within the Village of Fox Lake.



## **Motor Fuel Tax Fund**

The State of Illinois distributes taxes paid by consumers at the gas pump to municipalities on a per capita basis. The use of these funds is restricted to the following purposes:

- Pavement Repair and Maintenance
- Construction of Roads
- Snow & Ice Removal
- Traffic Control Devices and School Crossing Signals
- Utility Adjustments
- Street lighting
- Traffic Signal Maintenance
- Parkway Maintenance
- Bicycle Signs and Markings
- Engineering Services
- Off-Street Parking Facilities
- Retirement of Indebtedness
- Payment of Principal and Interest on Road Bonds
- Miscellaneous Expenses in Connection with Bond Issue
- Salt Storage Facilities
- Storm Sewers
- Sidewalks and Curb Ramps
- Wages or Salaries and Benefits
- Equipment Operating Costs
- Tree Trimming and Tree Removal
- Workers' Compensation Insurance Premiums
- Improvements Railroad Signal Protection and Crossing Work

The Village has experienced stagnation and then a decline in this revenue stream, which directly correlates to the change in statewide sales of gasoline. Logical reasons for this decline include the use of more fuel-efficient vehicles, increased use of carpooling, increased use of public transportation, and a decline in discretionary travel for recreation and shopping.

The proposed budget for FY 2020-21 has been revised downward to incorporate the impact of the COVID-19 pandemic. The initial IML projected per capita rate of \$32 has been discounted to \$22 in anticipation of drastic declining tax revenue as a result of the Governor's Stay-at-Home Order, which will affect travel and transportation. Due to reallocation of IDOT funding the Nippersink Blvd. Project was placed back into the Amended Budget and STP Grant Funds of \$3.2 million were awarded with the Village receiving \$2.6 million in grant revenue for FY2020-2021.



## Motor Fuel Tax Fund Continued

Below is historical information on the Village's motor fuel tax receipts.

Fiscal Year	Revenues	Rate Per Capita
FY2010-2011	\$270,665	\$24.53
FY2011-2012	\$316,313	\$28.80
FY2012-2013	\$306,581	\$27.68
FY2013-2014	\$318,035	\$27.66
FY2014-2015	\$269,666	\$24.30
FY2015-2016	\$281,019	\$26.56
FY2016-2017	\$278,576	\$25.90
FY2017-2018	\$280,394	\$26.50
FY2018-2019	\$278,718	\$26.37
FY2019-2020 (B)	\$279,236	\$26.40
FY2020-2021 (B)	\$229,223	\$21.67

FY 2010-11 thru FY 2013-14 Tax Revenues Includes Job Now & High Growth Cities receipts.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
15-100-3130	MOTOR FUEL TAX	\$278,718	\$375,000	\$229,223	\$32.50 per capita (10,579) per IML projections
15-100-3220	STATE GRANTS	0	0	2,605,200	STP Grant \$2,055,200 and Build Illinois Grant \$550,000
15-100-3700	INTEREST INCOME	29,695	30,000	6,750	Available cash reduced
	<b>TOTAL REVENUE</b>	<b>\$308,412</b>	<b>\$405,000</b>	<b>\$2,841,173</b>	
15-300-5100	PROFESSIONAL SERVICES	8,603	50,000	21,000	Thermoplastic \$15,000, Road Striping \$6,000.
15-300-5110	ENGINEERING SERVICES	69	0	0	
15-300-5413	ELECTRICITY CHARGES	14,684	15,000	15,000	Street lights
15-300-5710	OPERATING SUPPLIES	109,121	150,000	175,000	Salt \$69/Ton x1,800Tons=\$124,200, 7,000gal @ \$1.25=\$8,750, \$42,050 asphalt resurfacing
15-500-7080	ROAD CONSTRUCTION	323,104	643,986	3,204,832	Reconstruction of Nippersink Blvd from Grand Ave to Oak St.
	<b>TOTAL EXPENDITURES</b>	<b>\$455,580</b>	<b>\$858,986</b>	<b>\$3,415,832</b>	
	<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$147,168)</b>	<b>(\$453,986)</b>	<b>(\$574,659)</b>	

## Business Development Districts

Two business development districts were formed starting January 2018: one for the south business district near Route 12 and Route 134 and one for the central business district along Grand Avenue and Route 12 to the north. A Business Development District allows for special taxing district designation and has a life span of 23 years. This allows for an additional sales tax of 1% on certain items for sale in a limited area. Major items excluded from this tax include groceries, autos, and prescription drugs. Those revenues generated within the Business District can only be utilized within the area in support of redevelopment goals, including:

- Infrastructure
- Street Lighting
- Street Improvements
- Area marketing efforts
- Branding (Banners, wayfinding signage)
- Parking and streetscape improvements
- Façade Improvements

### Business Development District – South

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
20-100-3110	SALES TAX	\$628,076	\$635,000	\$423,355	Initial projection revised downward as a result of the COVID-19
20-155-3640	REIMBURSEMENTS	\$1,882	\$0	\$0	
20-170-3700	INTEREST INCOME	\$0	\$3,000	\$750	Initial projection revised downward as a result of the COVID-19
<b>TOTAL REVENUE</b>		<b>\$629,958</b>	<b>\$638,000</b>	<b>\$424,105</b>	
20-300-5100	PROFESSIONAL SERVICES	\$3,189	\$0	0	None anticipated
20-300-5107	PROF SERVICES – STUDIES	\$0	\$5,000	\$5,000	As need arises
20-300-5120	LEGAL SERVICES	\$0	\$5,000	\$5,000	General legal consultations regarding BDD-S projects
20-300-5401	SERVICE CHARGES - GENERAL	\$23,669	\$25,000	\$25,000	Allocation of Admin & Street costs
20-300-5525	BUSINESS INCENTIVES	\$0	\$50,000	\$50,000	Potential business incentives
20-300-5712	SIGNAGE PROGRAM	\$0	\$200,000	\$3,500	Signage Study - Total cost \$51,620 divided by Fund 20 & Fund 21

<b>20-300-5720</b>	COMMUNITY PROGRAM	\$0	\$30,000	\$0	None anticipated
<b>20-500-7080</b>	CAPITAL IMPROVEMENTS – ROADS	\$94,247	\$821,258	\$700,500	Frontage Rd North Reconstruction \$630,500; Signage \$70k (58%)
	<b>TOTAL EXPENDITURES</b>	<b>\$121,105</b>	<b>\$1,136,258</b>	<b>\$789,000</b>	
	<b>NET SURPLUS/(DEFICIT)</b>	<b>\$508,854</b>	<b>(\$498,258)</b>	<b>(\$364,896)</b>	

### Business Development District – Central

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
<b>21-100-3110</b>	SALES TAX	\$519,668	\$600,000	\$400,020	Initial projection revised downward as a result of the COVID-19
<b>21-100-3200</b>	GRANT	\$0	\$0	\$21,400	Millennium Water Quality Grant project shown in Road construction (\$21,400 grant)
<b>21-170-3700</b>	INTEREST INCOME	0	3,000	750	Based on prior year projection
	<b>TOTAL REVENUE</b>	<b>\$519,668</b>	<b>\$603,000</b>	<b>\$422,170</b>	
<b>21-300-5100</b>	PROFESSIONAL SERVICES	\$77,080	\$0	\$0	None anticipated
<b>21-300-5107</b>	PROFESSIONAL SERV – STUDIES	\$0	\$5,000	\$0	None anticipated
<b>21-300-5120</b>	LEGAL SERVICES	\$4,257	\$2,500	\$2,500	General legal consultations regarding BDD-S projects
<b>21-300-5401</b>	SERVICE CHARGES - GENERAL FUND	\$19,709	\$20,000	\$22,000	Allocation of Admin & Street costs
<b>21-300-5525</b>	BUSINESS INCENTIVES	\$23,208	\$79,817	\$80,000	Current & potential incentive agreements
<b>21-300-5712</b>	SIGNAGE PROGRAM	\$0	\$50,000	\$3,500	Signage Study - Total cost \$51,620 divided by Fund 20 & Fund 21
<b>21-300-5720</b>	COMMUNITY PROGRAMS	\$0	\$30,000	\$15,000	Façade improvements
<b>21-300-7011</b>	LAND IMPROVEMENTS	\$0	\$21,400	\$0	None anticipated
<b>21-500-7080</b>	ROAD CONSTRUCTION	\$18,554	\$648,445	\$992,648	Millennium Water Quality Grant \$51,200; Grand lighting - Phase 1 \$524,189 and Rte. 12 TIF Sidewalk (53%) \$417,259k.
	<b>TOTAL EXPENDITURES</b>	<b>\$142,808</b>	<b>\$857,162</b>	<b>\$1,115,648</b>	
	<b>NET SURPLUS/(DEFICIT)</b>	<b>\$376,860</b>	<b>(\$254,162)</b>	<b>(\$693,478)</b>	

# Enterprise Funds

## Commuter Parking Fund

The Parking Fund was established as an enterprise fund to track the revenues and expenses associated with operating and maintaining of the Metra parking lots.

The Commuter Parking Fund is designed to account for all revenue and expenses related to the operation of the Metra commuter parking facilities located along the Milwaukee District/North Line railroad tracks. The parking lots include over 450 daily parking spaces. The Village of Fox Lake is responsible for repairs and maintenance, as well as capital improvement projects, to the commuter parking lot. This includes pavement repairs, pay machine maintenance, snow removal and infrastructure upgrades

Expenses recorded in the Commuter Parking Fund include supplies, pavement repairs, maintenance, snow removal, infrastructure upgrades, insurance, depreciation, utilities, and reimbursement to the General Fund for staffing (accounting, public works, pay box collections, etc.).

The Commuter Parking Fund is unable to support its related costs of operation. The Commuter Parking Fund is budgeted at a deficit for the year of \$51,592. The Village cannot continue to subsidize this operation or future large-scale maintenance; therefore, the Village will continue working with Metra to review fees and expenses.

## Commuter Parking Fund

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
50-100-3820	PARKING FEES	\$94,610	\$95,000	\$63,337	Initial projection revised downward as a result of the COVID-19
50-100-3700	INTEREST INCOME	\$6,094	\$600	\$150	Initial projection revised downward as a result of the COVID-19
	<b>TOTAL REVENUES</b>	<b>\$100,704</b>	<b>\$95,600</b>	<b>\$63,487</b>	
50-300-4000	WAGES	\$36,436	\$17,645	\$21,550	50% of CSO
50-300-4100	HEALTH INSURANCE	\$15,285	\$4,794	\$5,532	Medical, dental, vision, HRA - 50% of CSO
50-300-4110	LIFE INSURANCE	\$0	\$39	\$50	Group term life insurance - 50% of CSO
50-300-4200	SOCIAL SECURITY & MEDICARE	\$2,671	\$1,350	\$1,560	Salaries less employee health insurance premium & dependent care contributions at 7.65%
50-300-4220	IMRF	\$3,642	\$1,412	\$1,750	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
50-300-4225	NET PENSION EXPENSE	(\$1,129)	\$1,450	\$1,450	Pursuant to OPEB Report - GASB requirement

**Commuter Parking Fund (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-2019</b>	<b>Amended Budget 2019-2020</b>	<b>Amended Budget 2020-2021</b>	<b>Description</b>
50-300-5010	EQUIPMENT MAINTENANCE	\$39	\$150	\$150	Repairs/maintenance to boxes/shelters
50-300-5040	PARKS & GROUNDS MAINTENANCE	\$0	\$500	\$500	Maintenance of grounds
50-300-5100	PROFESSIONAL SERVICES	\$452	\$500	\$500	
50-300-5102	ACCOUNTING SERVICES	\$477	\$1,275	\$500	Assure payroll and W-2 processing
50-300-5104	PROF SERVICES - SNOW REMOVAL	\$6,843	\$10,000	\$10,000	Contractual snow removal
50-300-5221	PRINTING	\$0	\$717	\$750	Parking placards and forms
50-300-5401	SERVICE CHARGE - GENERAL FUND	\$36,960	\$31,215	\$37,000	Allocation of Admin & Streets costs
50-300-5410	UTILITIES	\$6,866	\$7,100	\$7,100	ComEd electricity & Nicor natural gas utilities
50-300-5430	CREDIT CARD & BANK CHARGES	\$0	\$470	\$500	Bank & CC fees to accept debit & credit cards
50-300-5500	LIABILITY & WORKERS COMP INS	\$3,513	\$1,991	\$2,000	Estimated 5% increase upon renewal
50-300-5710	OPERATING SUPPLIES	\$23,252	\$19,000	\$19,000	Salt for parking lots, mowing metra areas. Salt: 250 Tons @ \$69/ton = \$17,250; Mulch, seed \$1,750
50-300-5780	SOFTWARE LICENSE SUPPORT	\$0	\$150	\$150	Civic Systems/Caselle license & support
50-300-5970	REFUNDS	\$60	\$0	\$0	None anticipated.
50-300-8000	DEPRECIATION	\$5,036	\$5,036	\$5,036	No Capital Expenditures budgeted. Same as prior year.
	<b>TOTAL PARKING EXPENSES</b>	<b>\$140,403</b>	<b>\$104,794</b>	<b>\$115,078</b>	
	<b>NET SURPLUS/(DEFICIT)</b>	<b>(\$39,699)</b>	<b>(\$9,194)</b>	<b>(\$51,592)</b>	

## Water/Sewer Fund

The Water/Sewer Fund accounts for the provision of potable water and sanitary sewer services to the residents of the Village. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, depreciation expense, financing, and billing and collection. The Village of Fox Lake's Sewer and Water system has been in operation since 1928. Today, the Water Systems supply between 500,000 to 1,000,000 gallons of potable water per day for over 5,000 Village customers. The Village operates the Tall Oaks Wastewater Treatment Plant, as well as the Village's sewage collection system that flows to the Northwest Regional Water Reclamation Facility. In the South System, the Village operates and maintains 4 wells, 3 water towers, and 18 lift stations. In the North System (formerly referred to as "Leisure Tech"), the Village operates and maintains 2 wells, 1 water tower, 1 reservoir, 6 lift stations and 1 sewage treatment plant.

The Sewer and Water Department has a current staffing level of eight (8) personnel for both the South and North System. Staff members attend training sessions yearly to stay abreast of current regulations and maintain IEPA licensing. The Water and Sewer Department provides 24-hour call service to provide safe, reliable and economical sewer and water services. Fox Lake residents are the department's highest priority and staff takes pride in their commitment to customer service.

The net income in the Water Fund is lower than prior year mostly due to the water sales projection revised downward to 90% and interest income to 25% than initially estimated, which is the anticipated result of the pandemic impact on the customer spending and the financial market.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-100-3830	WATER SALES	\$4,273,996	\$4,400,000	\$4,050,000	2.3% CPI plus 2% Rate increase. Initial projection revised downward as a result of the COVID-19
51-100-3200	GRANT REVENUE	0	0	0	None Anticipated
51-100-3700	INTEREST INCOME	96,615	100,000	25,500	Initial projection revised downward as a result of the COVID-19
51-100-3701	REALIZED GAINS/LOSSES ON F/A	0	3522	3000	IMET Investment Pool Liquidating Trust recoveries - in future in Interest Income
51-100-3720	SALE-FIXED ASSETS	0	0	0	None anticipated
51-100-3750	MISCELLANEOUS INCOME	30,290	20,000	18,000	Prior Year
51-100-3831	WATER METER SALES	20,207	18,000	3,300	Slowed construction due to completion of major development
51-100-3840	TAP-ON-FEES	260,263	65,000	65,000	Lower than prior year budget, slowing construction

### Water/Sewer Fund (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-100-3841	REMEDIAL WASTE	17,150	1,131	\$0	Discontinued accepting remedial waste from outside sources
51-100-3845	PENALTIES	81,363	80,000	75,600	Based on prior year estimate
	<b>TOTAL OPERATING REVENUE</b>	<b>\$4,779,883</b>	<b>\$4,687,653</b>	<b>\$4,240,400</b>	

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-200-3900	PROCEEDS FROM IEPA LOANS	\$0	\$9,242,033	\$20,337,773	IEPA Loan L17-3975 \$8.121M & IEPA Loan L17-5582 \$5.706M - Interconnect Phase 2 & IEPA Loan L17-? Phase 1; + \$680,000 Phase I additional costs
51-200-3910	IEPA LOAN PRINCIPAL OFFSET	\$0	(\$9,242,033)	(\$20,337,773)	Offset to move Loan Principal to Liability
	<b>TOTAL REVENUE</b>	<b>\$4,779,883</b>	<b>\$4,687,653</b>	<b>\$4,240,400</b>	

### Water/Sewer Fund Expenses Budget

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-4000	WAGES	\$440,114	\$498,375	\$525,250	8.525 FTE's . Non-union wages freeze due to COVID-19 pandemic.
51-300-4010	OVERTIME	\$19,000	\$25,863	\$25,000	CY2019 OT hours at new wage rates w/10% contingency for main breaks
51-300-4100	HEALTH INSURANCE	(\$85,529)	\$121,512	\$125,250	Medical, dental, vision insurance 10% increase + NSEBC reserve
51-300-4110	LIFE INSURANCE	\$613	\$783	\$850	Group term life insurance
51-300-4200	SOCIAL SECURITY & MEDICARE	\$32,641	\$41,805	\$38,500	Salaries less employee health insurance premium & dependent care contributions at 7.65%



### Water/Sewer Fund Expenses Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-4000	WAGES	\$440,114	\$498,375	\$525,250	8.525 FTE's . Non-union wages freeze due to COVID-19 pandemic.
51-300-4220	IMRF	\$38,280	\$41,528	\$43,250	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
51-300-4225	NET PENSION EXPENSE	(\$16,111)	\$8,000	\$8,000	Based on OPEB report
51-300-5000	BUILDING MAINTENANCE	\$23,255	\$30,000	\$30,000	HVAC inspection and repair-5000, Backflow inspections and repair-1000, Sealcoating King's Island, well 4, well 5-2000, replace dehumidifier-3000, Leisure Village elevator inspection-1200, Replace garage door openers at well 4-1500, Roof repairs at well 4-10000, Misc-6300
51-300-5010	EQUIPMENT MAINTENANCE	\$18,575	\$48,200	\$54,950	Repair pumps and controls 35000, Chemical scale calibration 1000, chlorine alarm calibration and repair 1500, Hach meter calibration 800, Tall Oaks meter calibration and repair 750, Safety equipment inspection 1000, Cathodic protection inspection 1500, misc. SCADA \$5,000, Load Bank Testing for generators 8400
51-300-5021	VEHICLE MAINTENANCE - MP	\$15,897	\$20,000	\$25,000	Repairs as needed on: Vac truck, Box truck, 2014 Van, F-450 Truck, (4) F-350 Trucks
51-300-5050	UTILITY SYSTEM MAINTENANCE	\$115,403	\$205,000	\$205,000	Water meter testing and calibration 7000, Water leak survey 10500, Restoration materials 7500, Paving 10000, Bulk materials 4000, Equipment rental 2000, Emergency repair 125000, Pressure wash Tall Oaks Reservoir 5000, Tonka filter inspections 6000, Replace aging fluoride and poly pumps 2500, Clean out and dispose of Well 5 Iron pit 5000, Fire hydrant sand blasting and painting 15000, Connect new generators to SCADA 10,000
51-300-5100	PROFESSIONAL SERVICES	\$21,002	\$44,600	\$44,200	IEPA permit 8000, Fire Extinguishers 600, Misc. 500, GIS ELA program 7000, BSI 600, Census 2500, Baxter Woodman 25000



### Water/Sewer Fund Expenses Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-5102	ACCOUNTING SERVICES	\$5,537	\$5,042	\$5,500	Assure payroll and W-2 processing
51-300-5105	JULIE LOCATE FEES	\$0	\$5,000	\$4,250	Required underground infrastructure location fees
51-300-5110	ENGINEERING SERVICES	\$59,583	\$50,000	\$75,000	General engineering costs 60000, GIS services 15000
51-300-5115	OUTSIDE LAB TESTING	\$22,606	\$29,400	\$29,400	NWRWRF 13000, Sludge handling 3000, Sludge testing 2300, IEPA state and federal water testing 8500, Admin contract lab 600, Sample contingency 2000
51-300-5120	LEGAL SERVICES	\$24,740	\$11,743	\$25,000	Based on 18/19 actual less project costs
51-300-5150	PHYSICAL EXAMS	\$0	\$100	\$100	Includes required Hepatitis vaccines
51-300-5160	TECHNOLOGY SERVICES	\$3,685	\$3,351	\$2,500	Equipment repairs 1000, Misc. 1500
51-300-5200	POSTAGE	\$7,575	\$7,600	\$7,250	Sewer and water billing 6,000, Shipping 1000, certified mailing 250
51-300-5221	PRINTING	\$1,166	\$1,500	\$2,000	Postcards 800, Regular envelopes 150, Hang tags 500, shipping labels 50, Business cards 100, Misc. 400.
51-300-5224	PUBLISHING	\$638	\$2,000	\$2,000	Bids, System Maintenance
51-300-5310	MEMBERSHIPS	\$1,028	\$1,090	\$1,100	AWWA, CSWEA, FVO, WEF, North Suburban, APWA
51-300-5330	TRAINING	\$1,703	\$7,500	\$4,500	Seminars and workshops 1500, Safety manuals and videos 500, CL2/Competent Person/Confined space 2500
51-300-5401	SERVICE CHARGE - GENERAL FUND	\$342,526	\$359,655	\$355,000	Admin/Finance & Street expense allocation
51-300-5402	SERVICE CHARGE - 911	\$8,220	\$9,000	\$9,500	Allocation to 911 Fund for water alarm dispatching

### Water/Sewer Fund Expenses Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-5410	UTILITIES	\$171,359	\$173,690	\$174,190	Verizon phones and two iPads 5,440, Comcast line (Tall Oaks Internet) 2600, Electric 148,000, Com Ed 500, Nicor 13,000, Water Bill 1800, technology mgmt. revolving internet \$1,350, Access One \$1,500
51-300-5430	CREDIT CARD & BANK CHARGES	\$21,693	\$24,000	\$24,000	BMO Harris & PSN fees
51-300-5500	LIABILITY & WORKERS COMP INS	\$52,820	\$100,000	\$100,000	Workers compensation & liability insurance premium
51-300-5600	BUILDING MAINTENANCE SUPPLIES	\$8,094	\$23,300	\$22,250	Cleaning supplies 800, Electrical 3000, Lubricants 700, Locks 500, Paint/supplies 1000, Paper products 1200, Locate Supplies 2000, Construction materials 2000, Landscape supplies 1000, Plumbing 1000, Soaps 500, Signage 500, Weed Killer 500, Fasteners 1000, Misc. 5000, Cylinder rental 100, Batteries 400, Light bulbs 500, Barricades and Cones 800
51-300-5610	EQUIPMENT MAINTENANCE SUPPLIES	\$5,053	\$6,000	\$6,000	Pumps, saws, mowers, air compressor, Jet/vac, emergency generator repair
51-300-5620	VEHICLE PARTS	\$3,398	\$7,700	\$10,200	Vehicles 500, Vactor 2500, Camera Inspection 5200, Sewer camera parts 2000
51-300-5630	UTILITY SYSTEM MAIN SUPPLIES	\$4,712	\$7,800	\$7,500	IEPA field testing CL2 1500, Fluoride 2500, Phosphate 450, Iron 450, Standards 750, Contingency 1850

### Water/Sewer Fund Expenses Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-5640	WATER METERS	\$39,770	\$40,000	\$40,600	Meters-75 routine change outs and 20 residential construction at 200 each= 19000, MXU transmitters- 100 routine change outs and 20 residential construction at 130 each= 15600, Misc. meter gaskets, wire, fittings 2500, New commercial meter 3500
51-300-5700	OFFICE SUPPLIES	\$474	\$2,500	\$3,500	Printer cartridges 500, paper 250, Misc. 1500, Utility billing office 1250
51-300-5710	OPERATING SUPPLIES	\$19,581	\$28,000	\$31,500	System supplies, clamps, sleeves, couplings, b-boxes, valve boxes, water and sewer pipe, manhole and valve risers 22000, chemical feed equipment 2000, hydrant parts 7500
51-300-5730	SMALL TOOLS	\$1,519	\$8,200	\$6,950	Tyvek suits 250, rubber gloves 500, system tools 1500, small tools 2000, safety equipment 2500, first aid supplies 200
51-300-5740	UNIFORMS	\$1,990	\$6,725	\$6,725	Uniforms 500 x 7 employees 3500, Boots x 7 employees 1225, Hats, gloves, coats, hard hats, safety equipment 2000
51-300-5750	CHEMICALS	\$42,954	\$40,300	\$40,300	6000 lbs. chlorine 8230 , 2300 lbs. fluoride 1200, 8000 lbs. of Poly 7400, 200 gallons of Hypochlorite 1100, Sewer: 1400 lbs. chlorine 770, 5000 gallons of ferric 10000, 6700 lbs. Bi sulfate 2100, 500 lbs. Drytec Granual 1500, delivery charges 2000, contingency 1000, enzymes for lift station grease 5000
51-300-5751	FUEL	\$13,758	\$22,750	\$23,375	Gas: 100 gallons small equipment 250, 6000 gallons vehicles 15000; Diesel 2500 gallons vehicles 6250, 750 gallons Generators 1875
51-300-5780	SOFTWARE LICENSES/SUPPORT	\$0	\$4,993	\$4,500	Caselle support charges, Barracuda spam/firewall protection

### Water/Sewer Fund Expenses Budget (continued)

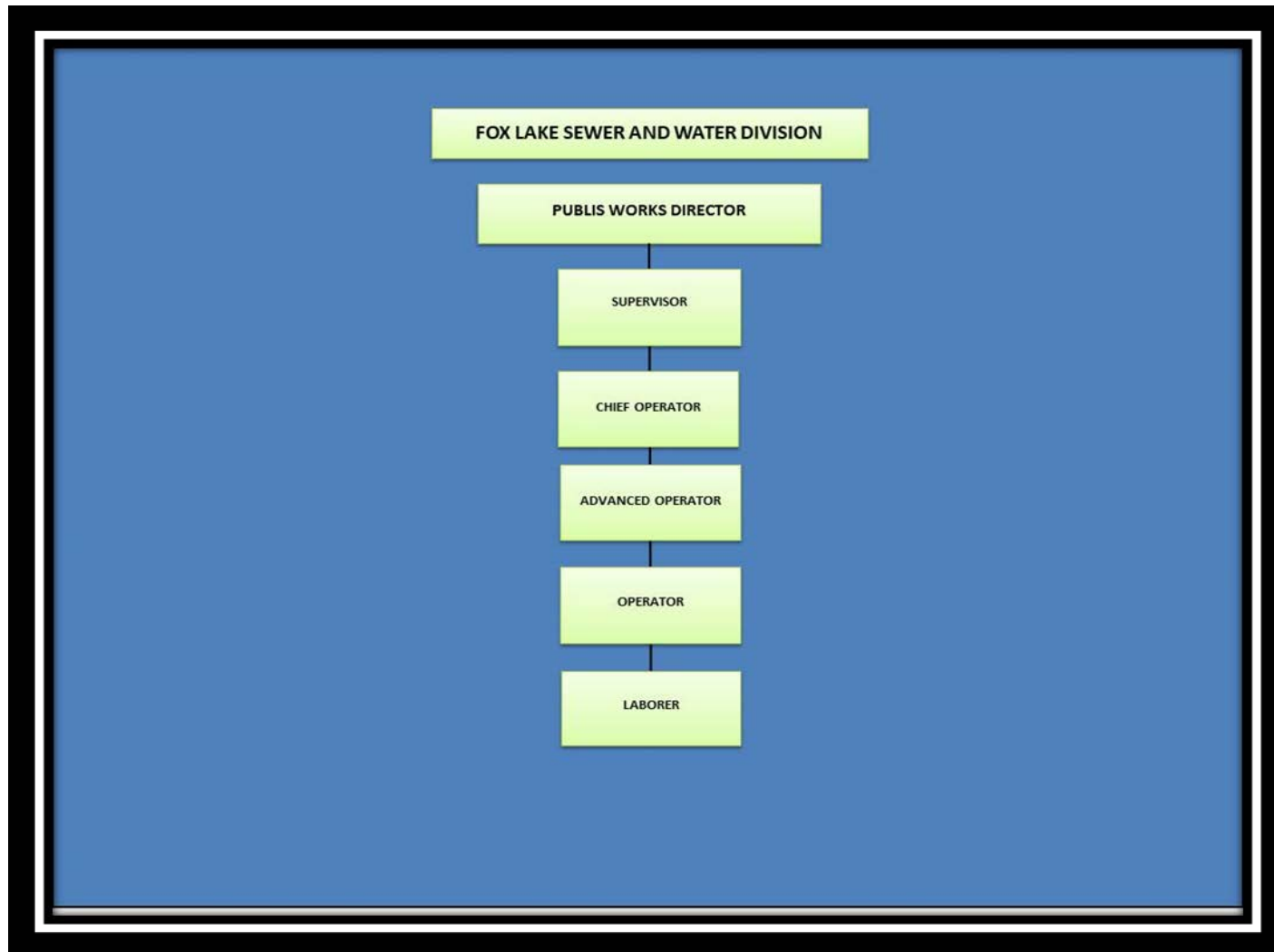
General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-300-5785	COMPUTER EQUIPMENT	\$0	\$1,500	\$11,600	New Office Computer \$1,600, Replace SCADA computer (monitors the entire system) \$10,000
51-300-5951	EMPLOYEE RECOGNITION	\$266	\$250	\$250	Based on 18/19 actual
51-300-5970	REFUNDS	\$61	\$5,000	\$3,000	Same as prior
51-300-5971	LOSS ON DISPOSAL/SALE	\$20,471	\$0	\$0	None budgeted
51-300-8000	DEPRECIATION	\$787,717	\$800,000	\$820,000	Based on depreciation schedule
51-300-8020	AMORTIZATION EXPENSE	\$12,555	\$12,552	\$12,552	Based on GO bond premium schedule
	<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,310,393</b>	<b>\$2,893,907</b>	<b>\$2,997,342</b>	

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-400-6000	PRINCIPAL PAYMENT	\$378,976	\$392,448	\$703,574	GO2011B \$101,338; GO2014B \$118,400; IEPA Loan 17-4802 \$115,133; & Loan 17-5377 \$68,332; New Loans #L17-3974 \$193,168 & Loan L17-5581 \$107,203.
51-400-6001	PRINCIPAL PAYMENT OFFSET	(\$378,976)	(\$392,448)	(\$703,574)	Debt Principal payments reduce liability; are not expenses
51-400-6010	INTEREST EXPENSE	\$120,010	\$115,519	\$353,093	GO2011B \$16,288; GO2014B \$26,918; IEPA Loan 17-4802 \$40,703; & Loan 17-5377 \$22,980; New Loans #L17-3974 \$60,283 & Loan L17-5581 \$33,455. Accr Int L17-3975 \$94,728 & \$L17-5582 \$57,738.
	<b>TOTAL DEBT</b>	<b>\$120,010</b>	<b>\$115,519</b>	<b>\$353,093</b>	
51-500-7020	BUILDING	\$74,392	\$120,000	\$120,000	Backup generators at High school lift, Deer Run Lift & new portable generator
51-500-7030	EQUIPMENT	\$1,901	\$0	\$0	Removed air compressor & backhoe \$73,000 due to address COVID-19 economic impact.

### Water/Sewer Fund Expenses Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
51-500-7040	VEHICLES	\$0	\$141,363	\$0	Removed replacement F150, \$15,500 due to the pandemic.
51-500-7050	WATER & SEWER SYSTEM	\$692,320	\$8,162,137	\$1,270,000	Replace: Valves at Menards & Hilltop lift stations \$40k; broken water system valves \$35k; rehab Well #5 \$90k; replace 3 fire hydrants on Concord Circle \$35k; rehab Lippincott Lift station \$250k; rehab High school Lift station \$235k; Orchard Street watermain \$285k; Contamination removal Interconnect Phase I \$300k
51-500-7106	SO WELL SCADA IMPROVEMENTS	\$0	\$4,237	\$0	None budgeted
51-500-7109	SANITARY SEWER LINING 19/20	\$0	\$2,082	\$140,000	Dubells and Juris sewer lining
51-500-7110	INTERCONNECT PH1	\$0	\$1,262,565	\$7,244,723	Loan Proceeds \$5,615,773 & LWS Share \$948,950 + \$680,000 additional costs
51-500-7111	INTERCONNECT PH2	\$0	\$15,669	\$14,042,000	Loan Proceeds \$14,042,000
51-600-8000	CAPITAL EXP CLASSIFIED ASSET	(\$756,732)	(\$9,804,190)	(\$22,816,723)	
	<b>TOTAL CAPITAL</b>	<b>\$11,882</b>	<b>(\$96,137)</b>	<b>\$0</b>	
	<b>NET INCOME/(LOSS)</b>	<b>\$2,337,598</b>	<b>\$1,774,364</b>	<b>\$889,965</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Water & Sewer**  
**April 30, 2020**



## NW Regional Water Reclamation Facility

The Northwest Regional Water Reclamation Facility (NWRWRF) is owned and operated by the Village of Fox Lake. The NWRWRF is a regional wastewater treatment facility serving the communities of Fox Lake, Hainesville, Lakes Region Sanitary District, NW Lake County, Lake Villa, Round Lake, Round Lake Beach, Round Lake Heights, Round Lake Park and Volo.

The NWRWRF is managed by a team of professional, skilled staff members who work together under the leadership of one (1) director and one (1) chief operator to ensure wastewater is properly treated and discharged, while meeting IEPA requirements and providing a safe work environment. A combination of physical, chemical and biological processes are utilized by the facility to remove impurities from the wastewater and achieve a required degree of treatment prior to discharge to protect the water quality in the Fox River Water Shed. The NWRWRF was originally designed to treat an average of 9.0 million gallons per day (mgd), with a design maximum flow of 22.5 mgd. Driven by capacity and regulatory demands, the facility has undergone expansion work and can now treat 12.0 mgd, with a design maximum of 30 mgd.

The NWRWRF shows an increase of \$308,421 in the operating expenditures in the current year mostly due to the installation of SCADA equipment and increases in the building and equipment maintenance costs. Expenses are separated by processes including Treatment and Pre-treatment to closely monitor and control.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-100-3700	INTEREST INCOME	\$330,059	\$325,000	\$81,250	Initial projection revised downward as a result of the COVID-19
52-100-3701	REALIZED GAINS/LOSSES	\$0	\$11,897	\$10,000	IMET Investment Pool Liquidating Trust recoveries -
52-100-3720	SALE-FIXED ASSETS	\$0	\$14,235	\$8,000	Replaced vehicles sold at auction or trade-in
52-100-3750	MISCELLANEOUS INCOME	\$1,490	\$2,000	\$1,000	AP refunds, Clearview Recycling
52-100-3835	SEWER CHARGES	\$780,947	\$771,000	\$720,000	Based on latest 12 months actual receipts
52-100-3836	SEWER SURCHARGES	\$5,498	\$5,500	\$4,950	Based on FY20 estimated revenue
52-100-3837	COUNTY SEWER CHARGES	\$4,139,048	\$4,140,000	\$3,726,000	Based on latest 12 months actual receipts
52-100-3840	TAP-ON-FEES	\$252,420	\$140,000	\$140,000	Based on prior year projection
52-100-3841	REMEDIAL WASTE	\$51,454	\$3,392	\$0	Discontinued accepting remedial waste from outside sources
52-100-3845	PENALTIES	\$17,423	\$16,500	\$17,100	Based on latest 12 months actual receipts
52-100-3800	RENTAL INCOME	\$0	\$0	\$20,400	Ray auto dealership rental agreement (in NWR lot) \$1,700 per month
	<b>OPERATING REVENUES</b>	<b>\$5,578,339</b>	<b>\$5,429,524</b>	<b>\$4,728,700</b>	

### NW Regional Water Reclamation Facility (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-200-3990	EXTERNALITY CREDIT AGREEMENT	\$0	\$104,794	\$0	Per Lake County IGA - No expense until balance in receivable is zero?
	<b>TOTAL REVENUE</b>	<b>\$5,578,339</b>	<b>\$5,534,318</b>	<b>\$4,728,700</b>	

### TREATMENT EXPENSES:

52-300-4000	WAGES	\$942,663	\$1,200,045	\$1,146,000	17 FTE's
52-300-4002	WAGES - PART-TIME	\$35,227	\$20,000	\$20,500	Kuester (650 hours)
52-300-4010	OVERTIME	\$44,031	\$63,577	\$58,000	CY2019 hours at FY2021 wage rates
52-300-4100	HEALTH INSURANCE	\$279,485	\$289,927	\$323,700	Medical, dental, vision insurance & NSEBC reserve
52-300-4110	LIFE INSURANCE	\$1,189	\$1,581	\$1,600	Group term life insurance
52-300-4200	SOCIAL SECURITY & MEDICARE	\$74,273	\$101,473	\$87,700	Salaries less employee health insurance premium & dependent care contributions at 7.65%
52-300-4220	IMRF	\$89,283	\$99,643	\$96,600	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
52-300-4225	NET PENSION EXPENSE	-\$33,845	\$12,000	\$12,000	Based on OPEB report - GASB requirement
52-300-5000	BUILDING MAINTENANCE	\$81,121	\$156,100	\$297,700	Boiler Service \$2,000, Door/Window Services \$1,500, Weed Control \$2,000, Bio Process Diagnostics \$1,800, Asphalt Repairs \$28,000, Landscaping Improvements \$14,500, Fire Alarm Maintenance/Repair \$1,000, Water Softener Service \$800, Backflow Service \$1,000, Overhead Door Services \$4,000, Janitorial Service \$9,800, Rags & Towels \$1,500, HVAC Repairs \$8,000, Security Gate \$5,000, Fire Extinguishers \$1,000, Carpet Cleaning \$800, LED Lighting \$21,000, Brick Repairs \$40,000, SCADA System Monitoring Service \$50,000.



**NW Regional Water Reclamation Facility (continued)**

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-300-5010	EQUIPMENT MAINTENANCE	\$42,768	\$55,500	\$76,475	Elec Motor Repairs \$4,800, Screw Pump Motor Rebuild \$5,000, Sump Pump \$1,000, Generator Switch Gear \$7,800, Spectrophometer Maintenance \$875, Lab Systems \$3,000, Hoist Inspection \$850, Filter Cartridges Millipore \$2,600, Cogen Service \$6,000, Prep Skid Service \$5,000, Gen Load Testing \$9,600, Meter/Pipette Calibrations \$2,200, Linear Copier \$3,200, Parts Washer \$2,600, Seal Rebuild/Replace Moyno, WMCO, Hayward Gordon \$10,000, VFD Repair/Replacement \$6,000, Engine Blower Maintenance \$1,500, Generator Cooling Systems Service \$4,500.
52-300-5021	VEHICLE MAINTENANCE - MP	\$1,791	\$15,000	\$10,000	Transitioning into newer fleet of vehicles
52-300-5100	PROFESSIONAL SERVICES	\$200,381	\$192,000	\$235,925	NPDES \$52,500, Air Emissions \$200, Boiler Permit \$500, Background Checks \$500, Odor Control Service Contract \$182,225
52-300-5102	ACCOUNTING SERVICES	\$2,837	\$3,110	\$3,500	Asure payroll & W-2 processing
52-300-5110	ENGINEERING SERVICES	\$60,733	\$45,000	\$50,000	Portions of Engineering expenses allocated to specific Capital Projects
52-300-5115	OUTSIDE LAB TESTING	\$11,433	\$26,000	\$16,400	ERA testing/QC \$3,000, Sludge/npdes \$10,000, outside testing \$3,200 , Cogen Oil Lab analysis \$200
52-300-5120	LEGAL SERVICES	\$13,993	\$20,000	\$30,000	Collective bargaining agreement negotiations
52-300-5130	SLUDGE REMOVAL	\$98,800	\$145,000	\$132,000	Sludge hauling - 8,000 cubic yards @\$16.50 /Cubic yd.
52-300-5150	PHYSICAL EXAMS	\$0	\$1,500	\$3,500	Hepatitis titers (all NWR employees), Hepatitis B Vaccinations (# of NWR employees will depend on results of titer)
52-300-5160	TECHNOLOGY SERVICES	\$10,527	\$3,000	\$3,000	Equipment Repairs \$3,000

### NW Regional Water Reclamation Facility (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-300-5200	POSTAGE	\$4,095	\$6,850	\$6,850	General \$1,000, Utility billing \$3,250, lab shipping \$800, pre-treatment postage \$300, instrument shipping \$500, equipment ship/freight \$1,000
52-300-5220	PHOTOCOPY	\$0	\$3,230	\$3,240	Wells Fargo copier lease \$270/month
52-300-5221	PRINTING	\$705	\$3,680	\$3,680	Utility billing \$1,180, job ads \$500, public notices \$200, bids \$800, po's letterhead, business cards, envelopes \$1000
52-300-5224	PUBLISHING	\$0	\$1,100	\$1,000	Manuals and references
52-300-5310	MEMBERSHIPS	\$4,763	\$6,892	\$7,000	WEF \$600, FVOA \$200, CHMM \$500, ILWA \$5,000, AWWA \$300, FET \$100, MWAA \$100, IAWPCO \$50
52-300-5320	TRAVEL	\$0	\$150	\$5,000	Conference & training costs for Director
52-300-5330	TRAINING	\$1,277	\$4,475	\$7,000	Utility billing clerk \$150, Operator Training \$4,000, Lab Seminars \$300, Mechanics Training \$1,000, electricians training \$300, Admin Asst. \$200, Director Development \$2,500
52-300-5350	MEETINGS	\$154	\$200	\$1,500	Host Fox Valley Operator Association Meeting
52-300-5401	SERVICE CHARGE - GENERAL FUND	\$451,068	\$466,533	\$470,000	Admin/Finance & Street costs allocation
52-300-5410	UTILITIES	\$575,519	\$553,994	\$587,600	Electricity 6.8 million @ \$.0735 per kWh (.048 AEP for Electricity + .0255 for Com Ed Distribution) \$500,000, NICOR \$3,500/month \$42,000, Village of Fox Lake water \$3,500/bi mthly \$21,000, Mobile \$850/month \$10,200, Phone \$750/month \$9,000, SCADA/Win 911 wireless \$450/month \$5,400

## NW Regional Water Reclamation Facility (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-300-5420	GARBAGE DISPOSAL	\$0	\$2,000	\$4,000	Hazardous Lab and Waste Chemical Disposal
52-300-5430	CREDIT CARD & BANK CHARGES	\$0	\$14,700	\$14,700	BMO Harris & PSN processing fees
52-300-5500	LIABILITY & WORKERS COMP	\$157,696	\$222,200	\$200,000	Workers comp & general liability insurance
52-300-5510	RENTALS	\$0	\$3,000	\$3,000	Crane and Lift Rental
52-300-5540	EXTERNALITY FEE	\$251,025	\$250,000	\$212,792	Pursuant to Lake County PW Agreement (revenue in General Fund)
52-300-5600	BUILDING MAINTENANCE SUPPLIES	\$139,438	\$270,000	\$317,900	Bldg 10- Heating/Air System Parts \$1,000, Boiler Parts \$1,000, Generator Parts \$500, Bldg 12- Gate Parts \$500, Sensor Pad \$24,000, Bldg 15- Screw Pump Parts \$1,000, Screw pump sheaves \$2,000, Bldg 20- Block Heater \$1,000, Boiler Parts \$500, Compactor Brush (x2) \$1,500, Screw pump amp displays \$1,300, Aqua-screen Brushes (x2 sets) \$1,300, Compactor motor coupling \$600, Aquascreen louver parts \$7,000, Hydronic heater \$3,000, Bldg 22- Heater Parts \$500, Recirc pump \$6,000, Bldg 25- Screw Pump Parts \$1,000, Screw pump sheaves \$2,000, Bldg 30- Impeller/Weir Plates \$15,000, Fan Motor \$500, Bearing set \$700, Fluidization pump \$1,800, Bldg 31- Flow Controller \$2,300, Heater Parts \$500, Bearing set \$700, Bldg 35, 36- Air Compressor Parts \$1,000, Grinder Set (Borger) \$7,500, Air dryer \$3,000, Ventilation fans \$500, Bldg 38- Screw Pump Parts \$1,000, Flender short shaft gearbox \$13,000, Bldg 40- Mixer Rebuild Kits (3) \$8,000, SCFM Air Flow Meters \$3,500, Bldg 45- Aerzen Parts \$8,500, Bldg 48- New Heater \$3,500, QDOS ferric pump head \$450, Bldg 50- RAS VFD \$4,500, W3 pump parts \$1,500, Bldg 55- Bridge Repair \$2,000, Bldg 60- Heater Parts \$2,000, Backwash Filter Housing \$600, Bldg 65- UV Parts \$3,000, UV Sensor assembly \$3,500, UV rebuild Components \$80,000, Bldg 66- Boiler Parts \$500, Bldg 69- Heater parts \$1,000, Overhead fans \$300, Bldg 70- Heater Parts \$1,500, Belts for GBT \$1,600, TAS pump parts \$20,000 Bldg72- Heater Parts \$500, Recirc pump \$6,000, Bldg 75- Boiler Parts \$1,000, Wemco Hidrostral \$4,500, Flow Meter \$6,000, Water heater Parts \$250, Heat exchanger repair \$6,000, Vaughn mixer pump parts \$6,500, Bldg 77- Boiler Parts \$4,000, Wemco/Hidrostral Transfer/recirc \$5,000, Purchase Hidrostral pump \$9,000, Vaughn mixer pump parts \$6,500, Bldg. 79- Co Gen Parts \$3,500, Waste Burner Parts \$1,000, Co Gen Recirc Motor \$1,000, Boiler Parts \$1,000, Digester mixing pump VFD \$3,500, Bldg 90- Actuator \$500, Bldg 92- Pipe drain line repair parts \$3,500.

### Northwest Regional Water Reclamation Facility Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
<b>52-300-5610</b>	EQUIPMENT MAINTENANCE SUPPLIES	\$23,607	\$48,350	\$63,350	Oil \$4,500, Grease \$4,500, Steel Stock \$1,500, Paint \$5,000, Paint Supplies \$2,000, Plumbing Supplies \$2,000, Electrical Supplies \$1,200, Light Bulb Replacement \$1,200, Rubber \$600, Belts \$4,000 Air Filters \$3,500, Analyzers Accessories \$10,000, Hardware \$2,300, UPS Batteries \$2,100, Core plastic \$500, Camera Parts \$400, Building 14 Plumbing Items \$500, Expansion Joints \$1,000, #36 Mac Valve \$300, #35/36 Pressure Switches \$500, Replacement Cable \$300, Water Softener Parts (head) \$1,000, Gauges \$1,500, Grating \$7,850, Sampler Parts \$1,400, Bug Light Parts \$500, Sampler Parts \$1,400, Chlorine Pump Parts \$1,800.
<b>52-300-5620</b>	VEHICLE PARTS	\$1,072	\$5,000	\$5,000	General for Pumps, Mowers, Misc. Vehicles
<b>52-300-5700</b>	OFFICE SUPPLIES	\$1,898	\$5,920	\$6,300	Paper (copier/printer, notebooks, etc.), Clips, Writing Implements (pens, pencils, markers, etc.), Staples, Folders (all types), Tape, Scissors, Etc. \$2,500, Printer/Ink Cartridges \$3,000, Water Billing Office Supplies (general) \$800.
<b>52-300-5710</b>	OPERATING SUPPLIES	\$10,469	\$23,700	\$22,400	All Hoses & Fittings \$4,000, drinking water \$1,400, Consumables (Maintenance) \$2,000, Consumables (Operations) \$2,000, Janitorial Supplies including paper products \$5,000, General supplies \$5,500, Mulch/Top Soil \$2,500.
<b>52-300-5711</b>	SAFETY SUPPLIES	\$1,592	\$6,300	\$3,800	Safety Glasses \$150, Face Shields \$200, Dust Masks \$300, Work Gloves \$400, Arc Flash Glove Service \$200, Safety Videos/Books \$250, First Aid Supplies \$300, Nitrile Gloves \$2,000.
<b>52-300-5730</b>	SMALL TOOLS	\$2,522	\$18,200	\$21,500	Electrician Tools \$200, Operator Tools \$800, Mechanics Tools \$400, Peristaltic Pump \$3,500, NO3 analyzer \$3,000, \$9,600 Sampler/Accessories, LEL Gas Detection Meter \$3,400.
<b>52-300-5740</b>	UNIFORMS	\$4,989	\$4,800	\$7,500	Replacement Uniforms (coats, pants, boots, t-shirts, rain gear, winter gear, sweat shirts, coveralls) Increased to replace majority of employee pants purchased in 2017

### Northwest Regional Water Reclamation Facility Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-300-5750	CHEMICALS	\$282,156	\$336,600	\$349,000	Membrane Filter Descaler \$1,500, Siloxane Media Bldg 79 \$6,000, Calcium Hypochlorite \$6,000, CL2 Tabs\$ 12,000, Acid (sulfuric-muriatic) \$4,000, Ferric Chloride \$110,000, Micro Nutrients \$20,000, Polymer \$150,000, Water Softening Salt \$3,100, Walkway Salt (Ice Melt) \$1,000, Sodium Hypochlorite \$33,000, Fertilizer/Weed Killer \$600, 50R Caustic Cleaner \$1,700
52-300-5751	FUEL	\$20,700	\$14,100	\$16,200	Diesel (Power Generators, Engine Blower, Vehicles, Equipment) \$10,000, Propane (Fork Lift) \$500, Gasoline (Equipment, Vehicles includes Pretreatment Van) \$4,500, Gas (Torch, Welding) \$1,200.
52-300-5752	LAB SUPPLIES	\$16,442	\$33,000	\$30,500	Meters, probes, glass, plastic bottles, balance \$4,500, Consumables/Equipment Supplies: \$6,000, Lab kits \$20,000
52-300-5780	SOFTWARE LICENSES	\$0	\$14,161	\$17,700	Allmax \$7000, \$2,500 Civic Software, Antivirus (trend micro, app river) \$450, Offline Data Storage (%50) \$1,650, Barracuda email archive/firewall \$700, Miscellaneous software \$1,500, Annual Security software fee \$400, Win911 \$2,500, Miscellaneous Software \$1,000
52-300-5785	COMPUTER EQUIPMENT	\$0	\$9,100	\$44,900	SCADA Equipment \$36,000, Misc. Tech Upgrades \$1,500, Monitor Replacement (3) \$400, Computer Replacement (7) \$7,000
52-300-5951	EMPLOYEE RECOGNITION	\$369	\$800	\$1,000	Holiday Party, Misc. (lunches, cards, etc.)
52-300-7020	EQUIPMENT	\$9,193	\$1,100	\$25,000	Raw Flow Meter
52-300-8000	DEPRECIATION	\$1,799,770	\$2,075,000	\$2,100,000	Based on Capital depreciation schedule
	<b>SUB-TOTAL EXPENSES</b>	<b>\$5,717,213</b>	<b>\$6,855,591</b>	<b>\$7,164,012</b>	

### Northwest Regional Water Reclamation Facility Budget (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
<b>PRE-TREATMENT EXPENSES:</b>					
52-310-4000	WAGES	\$73,609	\$78,687	\$78,750	Advanced Operator
52-310-4010	OVERTIME	\$2,363	\$3,500	\$1,000	As needed
52-310-4100	HEALTH INSURANCE	\$14,980	\$12,923	\$18,176	Medical, dental, vision, HRA & NSEBC reserve
52-310-4110	LIFE INSURANCE	\$92	\$0	\$100	Group term life insurance
52-310-4200	SOCIAL SECURITY & MEDICARE	\$5,534	\$6,288	\$5,800	Salaries less employee health insurance premium & dependent care contributions at 7.65%
52-310-4220	IMRF	\$5,784	\$6,295	\$6,500	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
52-310-5021	VEHICLE MAINTENANCE - MP	\$0	\$800	\$0	Pretreatment Vehicle maintenance
52-310-5100	PROFESSIONAL SERVICES	\$16,930	\$1,000	\$1,000	Sample Repair \$500, H2S Meter Service \$500
52-310-5110	ENGINEERING SERVICES	\$0	\$11,000	\$11,000	General Pretreatment Assistance
52-310-5115	OUTSIDE LAB TESTING	\$19,872	\$19,100	\$18,300	Industrial Sampling \$6,500 (reimbursed), FOG monitoring \$2,500, 1/4 INF & EFF \$7,000, Eff LL HG \$1,300, Semi Annual VOC \$1,000
52-310-5120	LEGAL SERVICES	\$155	\$500	\$500	General legal consultations as needed
52-310-5150	PHYSICALS/SHOTS	\$0	\$0	\$500	Hepatitis titer & potential vaccination if negative
52-310-5160	TECHNOLOGY	\$0	\$400	\$400	Spam protection/Anti-Virus \$100, Equipment repairs \$300
52-310-5330	TRAINING	\$0	\$800	\$500	Misc. training for technician \$500
52-310-5410	UTILITIES	\$493	\$540	\$540	Cell Phones (1)
52-310-5700	OFFICE SUPPLIES	\$234	\$520	\$520	Toner \$220, Supplies \$300
52-310-5710	OPERATING SUPPLIES	\$995	\$4,555	\$5,730	Oda Logger replacement \$1,600, Glassware \$55, Supplies/Test Kits/Supplies \$400, Sensors \$2,000, Misc. tools \$400, Batteries \$800, Sampler Supplies \$500, new portable sampler \$3,500
52-310-5711	SAFETY SUPPLIES	\$249	\$250	\$250	Miscellaneous Safety Supplies

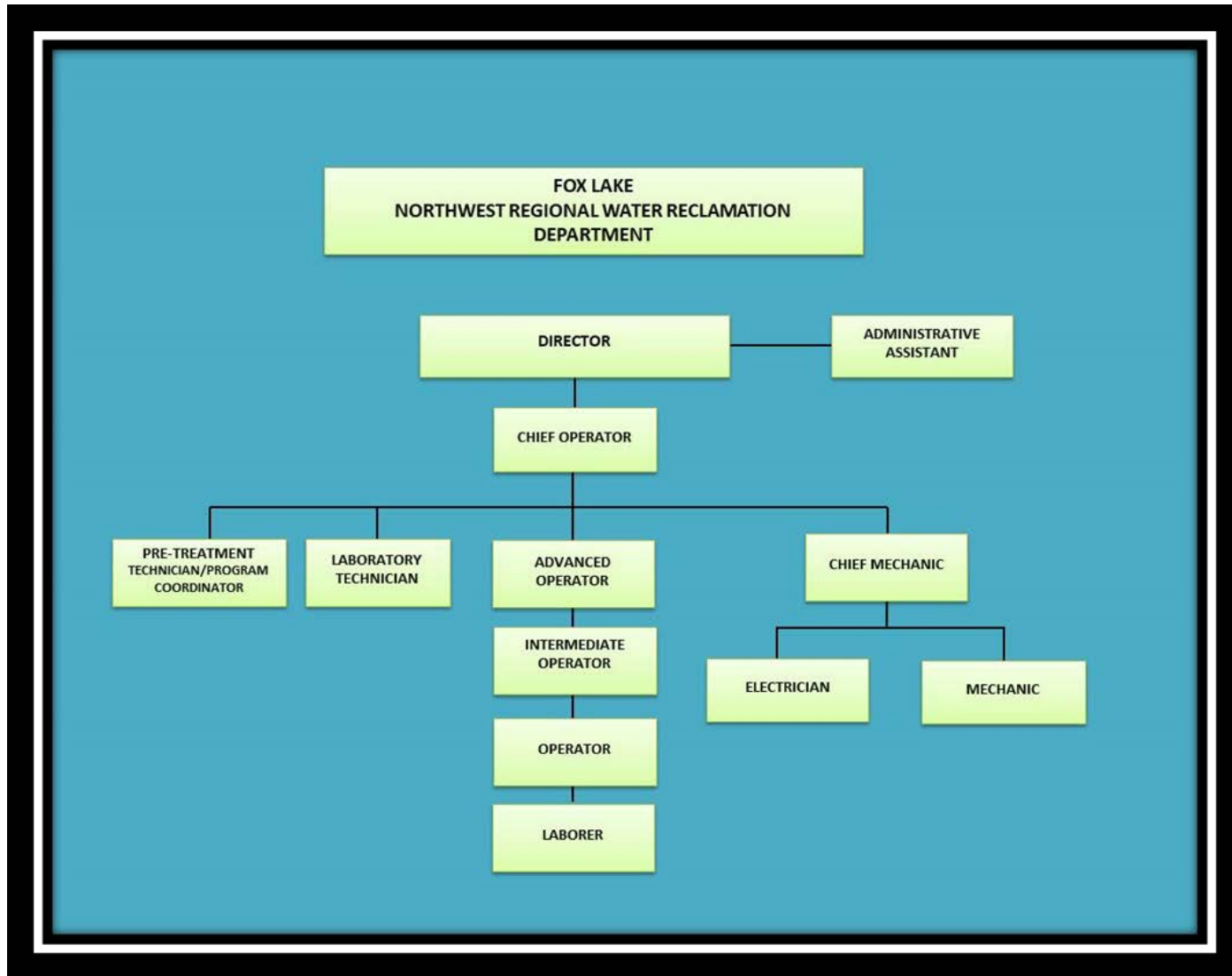
**Northwest Regional Water Reclamation Facility Budget (continued)**

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
52-310-5785	COMPUTER EQUIPMENT	\$0	\$2,800	\$2,800	Rugged Laptop Replacement \$2,800 (carryover)
	<b>TOTAL PRE-TREATMENT EXPENSES</b>	<b>\$141,291</b>	<b>\$150,052</b>	<b>\$153,166</b>	
52-500-7011	LAND IMPROVEMENTS	\$0	\$0	\$80,000	Security fence around property (not capitalized)
52-500-7021	BUILDING IMPROVEMENTS	\$158,859	\$200,000	\$1,200,000	Screw Pump Replacements/rebuilds \$800k & Roof replacements Bldg 15/20 \$400k
52-500-7030	EQUIPMENT	\$43,997	\$674,000	\$1,428,796	RAS Pump Replacement DE \$85k; Master Flow Meter \$563,796; #55 Drive Replace \$630k & WAS Pump/#40 Mixer/#77 Recirc Pump Rebuilds \$150k.
52-500-7040	VEHICLES	\$0	\$184,863	\$136,000	Replace 2003 Dump Truck \$80k & Replace box truck with P/U \$56k
52-500-7050	INFRASTRUCTURE IMPROVEMENTS	\$11,843	\$790,000	\$43,000	Aeration project carryover
52-500-7107	MIXER REBUILD	\$0	\$33,012	\$0	Capital expenses included in Account #52-500-7030
52-500-7108	MASTER FLOW METERS	\$13,958	\$34,179	\$0	Capital expenses included in Account #52-500-7030
52-500-7111	AERATION TRUNK LINE	\$7,226	\$481,114	\$0	Capital expenses included in Account #52-500-7050
	<b>TOTAL CAPITAL EXPENSES</b>	<b>\$235,882</b>	<b>\$2,397,168</b>	<b>\$2,887,796</b>	
52-600-8000	CAPITAL EXP CLASSIFIED ASSET	(\$231,255)	(\$2,397,168)	(\$2,857,796)	These expenses are capitalized.
	<b>TOTAL FUND EXPENSES</b>	<b>\$5,863,131</b>	<b>\$7,005,643</b>	<b>\$7,347,178</b>	

<b>NW REGION INCOME/(LOSS)</b>	<b>(\$284,792)</b>	<b>(\$1,471,325)</b>	<b>(\$2,618,478)</b>
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**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Northwest Regional Water Reclamation District**  
**April 30, 2020**





## FOX LAKE DISPATCH - 911 DEPARTMENT

The Village of Fox Lake's emergency dispatch department is officially named the "FoxComm E911 Center." FoxComm E911 provides professional emergency dispatch services and public safety communication support to the residents of Fox Lake, as well as to six (6) additional outside agencies: Fox Lake Fire Protection District, Grayslake Fire Protection District, Lake Villa Fire Protection District, Park City Police, Lake Villa Police, and Lakemoor Police. In addition to public safety communication and support services, FoxComm E911 continuously strives to meet standards established by the National Academy of Medical Emergency Dispatching (NAOMED), in conjunction with the Northern Illinois Medical Center Emergency Medical System (EMS) Coordinator and the Condell Medical Emergency Medical System (EMS) Coordinator.

FoxComm E911 delivers a high-level of professional dispatch services, using a coordinated team approach and an emphasis on time sensitive response. The department is supervised by one (1) Manager and one (1) Assistant Manager, who are responsible for overseeing all communication services and ensuring that the department's operations, systems, recordings and records are held in accordance with the Federal Communications Commission's (FCC) procedures and requirements. FoxComm E911 operates on a 24-hour a day, 12-hour shift schedule. Two (2) LEAD Telecommunicators assist management with supervising ten (10) full-time Telecommunicators and seven (4) part-time Telecommunicators. The 911 fund shows a net loss of \$15,099 which is down 60% from the prior year amended budget loss.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
91-115-3200	GRANTS	\$0	\$155,348	\$0	None anticipated
91-100-3700	INTEREST INCOME	\$7,594	\$7,600	\$250	Fund is in deficit position - minimal interest will be earned
91-100-3750	MISCELLANEOUS INCOME	\$224	\$0	\$0	None anticipated
91-100-3810	VOIP SURCHARGE	\$32,568	\$32,568	\$28,500	Based on latest 12 months actual receipts
91-100-3811	WIRELESS SURCHARGE	\$154,340	\$150,000	\$157,700	Based on latest 12 months actual receipts
91-100-3812	CONTRACTUAL 911 SERVICES	\$525,157	\$530,000	\$564,000	Per IGAs with Fox Lake Fire Protect District; RL Police; Lake Villa; Park City;
91-100-3813	INTERNAL 911 FEES	\$613,026	\$650,000	\$679,250	10% increase over FY20 estimate
91-100-3851	SERVICE CHARGES - WATER	\$8,220	\$9,000	\$8,000	Based on latest 12 months actual receipts
	<b>TOTAL 911 REVENUES</b>	<b>\$1,341,129</b>	<b>\$1,534,516</b>	<b>\$1,437,700</b>	
91-200-3901	BOND PREMIUM	\$186	\$186	\$186	Amortized premium over term.
	<b>TOTAL REVENUE</b>	<b>\$1,341,315</b>	<b>\$1,534,702</b>	<b>\$1,437,886</b>	

**Fox Lake Dispatch – 911 Department (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-2019</b>	<b>Amended Budget 2019-2020</b>	<b>Amended Budget 2020-2021</b>	<b>Description</b>
<b>91-300-4000</b>	WAGES	\$589,329	\$641,900	\$627,500	12.15 FTE's (Asst. Director position) Chief Lee 15%
<b>91-300-4002</b>	WAGES - PART-TIME	\$52,531	\$66,236	\$42,250	3 PT positions - 1.3 FTE's
<b>91-300-4010</b>	OVERTIME	\$80,919	\$63,142	\$58,500	75% of FY20 Estimated Actual. Center full staffed by 5/1/20
<b>91-300-4100</b>	HEALTH INSURANCE	\$237,972	\$200,750	\$145,000	Medical, dental, vision, HRA & NSEBC reserve
<b>91-300-4110</b>	LIFE INSURANCE	\$986	\$1,144	\$1,200	Group term life insurance
<b>91-300-4200</b>	SOCIAL SECURITY & MEDICARE	\$52,579	\$60,721	\$52,650	Salaries less employee health insurance premium & dependent care contributions at 7.65%
<b>91-300-4220</b>	IMRF	\$63,832	\$56,641	\$55,500	2020 IMRF Rate = 8.3%/2021 Estimate at 9.13% (10% increase)
<b>91-300-4225</b>	NET PENSION EXPENSE	-\$22,376	\$10,000	\$10,000	Based on prior year budget
<b>91-300-5000</b>	BUILDING MAINTENANCE	\$5,280	\$9,527	\$3,400	Filters \$500, other \$500, Fire extinguisher inspection \$500, plumbing \$400, lighting \$300; Jensen's HVAC \$1,100
<b>91-300-5011</b>	RADIO LEASE/MAINTENANCE	\$3,264	\$3,425	\$3,264	Motorola user fee \$3,264 (\$34 per mo. * 8 units)
<b>91-300-5012</b>	VOICE DATA LOGGING LEASE	\$0	\$2,700	\$2,700	Radicom Eventide recorder maintenance
<b>91-300-5013</b>	UPS POWER MAINTENANCE	\$1,663	\$9,113	\$7,980	Nationwide Power 1 year maintenance \$2,427; Nationwide battery replacement \$5,552

**Fox Lake Dispatch – 911 Department (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-2019</b>	<b>Amended Budget 2019-2020</b>	<b>Amended Budget 2020-2021</b>	<b>Description</b>
<b>91-300-5014</b>	CAD LEASE/MAINTENANCE	\$20,702	\$30,534	\$33,034	CAD data charges \$4,480 (\$465/mo. to LCETS); Enroute CAD maintenance (LCETS) \$6,854; Solacom ETSB connection \$10k; Enroute 911 interface maintenance (LCETS) \$1,500; EMD license (Priority Dispatch) \$4,800; & EMD maintenance ProQA (LCETS) \$4,300.
<b>91-300-5015</b>	MICROWAVE/BROADBAND CONNECTION	\$0	\$4,100	\$3,900	Comcast charges \$2,200; Technology Management revolving internet \$1,300
<b>91-300-5016</b>	SOLACOM/GUARDIAN MAINT	\$9,080	\$45,592	\$19,555	Radicom Maintenance contract - prepaid. Expires 11/2021
<b>91-300-5017</b>	RADIO SOFTWARE MAINT	\$0	\$31,058	\$29,500	Zetron maintenance & Support - Radicom contract
<b>91-300-5100</b>	PROFESSIONAL SERVICES	\$4,409	\$0	\$0	None anticipated
<b>91-300-5102</b>	ACCOUNTING SERVICES	\$0	\$2,374	\$4,000	Audit services \$500; Civic Systems \$1,500; & Asure Payroll \$1080
<b>91-300-5106</b>	REPAIRS	\$433	\$3,000	\$3,000	Radicom repairs
<b>91-300-5108</b>	HR RECRUITING/TESTING	\$0	\$1,500	\$1,500	Testing for employees (new & existing); recruitment
<b>91-300-5109</b>	LANGUAGE LINE	\$11	\$320	\$320	Language Line
<b>91-300-5120</b>	LEGAL SERVICES	\$4,491	\$2,500	\$35,000	Misc legal review of contracts/other (CBA ends 4/30/21) \$35k
<b>91-300-5122</b>	LEGAL SERVICES – ETSB	\$0	\$3,000	\$3,200	Emergency Telephone System Board (ETSB) Legal
<b>91-300-5160</b>	TECHNOLOGY SERVICES	\$12,134	\$2,500	\$5,500	Misc. computer repairs \$2,500; Innovative MSP online backup \$3000

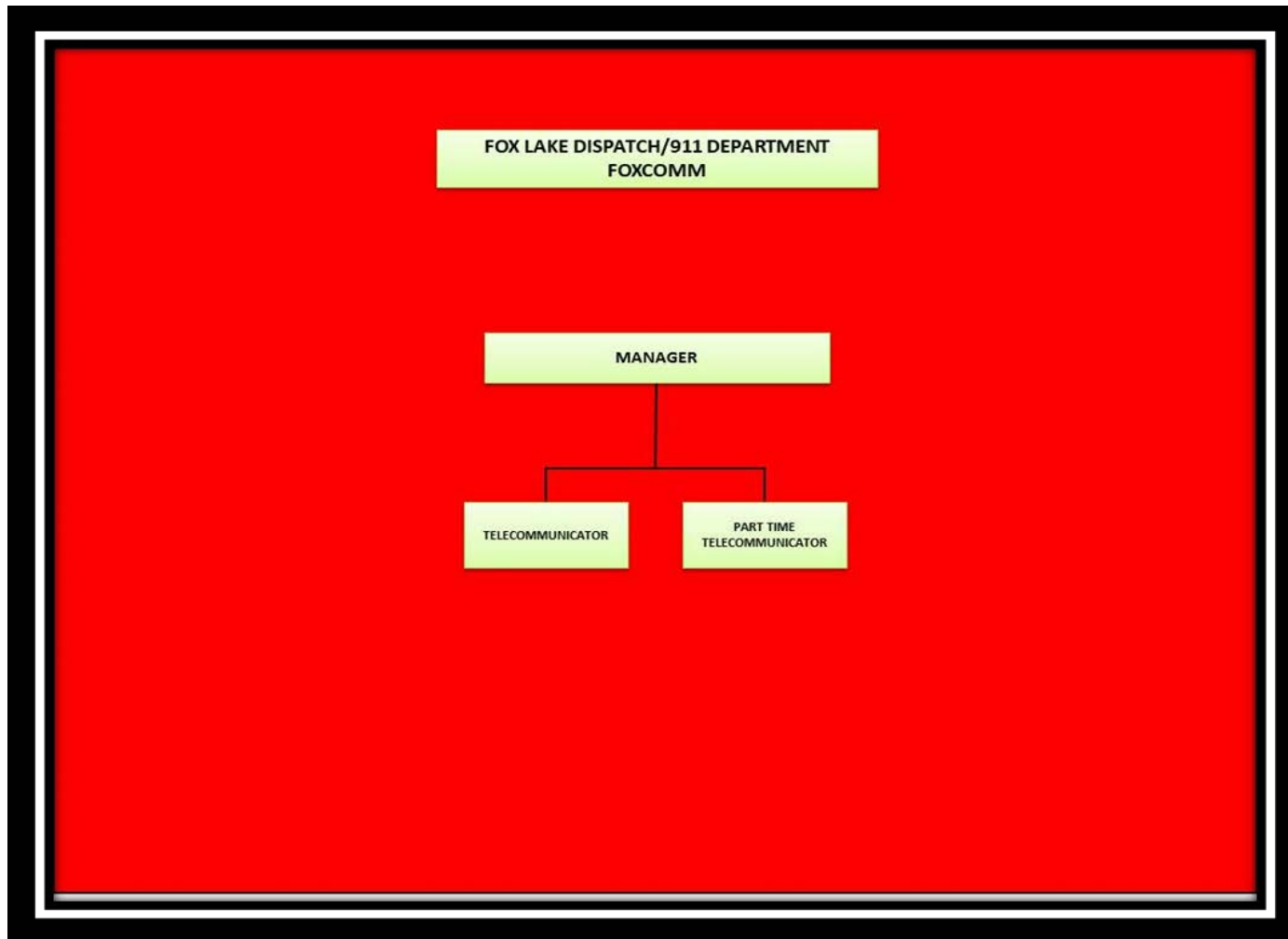
**Fox Lake Dispatch – 911 Department (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-2019</b>	<b>Amended Budget 2019-2020</b>	<b>Amended Budget 2020-2021</b>	<b>Description</b>
<b>91-300-5200</b>	POSTAGE	\$0	\$150	\$150	Shipping mailing costs
<b>91-300-5310</b>	MEMBERSHIPS	\$17,546	\$2,075	\$2,075	APCO (2 members) \$200, NENA (2 members) \$375, 9-1-1 Magazine \$100, IAED center \$600, EMD recertification \$800
<b>91-300-5311</b>	911 CONSOLIDATION	\$0	\$15,000	\$10,000	Potential additional regional consolidation contribution
<b>91-300-5320</b>	TRAVEL	\$2,605	\$3,450	\$4,350	APCO Conference Hotel \$800, IAED Conference Hotel \$1300, Meal Reimbursement \$750, Misc. Travel Air, Car Etc. \$2500
<b>91-300-5330</b>	TRAINING	\$7,998	\$9,050	\$9,050	APCO Continuing Ed \$1000, EMD Continuing Ed \$1800, Power Phone \$500, APCO 33 \$500, APCO Conference \$1000, EMD Conference \$1200, IDPH Licenses \$250, NENA \$600, Police Sciences \$1200, AED Trainer Replacement/Accessories \$1000
<b>91-300-5350</b>	MEETING EXPENSE	\$122	\$150	\$150	Staff meetings
<b>91-300-5401</b>	SERVICE CHARGES - GENERAL FUND	\$115,819	\$147,345	\$135,000	Charge for share of Admin costs
<b>91-300-5410</b>	UTILITIES	\$292	\$850	\$850	Water & sewer services
<b>91-300-5412</b>	ADMINISTRATIVE PHONE LINES	\$5,762	\$11,000	\$11,000	Access One Phone Charges
<b>91-300-5414</b>	ADMIN WIRELESS PHONES	\$1,669	\$1,700	\$3,400	2 smart phones
<b>91-300-5430</b>	CREDIT CARD & BANK FEES	\$0	\$675	\$675	Bank fees
<b>91-300-5500</b>	LIABILITY & WORKERS COMP INS	\$18,462	\$23,000	\$30,000	Allocation of work comp and liability insurance - more employees in FY21
<b>91-300-5510</b>	RENTALS	\$15,000	\$18,480	\$18,480	2310 sf @ \$8 per sf

### Fox Lake Dispatch – 911 Department (continued)

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
91-300-5700	OFFICE SUPPLIES	\$5,384	\$8,900	\$8,650	Cleaning Supplies \$800, Warehouse Direct \$4000, Misc. \$300, CD/DVD \$300, Data Storage Hard Drive \$500, Medical Supplies \$150, Headset Replacement \$1000, 4 Chair Replacement \$1600
91-300-5720	COMMUNITY RELATIONS	\$0	\$300	\$300	Promotional materials for community events
91-300-5740	UNIFORMS	\$0	\$1,120	\$1,120	16 Fleece Pullovers and 16 Polos
91-300-5780	SOFTWARE LICENSES/SUPPORT	\$0	\$1,694	\$4,200	Appraver spam filter, \$180, Barracuda email filter/firewall \$510, Anti-virus \$150, Frontline QA Tracker \$1500; Weather Tap Real Time Weather \$90; Misc. \$500
91-300-5781	EMERGENCY COMMUNICATION	\$0	\$6,350	\$5,150	Everbridge Nixel 360 & 5,150
91-300-5785	COMPUTER EQUIPMENT	\$0	\$3,000	\$3,000	Computer 2 Positions \$1500, 4 monitors 32" LED \$1400
91-300-5951	EMPLOYEE RECOGNITION	\$528	\$650	\$1,300	TC Week \$500, Employee Appreciation Board \$800
91-300-8000	DEPRECIATION	\$52,546	\$65,425	\$55,000	Depreciation based on schedule
91-400-6000	PRINCIPAL PAYMENT	\$3,718	\$3,790	\$3,933	Debt series 2011B
91-400-6001	PRINCIPAL PAYMENT OFFSET	(\$3,718)	(\$3,790)	(\$3,933)	Debt series 2011B
91-400-6010	INTEREST EXPENSE	\$927	\$746	\$632	Debt series 2011B
	<b>TOTAL 911 FUND EXPENSES</b>	<b>\$1,361,897</b>	<b>\$1,572,887</b>	<b>\$1,452,985</b>	
91-500-7030	EQUIPMENT	\$77,774	\$0	\$0	None anticipated.
91-600-8000	CAPITAL EXP CLASSIFIED ASSET	(\$77,774)	\$0	\$0	None anticipated.
	<b>911 CENTER NET INCOME/(LOSS)</b>	<b>(\$20,582)</b>	<b>(\$38,185)</b>	<b>(\$15,099)</b>	

**VILLAGE OF FOX LAKE, ILLINOIS**  
**Organizational Chart – Dispatch - 911 Department**  
**April 30, 2020**



## Police Pension Fund

The Police Pension Fund provides retirement, disability and survivor benefits for all sworn police personnel. The defined benefit plan is in conformance with Illinois State Statutes under the oversight of the Illinois Division of Insurance. Standards have been established regarding investment returns and salary increases in order to actuarially determine annual employer contribution levels.

### Revenues:

- The Village has budgeted for a contribution amount of \$827,755 based upon actuarial assumptions. Approximately 87% or \$717,475 of the Village's contribution will be funded by police pension property tax receipts, with the balance provided by a contribution from the General Fund. The plan is 73% funded as of April 30, 2018. This contribution is 13% higher than the previous year.
- Police officers contribute 9.91% of their base wage.
- Interest earnings/investment returns were budgeted conservatively based on estimated geometric average return after adjusting for the anticipated COVID-19 pandemic impact on the financial market.

### Expenses:

- The disability expenses reflect the prior year number of officers that have claimed and been approved for disability. There are currently three officers receiving disability; of which two are duty-related and one is non-duty related.
- The pension payments are for the Village's 13 retirees from the police department, two surviving spouses and three officers on disability.

General Ledger Number	General Ledger Account Description	Actuals 2018-2019	Amended Budget 2019-2020	Amended Budget 2020-2021	Description
72-100-3007	PROPERTY TAXES	\$519,143	\$628,264	\$717,475	Based on Tax Levy Ordinance
72-100-3700	INTEREST & DIVIDENDS	\$443,988	\$400,000	\$360,000	Based on estimated geometric average return
72-100-3701	REALIZED GAINS & LOSS	\$420,551	\$500,000	\$450,000	Based on anticipated future performance
72-100-3825	MEMBER CONTRIBUTIONS	\$191,762	\$195,000	\$208,000	Based on estimated pensionable salaries
72-100-3826	VILLAGE CONTRIBUTION	\$123,102	\$94,184	\$110,280	Per actuarial study less tax levy plus \$34,453 Year 2 of 3 adjustment for interest rate assumption change
	<b>TOTAL REVENUE</b>	<b>\$1,698,545</b>	<b>\$1,817,448</b>	<b>\$1,845,755</b>	
72-300-4020	WAGES - RETIRED	\$758,065	\$890,000	\$834,850	13 recipients (1 deceased in Dec 2019) 3% increase effective 1/1/2021
72-300-4024	WAGES - SURVIVING SPOUSE	\$33,993	\$33,993	\$101,285	2 Surviving Spouse Recipients (1 effective Dec 2019) no increases
72-300-4025	WAGES - DISABILITY	\$101,531	\$104,580	\$103,715	3 recipients (no increases)
72-300-5100	PROFESSIONAL SERVICES	\$19,127	\$21,000	\$24,000	Accounting - Lauterbach & Amen; Carol McMullen (Temporarily Yours) & Insurance

**Police Pension Fund (continued)**

<b>General Ledger Number</b>	<b>General Ledger Account Description</b>	<b>Actuals 2018-2019</b>	<b>Amended Budget 2019-2020</b>	<b>Amended Budget 2020-2021</b>	<b>Description</b>
<b>72-300-5120</b>	LEGAL SERVICES	\$15,730	\$15,000	\$15,000	Laura Goodloe Attorney
<b>72-300-5310</b>	MEMBERSHIPS	\$795	\$795	\$795	IPPFA
<b>72-300-5320</b>	TRAVEL	\$2,159	\$2,500	\$2,500	IPPFA Conference (FY20 conference postponed)
<b>72-300-5330</b>	TRAINING	\$2,625	\$1,925	\$2,000	Training requirements reduced by State.
<b>72-300-5535</b>	INVESTMENT EXPENSE	\$32,695	\$32,000	\$34,000	Thomas McShane/Graystone Consulting - see Morgan Stanley Acct Statements
<b>72-300-5700</b>	OFFICE SUPPLIES	\$118	\$22	\$50	Minute books, paper
<b>72-300-5971</b>	REFUND/TRANSFER CONTRIBUTION	\$33,861	\$0	\$0	None anticipated
<b>72-300-5800</b>	IDOI ANNUAL FILING FEE	\$0	\$3,301	\$3,500	State of IL Dept of Insurance fee based on % of plan assets
<b>72-300-5999</b>	MISCELLANEOUS EXPENSE	\$5,715	\$0	\$0	IDOI and fiduciary Insurance expenses now in separate object codes effective FY20
	<b>TOTAL PENSION EXPENSES</b>	<b>\$1,006,413</b>	<b>\$1,105,116</b>	<b>\$1,121,695</b>	
	<b>POLICE PENSION INCOME/(LOSS)</b>	<b>\$692,132</b>	<b>\$712,332</b>	<b>\$724,060</b>	



# Section 6

## Capital Improvement Plan

Introduction

Administration

Public Works/Streets/Motor Pool

Community Development

Public Safety

Parks & Recreation

General Fund CIP Summary

Water & Sewer

Northwest Regional Reclamation Facility

Dispatch - 911



# **Capital Improvement Plan 2019-2020 Through 2023-2024**

## **INTRODUCTION**

Like most communities, the Village of Fox Lake does not have sufficient funds to accomplish all of the infrastructure and public improvement projects required by a growing community. The Village of Fox Lake is faced with the universal dilemma of attempting to meet the needs of its residents for improved public services and facilities with limited revenues, coupled with the continued increase of costs for providing these same requested services and facilities. This situation is further compounded by the non-Home Rule status of the Village where property taxes may only be levied by referendum.

In an effort to meet this challenge, the Village of Fox Lake has developed an objective and uniform method of establishing project priorities and identifying the amount and source of funds available to undertake these capital projects. The Village is also charged with the responsibility of insuring that the public funds are spent wisely and efficiently. A Capital Improvement Program (CIP) is the process best suited to assist the Village Administrator, the Mayor and the Village Board in accomplishing this objective.

Among the primary responsibilities of municipal officials is to preserve, maintain, and improve the Village's inventory of buildings, streets, parks, and water and sewer facilities. Capital Improvement Planning is recognized as a practical financial management tool and a necessary planning practice. Maintenance and upkeep of facilities today may prevent emergency and major replacement costs tomorrow.

Equally important, communities that are seeking to attract business investment to guarantee a balanced and stable economic base recognize that a carefully-planned infrastructure program is critical to this effort. In conjunction with the Fox Lake Comprehensive Plan Update, Water Master Plan, Sewer Master Plan, Lake Front Park Plan, Metra/Train Station Plan and Storm Sewer Master Plan, the CIP brings all these together and promotes new investment in locations that can accommodate development with quality systems and services.

The presentation of the capital plan within this section has been downsized for the uncertainty surrounding the impact of the COVID-19, and made needed difficult decisions to prioritize spending and cuts with the expectation of revenue that will be available to complete projects, especially within the General Fund.

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### WHAT ARE CAPITAL IMPROVEMENTS?

Capital Improvements are, basically, public improvements that meet a set of pre-determined criteria. They represent projects involving the expenditure of public funds, over and above annual operating expenses, for the purchase, construction, or replacement of physical facilities of a community. Examples include:

- Streets/Roads/Sidewalks
- Public Buildings and Facilities
- Water Treatment/Pump House
- Parks
- Water & Sanitary Sewer Systems

### WHAT ARE THE GENERAL CHARACTERISTICS OF CAPITAL IMPROVEMENTS?

1. They are large in scope.
2. They have a substantial price tag.
3. They have long-term usefulness and permanence (10-30 years).
4. They involve expenditures of a non-recurring nature (The routine maintenance of a facility once in place become part of the annual operating budget).
5. They usually provide a governmental facility for public service.
6. They add substantially to the value of the Village's fixed assets.

Although some characteristics are common in communities, the actual types of projects included in the CIP vary from place to place. For example, The Village of Fox Lake has chosen to include major replacement projects. The Village has chosen to follow its Capital Asset Policy and include assets that follow the policy threshold.

1. Road & Bridges	\$200,000
2. Land	\$ 50,000
3. Buildings & Improvements	\$ 50,000
4. Machinery & Equipment	\$ 20,000
5. Vehicles	\$ 20,000
6. Water & Sewer mains	\$ 50,000
7. Sidewalks/Paths	\$ 50,000
Village of Fox Lake	135

## **Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)**

This is common practice in smaller municipalities with a limited budget. Any projects below this amount will be incorporated into the departmental operational budgets as part of our Annual Budget Review and Workshop.

### **WHAT IS CAPITAL IMPROVEMENT PLANNING?**

Capital improvement planning is the multi-year preparation, scheduling and updating of a list of proposed projects and related equipment to be built or purchased by the Village within a specified period. It covers the entire gamut of public facility and service requirements. The program lists all future projects, the project type and the amount requested to be appropriated and expended in that year. Also included is an explanation of why the project is needed and the proposed funding sources.

### **THE CAPITAL BUDGET YEAR**

The first year of scheduled projects is referred to as the “capital budget year” and includes those projects recommended to be funded in the upcoming fiscal year. The CIP does not in and of itself, raise money for capital projects. Instead, these projects will subsequently be included in the Fiscal Year 2021-2022 Budget submitted to the Board for their review and approval.

### **PROGRAMMING PERIOD**

The Capital Improvement Budget is a multi-year short and long range plan for the physical development and links the Village’s Comprehensive Plan as well as other planning documents with the annual budget. It provides a mechanism for:

- Estimating capital requirements
- Proposing revenue sources for existing and needed projects
- Planning, scheduling and implementing projects
- Coordinating the activities for various department project schedules
- Monitoring and evaluating the progress of the capital projects

A five-year CIP plan was initially created because two or three years would have been too little time for effective planning, programing and funding as the processes take a large amount of time and coordination. The CIP is not static and should be reviewed and updated each year in conjunction with the budget process to reflect changing priorities, unexpected events, unforeseen opportunities, cost changes and alternate funding sources.

## **Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)**

### **CIP PROCESS**

During the month of December the Village Administrator meets with the Department Heads to conduct a review of requests for projects. The projects are then prioritized according to their perceived economic and operational value. The months of December and January are dedicated to the development of the Capital Budget document. Goals and policy recommendations, detailed project descriptions and 5-year budget estimates are developed for each of the categories. The budget estimates are then allocated to the appropriate funding source-General Fund, Water/Sewer Fund, NW Water Reclamation Facility, MFT Fund etc. The CIP document is then given to the Village Board for their review and consideration and discussed at greater length at the CIP Budget Workshop Meeting.

The entire CIP process ensures that the projects reflect community-wide goals and identifiable, available resources. It requires the collective overview of projects from all departments in order to properly set priorities and determine their relative value to the community. This type of advanced programming can help avoid mistakes that can be costly and create duplications. The projects in the CIP are prioritized in part, on the basis of the greatest benefit to the greatest number of Village residents as opposed to usually narrower department objectives.

Coordination of capital projects can reduce scheduling problems and overlapping projects. For example, it can prevent paving a street one year just to tear it up two years later to install a sewer. The CIP grants the opportunity to plan the location, timing and financing of improvements and reduces the frequency of unplanned and unbudgeted expenditures that can endanger the financial well-being of the Village. Lastly, the CIP has a positive impact on the Village's credit rating and makes the community more attractive to business and industry. It also improves the Village's chances of obtaining grant funds through documentation of projects as officially identified community needs.

### **CIP REVENUE**

CIP revenues are dependent on and susceptible to unforeseen and external factors over which the Village has no control. In earlier years 2008-2010, the recession and economic factors presented the Village with substantial budgetary challenges in revenue and limited the ability to address any capital needs. The current down trend in housing development and business due to COVID-19, has given the Village an increase in foreclosures and potential for closure of businesses.

CIP funds typically invest their cash balances until needed by applicable projects. The short-term interest rates continue to be adversely influenced by the Federal Reserve Rate and offer minimal rates of return at this point, although they have started to increase over the last year.

The CIP process will prove to be a vital planning tool for the Village generating substantial benefits by prioritization and completing projects using the Village's limited resources, without the need to use other financial bases such as bonds.

As with the Village's operating budget, CIP expenditures are delayed until the associated revenues are available or their receipt is imminent. It is in part for this reason (i.e. the failure to receive pledged or anticipated funds) that some projects will be unable to be completed in their entirety. However, there may be instances when delinquent funds will arrive and the project can be completed the following fiscal year when funds become available. There may be external factors, such as state and federal approval processes (i.e. grants), that may delay a project.

Existing fund balances consisting of revenues carried over from the previous year combined with current year revenues will provide the necessary funding for the Village's FY 2020-2021 Capital Improvement Program. It is important to remember that some of these funds are specifically earmarked by state statute (I.e. grant funds, MFT funds etc.), or other regulations that restrict their use to a defined purpose (i.e. bond proceeds).

The Village of Fox Lake detailed Capital Improvement Plan by department are detailed below, as updated for actual and anticipated expenditures for FY2019-20 and FY2020-21budget. The effect of these expenditures is an increase in depreciation expense, except for the land, which has unlimited useful life and is a part of the asset category that is not being depreciated. None of these expenditures are expected to increase operating costs.

## Administration

Project Type (Original Plan)	Prior	Current	Targeted Future Expenditures			Total	Description of Expenditures
	FY2019-20 Unaudited Actual Expenditures	FY2020-21 Budgeted Expenditures	FY 2021-22	FY 2022-23	FY 2023-24		
IT Improvements - Integrated Financial System	-	-	\$75,000	\$200,000	\$50,000	\$325,000	Procurement/Implementation/Enhancements
Equipment				\$30,000		\$30,000	Computer Upgrades, Office Furniture/Chairs
Land Purchases			\$250,000	\$250,000	\$250,000	\$750,000	Potential Purchase from Land Bank
Building Improvements			\$78,000	\$60,000	\$60,000	\$198,000	VH 3 New Furnaces, New Entrance Doors/Security Doors, New Roof
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$403,000</b>	<b>\$540,000</b>	<b>\$360,000</b>	<b>\$1,303,000</b>	

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Public Works/Streets/Motor Pool

Project Type	Prior	Current	Targeted Future Expenditures			Total	Description of Expenditures
	FY2019-20 Unaudited Actual Expenditures	FY2020-21 Budgeted Expenditures	FY 2021-22	FY 2022-23	FY 2023-24		
Equipment Replacement	\$97,834	\$0				\$97,834	Transporter \$34k; Tractor \$26.5K; Sweeper \$12k; misc.
Building Improvements		\$0	\$40,000	\$40,000	\$40,000	\$120,000	Garage Door replacement Street and MP, MP Furnace replacement, streets 2 furnace replacement
Road Construction/ Improvements	\$822,775	\$1,370,999	\$2,000,000	\$2,000,000	\$2,000,000	\$8,193,774	Sayton Rd, Nippersink (\$80k grant), Grand Rehabilitation (\$1.353M Federal grant; \$933k from Externality Fund, \$644k from MFT), Retaining Wall Engineering \$100k;
Vehicle Replacement	\$151,083	\$62,500	\$130,000	\$130,000	\$130,000	\$603,583	Replace: F350 Utility P/U \$47k; F150 P/U \$15.5k; F450 P/U \$17k (MP); MP truck, FL16, FL19, FL15, Ford Ranger
Sidewalk replacement		\$732,171	\$20,000	\$20,000	\$20,000	\$792,171	Rte. 12 Sidewalk
Storm Sewer Replacement		\$0	\$40,000	\$40,000	\$40,000	\$120,000	Replacement of storm sewer.
Utility-Street Lighting/Repair/Replacement		\$0	\$40,000	\$45,000	\$45,000	\$130,000	Grand Avenue Lighting Project, Millennium, LFP, Splash pad, Community Garden
Bridge Improvements			\$40,000	\$30,000		\$70,000	Fossil Bridge \$40K, Riverside Island \$30K, (Externality Fund)
<b>TOTAL</b>	<b>\$1,071,691</b>	<b>\$2,165,670</b>	<b>\$2,310,000</b>	<b>\$2,305,000</b>	<b>\$2,275,000</b>	<b>\$10,127,361</b>	

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Community Development

Project Type (Original Plan)	Prior	Current	Targeted Future Expenditures			Total	Description of Expenditures
	FY2019-20 Unaudited Actual Expenditures	FY2020-21 Budgeted Expenditures	FY 2021-22	FY 2022-23	FY 2023-24		
Vehicle	-	-	\$13,000	\$13,000	\$13,000	\$39,000	Replacement/upgrade (\$13k/yr.)
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$13,000</b>	<b>\$39,000</b>	

### Public Safety

Project Type (Original Plan)	Prior	Current	Targeted Future Expenditures			Total	Description of Expenditures
	FY2019-20 Unaudited Actual Expenditures	FY2020-21 Budgeted Expenditures	FY 2021-22	FY 2022-23	FY 2023-24		
Building Improvement			\$60,000	\$60,000	\$60,000	\$180,000	Facility improvements
Equipment	\$20,742		\$0	\$13,500	\$13,500	\$47,742	Speed Trailer / Message Board Deferred to 21/22 Budget
Equipment New Program - Body Cameras (Anticipated Federal Mandate)			\$70,000	\$35,000	\$35,000	\$140,000	Body Camera for each officer and ancillary video storage equipment
Vehicles - 2 per year replacements/with equipment and markings (\$90k/yr.)	\$143,860	\$105,516	\$90,000	\$90,000	\$90,000	\$519,376	Replace 2 squad cars
Vehicle - CSO Truck			\$38,000	\$19,000	\$19,000	\$76,000	CSO Vehicle Deferred to 21/22 Budget Due to COVID Pandemic
<b>TOTAL PUBLIC SAFETY</b>	<b>\$164,602</b>	<b>\$105,516</b>	<b>\$258,000</b>	<b>\$217,500</b>	<b>\$217,500</b>	<b>\$963,118</b>	



## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Parks & Recreation

Project Type (Original Plan)	Prior	Current	Targeted Future Expenditures				Description of Expenditures
	FY2019-20 Actual Expenditures	FY2020-21 Budgeted Expenditures	FY 2021-22	FY 2022-23	FY 2023-24	Total	
Building Improvements (FY17-18) \$60k/yr after FY 18-19)	\$250,000	\$0	\$60,000	\$60,000	\$60,000	\$430,000	Park Lighting Project
Land Improvements –		\$423,209				\$423,209	Lakefront & Millennium Parks
<b>TOTAL PARKS &amp; RECREATION</b>	<b>\$250,000</b>	<b>\$423,209</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$853,209</b>	

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### General & Special Revenue Fund - CIP Summary

	FY2019-20 Unaudited Actual	FY2020-21 Budget	FY2021-22 Projection	FY2022-23 Projection	FY2023-24 Projection
Capital Reserve from Prior Year	\$4,362,616	\$3,492,898	(\$419,994)	(\$1,082,994)	(1,608,494)
Allocations from General Fund Externality Reserve	\$241,276	\$250,000	\$250,000	\$250,000	\$250,000.00
Allocations from General Fund Unassigned Reserve	\$0.00	\$263,126.00	\$250,000.00	\$250,000.00	\$250,000.00
Loan/Grant/Bond Proceeds	\$125,299.00		\$1,000,000.00	\$1,000,000.00	\$1,000,000.00
Allocations from Special Revenue Funds: TIF, MFT, BDD's	\$1,071,909	\$1,050,000	\$1,110,000.00	\$1,250,000.00	\$1,500,000.00
Grant/Loan Forgiveness	\$0	\$0.00	\$0.00	\$0.00	\$0.00
Unidentified Funding Source	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Sources of Revenue	\$5,801,100	\$5,056,024	\$5,394,838	\$4,871,838	\$4,596,338
Total Capital Expenditures	(\$2,308,202)	(\$5,476,018)	(\$3,273,000)	(\$3,275,500)	(\$3,025,500)
Ending Capital Reserve	\$3,492,898	(419,994)	(\$1,082,994)	(\$1,608,494)	(\$1,633,994)

As demonstrated in the chart above, the capital budget projections show the capital reserves continued to be drawn down in the up- coming fiscal years. For larger projects, like street projects and building renovations that can cost in the millions, it is reasonable to assume that the Village will either finance the projects with loans, grants, or bonds. As previously highlighted, the Village has \$22.9M in borrowing capacity available at this time for these capital purposes, but will use this authority judiciously as it moves forward only on projects that are deemed as necessities in providing vital services to the public. The Village also has the use of special revenue funds such as the motor fuel tax fund, the TIF fund, and the BDD funds to fund some of these projects to the extent conditions on the use of these funds allow. Additionally, the Village is actively pursuing the new funding opportunities from the Federal and State governments which are available only due to the governments' response to the COVID-19 pandemic.

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Local Water & Sewer Fund – Planned Capital Project Costs

Project Type (Original Plan)	Prior	Current	Targeted Future Costs			Total	Description of Expenditures
	FY2019-20		FY	FY	FY	Project	
	Unaudited Actual	FY2020-21 Budget	2021-22	2022-23	2023-24	Cost	
Interconnect North and South System Phase II		\$14,042,000				\$14,042,000	Phase II funded by IEPA loan
Building	\$106,011	\$120,000				\$226,011	Backup generators at High school lift, Deer Run Lift & new portable generator
Interconnect North and South System Phase I	\$8,219,066	\$7,244,723				\$15,463,789	Engineering. See Note 1.
Install Standby Generator Well #5			\$48,000	\$48,000		\$96,000	Backup Generator Install Well #4 & #5
Rebuild Lippincott Lift Station			\$52,000	\$52,000		\$104,000	New Pumps, Rails, Control Cabinet, Valves
Install Auxiliary Generators at All Sites			\$15,450	\$15,450	\$15,450	\$46,350	B/U generators at High School & Woodland Green, Seawitch Lift Stations
Additional Equipment & Repairs			\$66,000	\$66,000		\$132,000	Kings Lift station transfer switch, Auto Flushing Stations, Sample Stations
Upsize 4" and 6" water mains			\$560,000	\$560,000	\$560,000	\$1,680,000	Sayton Rd Main Line (\$79k), Water Main by Fire Dept. (\$200k), Valves Menards (\$40k), Replace Broken Valves in town (\$35k)
Rehab Wells			\$90,000	\$90,000	\$75,000	\$255,000	SCADA add to Tall Oaks South Well \$25k, Well 5 Rehab, Tall Oaks South Well Rehab, Tall Oaks North Well rehab
Water & Sewer Infrastructure system		\$1,270,000				\$1,270,000	Water & Sewer Infrastructure Rehabilitation

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Local Water & Sewer Fund – Planned Capital Project Costs

Project Type (Original Plan)	Prior	Current	Targeted Future Costs			Total	Description of Expenditures
	FY2019-20 Unaudited Actual	FY2020-21 Budget	FY	FY	FY	Project Cost	
			2021-22	2022-23	2023-24		
Sewer Main Lining		\$140,000	\$100,000	\$100,000	\$100,000	\$440,000	Sanitary Sewer Lining
Repaint/Cathodic Protection Ernest Tower					\$167,000	\$167,000	New Coating inside and out, cathodic protection
Pole Barn at Tall Oaks					\$59,000	\$59,000	Dry storage for equipment
Forced Main Replacement					\$125,000	\$125,000	Replace Tweed, Lippincott forced mains
Rebuild High school Lift			\$50,000	\$50,000	\$50,000	\$150,000	New pumps, valves, control panel, by-pass valving
New Vehicles and Equipment	\$128,863		\$80,000	\$80,000	\$35,000	\$323,863	New Vac Truck (50% w/NWR) \$225k; Wireless Broadcast Equip (50% w/NWR) \$12.5k, replacement of operations fleet
Sewer Televising Eqpt.			\$25,000	\$25,000	\$25,000	\$75,000	Sewer Camera System
<b>TOTAL WATER/SEWER FUND CAPITAL</b>	<b>\$8,453,940</b>	<b>\$22,816,723</b>	<b>\$1,086,450</b>	<b>\$1,086,450</b>	<b>\$1,211,450</b>	<b>\$34,655,013</b>	

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Local Water & Sewer Fund - CIP Summary

	FY2019-20 Unaudited Actual	FY2020-21 Budget	FY2021-22 Target	FY2022-23 Target	FY2023-24 Target
Unrestricted Reserve from Prior Year	\$7,028,653	\$3,693,913	\$1,714,963	\$2,139,963	\$2,564,963
Allocations from Local Water/Sewer Fund		\$500,000	\$500,000.00	\$500,000.00	\$500,000.00
Loan/Bond Proceeds	\$5,119,200	\$20,337,773	\$0.00	\$0.00	\$0.00
Grant	\$0	\$0.00	\$0.00	\$0.00	\$0.00
Unidentified Funding Source	<u>\$0</u>	<u>\$0.00</u>	<u>\$1,011,450</u>	<u>\$1,011,450</u>	<u>\$1,011,450</u>
<b>Total Sources of Revenue</b>	<b>\$12,147,853</b>	<b>\$24,531,686</b>	<b>\$3,226,413</b>	<b>\$3,651,413</b>	<b>\$4,076,413</b>
<b>Total Capital Expenditures</b>	<b><u>(\$8,453,940)</u></b>	<b><u>(\$22,816,723)</u></b>	<b><u>(\$1,086,450)</u></b>	<b><u>(\$1,086,450)</u></b>	<b><u>(\$1,211,450)</u></b>
<b>Ending Unrestricted Reserve</b>	<b><u>\$3,693,913</u></b>	<b><u>\$1,714,963</u></b>	<b><u>\$2,139,963</u></b>	<b><u>\$2,564,963</u></b>	<b><u>\$2,864,963</u></b>

No specific plan has been adopted to isolate funds for the future capital projects. However, the forecasted revenues are sufficient to fully fund operating expenditures during the current economic crisis. Once the economy begins a strong recovery, there should be sufficient revenues forthcoming to support a moderate capital plan in the next few years.

The Village is currently focusing on the completion of the North and South Interconnect project for both water and sewer. The Village sought and was granted funding through the IEPA which allowed the project to be continued in the current year for an estimated cost of \$23M.

The Interconnect project will impose on-going annual debt payments for the IEPA loan. At this time, the annual amount is undetermined. The other improvements are not expected to increase operating costs.

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Northwest Regional Water Reclamation Facility – Planned Capital Project Costs

Project Type (Original Plan)	Prior	Current	Targeted Future Costs			Total	Description of Current Year Expenditures
	FY2019-20 Unaudited Actual	FY2020-21 Budgeted	FY 2021-22	FY 2022-23	FY 2023-24	Project Costs	
Vehicles	\$128,863	\$136,000	\$100,000	\$100,000	\$100,000	\$564,863	2 Vehicles per year
RAS Pump Replacement		\$85,000	\$210,000	\$210,000	\$210,000	\$715,000	Design Engineering (Project Planned for 2024)
Screw Pump Rebuilds (2 per year)		\$800,000	\$800,000	\$800,000	\$800,000	\$3,200,000	Screw Pump Rebuilds (2 per year)
Master Flow Meters	\$34,846	\$563,796				\$598,642	Scheduled for 2020-21 Completion
Sidestream Treatment (\$4M )				\$1,000,000	\$1,000,000	\$2,000,000	Planned for 2023-2024
W3 Water Filtration (\$333k FY2024-2025)			\$333,000	\$333,000	\$333,000	\$999,000	Planned for 2023-2024
#55 Drive Rebuilds (4 total)		\$630,000	\$630,000	\$630,000	\$630,000	\$2,520,000	1 per year
Roof Replacements	\$193,635	\$400,000	\$200,000	\$200,000	\$200,000	\$1,193,635	\$200,000/year
Additional Equipment Rebuilds	\$585,598	\$150,000	\$642,857	\$642,857	\$642,857	\$2,664,169	WAS Pumps, Mixer Rebuilds, NO2 Pumps
Sludge Dewatering / Storage Barn (4M)			\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000	Planned for 2025-2026
Outfall Pipe (22M)			\$2,200,000	\$2,200,000	\$2,200,000	\$6,600,000	Over 10 years (2031)
Aeration Trunk Line Replacement	\$481,114	\$0				\$481,114	Scheduled for 2020 Completion
<b>TOTAL NW REGION</b>	<b>\$1,424,056</b>	<b>\$2,764,796</b>	<b>\$6,115,857</b>	<b>\$7,115,857</b>	<b>\$7,115,857</b>	<b>\$24,536,423</b>	

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Northwest Regional Water Reclamation Facility – CIP Summary

Project Type (Original Plan)	FY2019-20 Unaudited Actual	FY2020-21 Budget	FY2021-22 Projection	FY2022-23 Projection	FY2023-24 Projection
Unrestricted Reserve from Prior Year	\$14,968,339	\$13,544,283	\$10,779,487	\$9,413,630	\$7,047,773
EPA Loan/Bond Proceeds	\$0	\$0.00	\$4,000,000	\$4,000,000	\$0.00
Grant	\$0	\$0.00	\$0	\$0	\$0.00
Operating Surplus	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$750,000</u>	<u>\$750,000</u>	<u>\$750,000</u>
<b>Total Sources of Revenue</b>	<b>\$14,968,339</b>	<b>\$13,544,283</b>	<b>\$15,529,487</b>	<b>\$14,163,630</b>	<b>\$7,797,773</b>
<b>Total Capital Expenditures</b>	<b><u>(\$1,424,056)</u></b>	<b><u>(\$2,764,796)</u></b>	<b><u>(\$6,115,857)</u></b>	<b><u>(\$7,115,857)</u></b>	<b><u>(\$7,115,857)</u></b>
<b>Ending Unrestricted Reserve</b>	<b><u>\$13,544,283</u></b>	<b><u>\$10,779,487</u></b>	<b><u>\$9,413,630</u></b>	<b><u>\$7,047,773</u></b>	<b><u>\$681,916</u></b>

The Northwest Regional Water Reclamation Facility (NWRWRF) capital plan for FY 2020-21 is shown as being primarily funded by unrestricted reserves, which will cause a reduction in reserves of \$12M. While the reserve is still relatively robust at \$13.5M, future planned annual average spending of \$6M while showing operating surplus less than \$800k to apply to these types of capital projects will cause a complete use of these reserves by the end of the capital plan period. To bridge the gap, the Village will most likely utilize borrowing to accomplish the larger scale projects, particularly since the NWRWRF is currently free of debt. And, as is the case in the General Fund, the Village will be looking to revenue generating and cost-cutting activities to produce a dependable source of funds for the smaller, more repetitive projects. There are no operating expenses expected to be incurred from these improvements.

## Capital Improvement Plan 2019-2020 Through 2023-2024 (Continued)

### Dispatch/911 Department – Planned Capital Project Costs

Project Type (Original Plan)	Prior	Current	Targeted Future Costs			Total	Description of Expenditures
	FY2018-19 Unaudited Actual Expenditures	FY2019-20 Budgeted Expenditures	FY 2020-21	FY 2021-22	FY 2022-23		
Equipment - (avg 12.5 life)	\$153,104	\$0	\$56,000	\$56,000	\$56,000	\$321,104	Equipment
<b>TOTAL 911 CENTER</b>	<b>\$153,104</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$56,000</b>	<b>\$56,000</b>	<b>\$321,104</b>	

The 911 Dispatch Fund does not currently have any unrestricted reserves to afford new capital costs. The FY2020-21 estimated unrestricted reserve is negative \$562K. Currently, the Village is evaluating the contractual service agreements and rate increases are planned to propose to the Board for the corrective action so that the financial health of the 911 Dispatch's operation can be maintained. Additionally, in aligned with the Illinois Law (50 ICS750/15/4a), there have been efforts underway at the regional level with in the Lake County by the ETSBs to consolidate regional 9-1-1 services in the County to provide the highest quality service and lasting value for the residents for participating communities at a reduced rate. The Village has been part of these efforts and plans to make transition to be out of this business once the consolidated operation is in service.



# Section 7

## Strategic Plan and Performance Measurement

Strategic Plan Overview

Strategic Plan 5-Year Goals and Objectives

Goals and Objective – Year 3 Progress

Goals and Objective – Year 4 Priorities

Performance Measurement Overview

Status of FY 2019-2020 Performance Metrics

FY 2020–2021 Departmental Performance Measures



## Strategic Planning Overview

A strategic plan is seen as a vital component to planning and execution of core Village goals in addition to the annual budget. In 2016, the Village of Fox Lake contracted with Executive Service Corps of Chicago, a consulting firm, to develop a strategic plan for the Village of Fox Lake. The direction provided by the Village of Fox Lake Board of Trustees was to undertake a strategic planning process and develop a plan to prioritize Village goals and objectives. In February 2017, the Village Board of Trustees officially adopted a mission statement and set of core values developed as part of the strategic planning process. In May 2017, six Strategic Planning Teams were developed, and are based on the six strategic initiative categories ranked as most important during the Strategic Planning Session with the Board and Executive staff. The Strategic Plan created a list of objectives and tactics for each Strategic Planning Team for the next five years provided below.

In June 2019, the Mayor and Board of Trustees decided to combine three of the Strategic Planning Teams (Marketing, Communications and Public Outreach, and Technology) into one larger strategic planning team entitled “Public Outreach and Technology.” Additionally the Mayor increased the number of Trustees per Planning Team (now four verse six) to three members on each of the four planning teams. Currently the meetings are posted as public meetings so the addition of a third Trustee will not violate the Opens Meeting Act as they are already posted meetings.

Staff will provide an update on the Strategic Plan accomplished items for the 2019-2020 budget year and will provide goals for 2020-2021 for the new four planning teams.

Staff is pleased to report that 92 of 139 tactics (66%) have been completed as of the end of Fiscal Year 2019-2020 (Year 3 of the Strategic Plan).

### Mission Statement

Our mission is to take full advantage of opportunities for social and economic development that embrace and inspire strong family values while building an attractive, sustainable and safe environment for the enjoyment of our residents, businesses, and visitors.

### Core Values

The core values of the Village of Fox Lake are centered on a matrix of one-word descriptors. These words represent the values we hold; and which form the foundation on which we perform work and conduct ourselves through **S.E.R.V. I.C.E.**:

- **Sense of Community** where pride and respect prevail
- **Effective Teamwork** through key collaborations and partnerships
- **Resource Planning** that is friendly, professional, and innovative
- **Value Driven** to maximize benefits to our community
- **Integrity** through honesty, transparency, and accountability
- **Commitment** to quality and public safety
- **Efficient Communications** that are open, timely, and informative

The planning teams meet on a monthly basis, with three Trustees assigned to each committee. A staff member will be assigned as the Chairperson of each Strategic Planning Team and will be responsible for leading and reporting the team's progress to the Board as a whole. Each planning team will be responsible for prioritizing the team objectives and determine a target accomplished date on an annual basis.

The Strategic Planning Teams are as followed:

- Infrastructure
- Recreation
- Economic Development
- Public Outreach and Technology (new 2019-2020)

Annually, each Strategic Planning Team will review objectives and tactics for accomplishing each objective. Teams will then prioritize which objectives will be accomplished for the review year (May 1 - April 30). Each Planning Team will submit an annual prioritization report to the Mayor and Village Administrator providing an annual prioritization of objectives each Strategic Planning team will be responsible for, and providing an annual review of accomplishments, and outline what if any priorities have changed, or were not completed during the previous year.

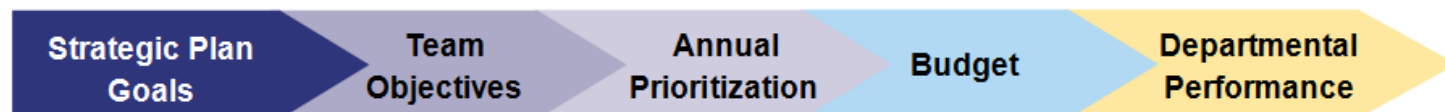
The annual prioritization of objectives within the strategic planning teams will be incorporated into the annual budget process, and departmental performance metrics. On an annual basis, the Department Head team will prepare departmental performance metrics for the annual Village of Fox Lake Budget. These performance metrics will encompass metrics for both day-to-day operations as well as the strategic planning team annual prioritization. These Performance Metrics will be mid-year as part of the budget amendment cycle.

## Administrative / Strategic Goal for Performance Measurement

Administrative / Strategic Category	Administrative / Strategic Goal	Strategic Goal Type
Information Technology	Continue to analyze, design, and implementation of information and technology assets to support Village operations.	Strategic Plan Strategic Goal
Marketing / Communications	Enhance the Village's communication program to promote expedient and effective dissemination of information to internal and external customers of the Village.	Strategic Plan Strategic Goal
Public Safety	Promote safety and welfare within the Village of Fox Lake for residents, businesses, and guests through lawful leadership rooted in integrity, excellence, and fairness.	Day-to-Day Operations Strategic Goal
Infrastructure	Continue to provide safe and properly maintained roadways, water systems, and sewers, for residents, businesses and guests.	Strategic Plan Strategic Goal
Recreation	Promote community programming, and enhance recreation opportunities for the Residents of Fox Lake and community partners in a safe and fiscally responsible manner.	Strategic Plan Strategic Goal
Economic Development	Enhance the Village's community planning, business development, and business retention efforts to continue quality of life for residents and businesses within the Village of Fox Lake.	Strategic Plan Strategic Goal
Financial Policies and Practices	Promote strong financial practices to continue improving the operating and capital budget, Village financial policies, service delivery, transparency, and fiscal responsibility.	Day-to-Day Operations Strategic Goal
Operations and Organizational Development	Continue analyzing operations, staffing, and programs to ensure effective and efficient services are provided to residents and businesses. Encourage and enhance professionalism within staff by providing training to Village Employees.	Day-to-Day Operations Strategic Goal

The incorporation of strategic planning team goal and objectives within the budget, and department performance metrics creates a feedback loop of constant measurement and accountability. Known internally as the Performance Metric Feedback Loop, this process continues to enhance Village of Fox Lake professional culture. This also guides the funding of strategic planning team priorities for the annual budget, and budget amendment cycle.

### Performance Metric Feedback Loop



# Strategic Plan 5-Year Objectives, Tactics, and Status

Infrastructure		
Continue to provide safe and properly maintained roadways, water systems, and sewers for residents, businesses, and visitors.		
Objective 1	Enhance interconnectivity of water and sewer systems	Status
TACTICS	Construct the sewer interconnect beginning at the Tall Oaks treatment plan, ending at Route 12	
	Utilizing GIS, plot location of local sewer and water systems to determine weaknesses in connectivity	Complete
	Continue to apply for water related grants and low interest loans	Complete
Objective 2	Provide sustainable, safe, and properly maintained roadways	Status
TACTICS	Review and revise completed report of structural health of all Village streets and develop a comprehensive replacement program	Complete
	Analyze current street maintenance and plowing procedures to determine if efficiencies exist	
	Improve local traffic by analyzing problem areas and other areas of concern for the Village to increase public safety	
	Develop a Complete Streets Program	Complete
Objective 3	Establish a financially solvent capital improvement and replacement program(s)	Status
TACTICS	Determine funding vehicle for a capital improvement and comprehensive replacement program	
	Establish a methodology for determining the replacement of vehicles and equipment based on key measurable indicators	
	Analyze all Village owned buildings and property, and determine what if any repairs must be made	Complete
	Determine funding model for capital improvement and replacement program	
Objective 4	Enhance community walkability and bike ability	Status
TACTICS	Utilizing GIS, document all local sidewalks, and the organizations responsible for maintenance	
	Develop sidewalk replacement and enhancement program	Complete
	Enhance signage and roadway markings to promote bikeability and walkability	
	Work with community partners to encourage communication regarding walkability and bikeability	Complete
Objective 5	Continue providing quality services to residents, businesses, and municipal partners	Status
TACTICS	Utilize various forms of communication to receive internal and external feed about services provided, analyze, and develop a method to address feedback	Complete
	Increase joint purchasing opportunities and partnerships with area governmental agencies, and other municipalities	Complete
	Develop a tree maintenance and replacement program	
	Continue to provide quality water treatment to existing municipal entities and continue a strong relationship with Lake County	Complete
	Develop stormwater management program and continue to work with Stormwater Management Commission	
Objective 6	Analyze current practices and evolve best practices based on effective, efficient, and alternate service delivery models	Status
TACTICS	Analyze current methods of service delivery within all departments	Complete
	Analyze the strengths of the current workforce, and provide opportunities for growth and succession planning	Complete
	Analyze current relationships with Village contractors and vendors to increase efficiencies	Complete
	Review opportunities to increase energy efficiencies such as wind technology and green infrastructure	Complete

Recreation		
Promote community programming, and enhanced recreation opportunities for the Residents of Fox Lake and community partners in a safe and fiscally responsible manner.		
Objective 1	Establish a financially solvent program and event model	Status
TACTICS	Complete a fee analysis of all Village sponsored events and rentals	Complete
	Establish a new fee structure based on fee analysis	Complete
	Increase sponsorship levels through business and agency partnerships	Complete
	Establish Celebrate Fox Lake 501( c )3	Complete
	Analyze program efficiencies	Complete
Objective 2	Establish a financially solvent equipment improvement and replacement program(s)	Status
TACTICS	Analyze and review current recreation equipment/property	
	Develop an equipment replacement program based on analysis	
	Review, locate, and apply for new funding opportunities to decrease burden off general fund	Complete
	Continue to review building and splash pad expansion opportunities	Complete
Objective 3	Provide safe, audience targeted, and functional parks, community buildings, programs, and events	Status
TACTICS	Gather feedback on various programs, buildings, events and property through a customer satisfaction survey	
	Review feasibility of a Village "Riverwalk"	Complete
	Utilize current trends to develop programing	Complete
	Increase Public Safety by installing surveillance cameras at all Village Parks	Complete
	Analyze feasibility of "beer can bridge" closure for Lakefront Park Expansion and possible beach area	Complete
	Review area properties and determine the feasibility of additional park expansion	Complete
	Analyze community needs and develop programming based on feedback from a community survey	Complete
	Develop new programs based on community survey results	Complete
Objective 4	Increase internal and external partnerships	Status
TACTICS	Increase sponsorships from external stakeholders	Complete
	Establish Champion of the Chain 501( c )3	Complete
	Increase partnerships with local area establishments and natural resources such as Chain O'Lakes State Park, local marinas, and local resorts	Complete
	Continue to develop external partnerships with businesses, organizations and other governmental agencies	Complete
	Develop Volunteer and Internship Program	
	Streamline use of Village resources to accomplish departmental goals	Complete
	Increase marketing of events, buildings, and parks	Complete

Economic Development		
Enhance the Village's community planning, business development, and business retention efforts to continue and enhance quality of life for residents, businesses, and visitors within the Village of Fox Lake.		
Objective 1	Enhance and develop Route 12	Status
TACTICS	Work to develop TIF property and continue feasibility study on additional TIF Districts	
	Review and revise ordinance on Hotel/Motel taxes	
	Work with other agencies to increase transportation connectivity and opportunities such as PACE Bus routes, Metra, and Paratransporation system	
	Create a developer outreach program to increase new construction as well and revitalization	Complete
	Update the sign ordinance to decrease sign pollution	Complete
	Seek funding opportunities to enhance walkability and bikeability along Route 12	Complete
	Develop partnerships to enhance beautification and safety along Route 12	
Objective 2	Enhance Downtown Fox Lake	Status
TACTICS	Increase marketing and funding model for façade improvement program to local area businesses	Complete
	Increase beautification, walkability, bikeability, and branding within downtown	
	Review options for grants, and alternative methods of funding	Complete
	Increase community events to promote downtown engagement	Complete
	Analyze current zoning regulations within downtown	
	Develop changes to zoning regulations that increase businesses that promote and attract tourism	
	Develop a main street association to enhance downtown Fox Lake businesses	
Objective 3	Enhance business attraction and retention	Status
TACTICS	Develop business centered e-newsletter	
	Develop marketing materials to increase business attraction to Fox Lake	Complete
	Develop a business education program	
	Increase partnership with Lake County Partners to enhance business and employee attraction and retention	Complete
	Create a standard and implementation guide for business incentives	Complete
	Start an open house program for local business to meet Village staff, and elected officials	Complete
Objective 4	Enhance community beautification, sustainability, and creative economy	Status
TACTICS	Increase walkability and bikeability within Fox Lake	
	Updated sign and code ordinances to encourage natural beauty and safe practices while remaining business and resident friendly	Complete
	Increase partnerships with local organizations	Complete
	Increase dedication to the local food movement and micro-economies through the Community garden, and development of a farmers market	Complete
	Develop a unified approach to streetscape that incorporates Village brand	Complete
	Continue to develop a focus on the arts as a form of beautification and creative economy	Complete
	Enhance the natural beauty of the Village's many parks, lakes, and waterways	



## Economic Development Continued

Enhance the Village's community planning, business development, and business retention efforts to continue and enhance quality of life for residents, businesses, and visitors within the Village of Fox Lake.

Objective 5	Review and analyze current practices, and evolve best practices based on current trends	Status
TACTICS	Review market analysis to determine business, consumer, and residential trends within national, regional, and county areas	Complete
	Conduct a Business Development District analysis of targeted areas inclusive of Route 12 and Downtown Fox Lake	Complete
	Implement recommend results from BDD analysis	Complete
	Create efficiencies for businesses when utilizing village services	Complete

Objective 6	Promote multi-modal transportation to increase interconnectivity and transit orientated development	Status
TACTICS	Research funding opportunities for downtown Metra station	
	Review and analyze Metra station, downtown and Village wide parking strengths and weaknesses	
	Improve local traffic by analyzing problem areas and other areas of concern for the Village to increase public safety	
	Analyze connectivity gaps and challenges in creating a multi-modal epicenter	



Public Outreach and Technology		
Enhance the Village's communication, community engagement, and marketing of the Village to provide expedient and effective dissemination of information to internal and external customers through various multi-media platforms and dedicated efforts to enhance the Villages technological infrastructure.		
Objective 1	Increase utilization of varying platforms to communicate with residents, businesses, and external stakeholders	Status
TACTICS	Review current social media platform use, and determine how to best utilize the various platforms	Complete
	Develop and implement a communications plan for emergency and non-emergency events that encompasses the various methods of communication throughout the Village	Complete
	Develop a Village wide e-newsletter	Complete
	Research current trends in communication and apply knowledge gathered to Village of Fox Lake efforts	Complete
Objective 2	Provide over-the-top customer service to residents, businesses, and municipal partners	Status
TACTICS	Develop a customer satisfaction survey to be utilized after inspections, water-bill payments, street repairs, and local water and sewer interactions	
	Develop a customer satisfaction survey to be utilized after all park and recreation events, event rentals, and classes offered	
	Research feasibility of a public access channel or YouTube station to broadcast all Village Board meetings to increase transparency	
	Research the feasibility of a Customer Relationship Management software and program	
	Develop a Conversation and Coffee Program	Complete
	Develop a customer service program for all front desk staff that is measurable, and obtainable	
	Develop a Government and Education Program	
	Develop a communication program directed towards the aging population	
	Increase transparency of all Village materials, and documents through the use of a new "transparency portal on the Village website"	Complete
Objective 3	Enhance internal Village communications	Status
TACTICS	Establish a bi-annual Supervisor meeting to update supervisors and mid-level management about current departmental projects	Complete
	Develop a monthly report with departmental updates and board decisions for all employees	Complete
	Develop an employee portal with information, documents, and forms to increase access	
Objective 4	Promote and enhance public outreach and external communication with residents, businesses, and local organizations	Status
TACTICS	Utilize social media platforms to increase communication	Complete
	Review structure and content of website to promote transparency and end user friendliness	Complete
	Research various see, click, fix programs and applications, and implement based on feasibility	
	Utilize other platforms such as the website, and Nixel to increase communication	Complete
	Develop a gavel to gavel communication program to inform the public of Board level decisions	
	Enhance community programs that increase external communication with area residents	Complete
	Develop and implement a public outreach program that is inclusive of town hall meetings, business outreach, and resident outreach programs	Complete
	Continue to grow and enhance the Community Leaders Forum	Complete
	Encourage residents, guests, and business owners to communicate any issues or illegal activity as a method to increase public safety	Complete

### Public Outreach and Technology Continued

Enhance the Village's communication, community engagement, and marketing of the Village to provide expedient and effective dissemination of information to internal and external customers through various multi-media platforms and dedicated efforts to enhance the Villages technological infrastructure.

Objective 5	Unify, promote, and enhance the Village of Fox Lake Brand	Status
TACTICS	Develop a Brand style guide for Village publications, mailings, correspondences, and materials	Complete
	Review current signage, banners, uniforms and other items within the Villages property and update with new Anchor logo	Complete
	Incorporate the new Village Mission Statement and Core Values into the Village of Fox Lake Brand	Complete
	Review current marketing materials, social media platforms, and other forms of external communication and update with new Anchor logo	Complete
	Provide templates to all Village Departments with new Anchor logo to ensure a smooth transition of the brand	Complete
Objective 6	Promote the Village through increased partnerships	Status
TACTICS	Increase and evaluate partnerships with local Village of Fox Lake area charity and community organizations	Complete
	Increase and evaluate partnerships with Visit Lake County, and other area tourism organizations	Complete
	Increase and evaluate partnerships with other governmental agencies to promote cross-marketing and increase communication	
	Increase and evaluate partnerships with area businesses through use of a business focused e-newsletter	
Objective 7	Promote the Village on a regional, state, and national scale	Status
TACTICS	Develop a marketing plan that encompasses regional, state, and national promotion of the Village of Fox Lake	
	Develop a Village of Fox Lake Mobile Application for Android and iPhone	Complete
	Research various regional, state, and national marketing opportunities, and analyze feasibility	Complete
	Research current trends in municipal marketing and branding, and apply knowledge gathered to Village of Fox Lake efforts	Complete
Objective 8	Review, monitor, and analyze current practices and evolve best practices based on effective, efficient, and current trends	Status
TACTICS	Analyze current infrastructure, equipment, and connectivity	Complete
	Review current technology trends and provide recommendations for improvement if applicable	Complete
	Continue to monitor current infrastructure and technology for daily and long-term effectiveness	Complete
	Increase utilization of GIS across all Village Departments	Complete
	Analyze the feasibility of increased Fiber optic technology for optimum connectivity	
	Determine feasibility of financial opportunities that may stem from development of fiber optic growth	

## Public Outreach and Technology Continued

Enhance the Village's communication, community engagement, and marketing of the Village to provide expedient and effective dissemination of information to internal and external customers through various multi-media platforms and dedicated efforts to enhance the Villages technological infrastructure.

Objective 9	Establish a financially solvent multi-year replacement and upgrade program	Status
TACTICS	Analyze all Village equipment for functionality	Complete
	Create and implement a multi-year replacement and upgrade program based on current technology assets	Complete
	Incorporate replacement program into CIP budget	Complete
	Analyze needs within 911 Dispatch Center, and develop plans for further expansion	

Objective 10	Incorporate, review, and analyze revolving needs of internal stakeholders	Status
TACTICS	Continue to gather internal stakeholder feedback regarding technology needs	Complete
	Continue to explore efficiencies in software, to enhance service delivery	Complete
	Review current programs, software and equipment for effectiveness	Complete
	Analyze and review security camera system for all Village wide buildings and parks to enhance public safety	Complete
	Continue to work with the Police Department regarding radio upgrade and implementation, CIP replacement program for incar cameras and computers, and new CAD technology	Complete
	Continue to evaluate and review reverse 911 and Nixel operations	Complete
	Review technology needs for 911 Dispatch Center including Starcom, Solocom, NextGen, and CAD software and updates	Complete
	Purchase a new Village wide telephone system	Complete

## Goals & Objectives – Year 3 Progress

Each Strategic Planning Team annually reviews the status of assigned objectives and tactics for the fiscal year. As some assigned tactics may take longer than anticipated, or shifted in priority, the Planning Team shall outline for the change in the status of tactic section, and adjust the completion date. Additionally, if objectives are accomplished, the Planning Team shall document their accomplishments in the Annual Planning Team Report.

Outlined below are progress reports for each Strategic Planning Team's Year 3 Objectives and Tactics. Please note many projects were impacted by the COVID-19 Pandemic.

Infrastructure Planning Team				
Year 3 (2019 – 2020) Objective and Tactic Year 3 Progress Report				
Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan	Status of Tactic
Continue to provide quality water treatment to existing municipal entities and continue a strong relationship with Lake County.	Continue to provide quality service Continue working on CMOM Program compliance Complete design / fitting for Flow Meters	April 2020	Year 3	✓
Review and revise completed report of structural health of all Village streets and develop a comprehensive replacement	Obtain map of Village roads Integrate map into Village GIS system Outline improvements specific to Business Development District if approved	December 2019	Year 3	✓
Develop a tree maintenance and replacement program	Research other area programs Develop and write program	April 2020	Year 3	Moved to Year 5 for final completion date
Enhance signage and roadway markings to promote bike ability and walkability	Inventory signage Obtain funding Incorporate into GIS System Remove unnecessary signs and add new signs as determined	April 2020	Year 3	In process – 80% complete moved to Year 4 for final completion date

Work with community partners to encourage communication regarding walkability and bike ability	Communicate planned improvements to residents Create maps of new pathways	April 2020	Year 3	✓
Construct North/South Sewer and Water System Interconnect	Complete final design Bid Project Implement	Phase 1 complete	Year 4	In process - moved to Year 5 for final completion date – Phase 1 is near completion
Continue to apply for water related grants and low interest loans	Review funding opportunities Apply for grant opportunities Obtain funding Complete necessary reporting	Phase 1 complete	Year 4	✓
Determine funding model for capital improvement and replacement program	Review current CIP planning Restructure model for CIP planning Forecast upcoming expenditures Build financially solvent capital program	April 2019	Year 5	Will work with Finance to develop enhanced capital improvement program

Parks and Recreation Committee				
Year 3 (2019 – 2020) Objective and Tactic Year 3 Progress Report				
Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan	Status of Tactic
Complete Parks Master Plan and review feasibility of a Village "Riverwalk."	Work with Site Design to develop the Parks Master Plan for all area parks, buildings, and programs	June 2019	Year 3	✓
Review, locate, and apply for new funding opportunities to decrease burden off general fund	Review OSLAD Grants and Kaboom Grants. Apply for OSLAD and Kaboom Grants.	April 2020	Year 3	✓
Analyze and review current recreation equipment/property.	Review current equipment. Have staff trained as Certified Playground Equipment Inspectors.	April 2020	Year 3	Moved to Year 4 April 2021
Develop an equipment replacement program based on analysis.	Build Equipment Replacement Program for Equipment.	April 2020	Year 3	Moved to Year 4 April 2021
Develop Volunteer and Internship Program.	Produce internship guide / requirements/ anticipated tasks Reach out to area universities Establish program for each semester and / or summer	April 2020	Year 3	Enhanced volunteer program created. Internship Program moved to Year 5
Implement items from Parks Master Plan.	Use Prioritization Matrix from Master Plan and begin implementing based on priority.	Begin in Year 3	Year 5	Year 5 and beyond for completion

**Economic Development Planning Team**

**Year 3 (2019 – 2020)**

Objective and Tactic Year 3 Progress Report

<b>Tactics</b>	<b>Steps to Accomplish</b>	<b>Target Accomplishment Date</b>	<b>Year of Strategic Plan</b>	<b>Status of Tactic</b>
Develop business centered e-newsletter.	Develop template. Determine frequency. Implement.	April 2020	Year 3	90% complete – moved to Year 4 for first e-mailing
Develop a business education program.	Research program and develop material. Develop program. Implement.	April 2020	Year 3	Moved to Year 5
Increase beautification, walkability, bike ability, and branding within downtown.	Review current status. Develop plan for enhancement. Implement.	April 2020	Year 3	Moved to Year 5
Review and analyze Metra station, downtown and Village wide parking strengths and weaknesses.	Complete parking study. Implement recommendations.	2020	Year 4	Moved to Year 5
Review options for grants and alternative methods for funding.	Research funding opportunities. Apply for opportunities as they become available.	2020	Year 5	✓
Develop partnerships to enhance beautification and safety along Route 12.	Review current partnerships. Determine partnerships needed.	2022	Year 5	Sidewalk installation around Route 12 is in process with IDOT.



Public Outreach and Technology Team				
Year 3 (2019 – 2020) Objective and Tactic Year 3 Progress Report				
Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan	Status of Tactic
Develop a Village of Fox Lake Mobile Application for Android and iPhone.	Develop mobile app. Get mobile app on iTunes and Play Store. Advertise mobile app. Monitor number of subscribers.	June 2019	Year 3	✓
Provide template to all Village Departments with new anchor logo to ensure a smooth transition of the brand.	Review current templates provide template to all Departments. Update documents when applicable. Share and implement with Departments.	April 2020	Year 3	✓
Increase and evaluate partnerships with area businesses through the use of a business focused e – newsletter.	Utilize E-newsletter template to design business specific e-news. Work with Community Development to determine frequency. Get sign-ups and implement.	December 2019	Year 3	Moved to Year 4
Continue to evaluate and review reverse 911 and Nixel Operations.	Review current Nixel procedures. Develop policies and procedures. Implement policies and procedures.	April 2020	Year 3	✓
Implement a Village-wide SharePoint System for enhanced internal communications and process improvement.	Build draft SharePoint Site. Share with Department Heads. Build Live SharePoint. Implement.	April 2020	Year 3	Moved to Year 5
Develop a customer service program for all front desk staff that is measureable, and obtainable.	Review departmental customer service needs. Develop customer service program. Develop customer satisfaction survey that is inclusive of the customer service program.	April 2020	Year 3	Moved to Year 5
Research various regional, state, and national marketing opportunities and determine feasibility.	Research various marketing opportunities for municipalities. Review feasibility of opportunities. Implement recommend opportunities.	April 2020	Year 3	✓
Research the feasibility of a Customer Relationship Management software program.	Research Customer Relationship Management software. Review programs with current customer relationship management practices to determine feasibility. Implement.	2020	Year 3	Moved to Year 5



Review current programs, software, and equipment for effectiveness.	Review current programs, software, and equipment. Work with departments to determine needs. Determine feasibility of needs. Implement needs.	2021	Year 4	✓
Research various see, click, fix programs and applications and implement based on feasibility.	Research see, click, and fix programs and applications. Review programs with current practices to determine feasibility. Implement.	2021	Year 4	Moved to Year 5
Review current signage, banners, uniforms and other items and update with new logo/anchor.	Review signage and develop list of items that need updating. Develop replacement list based on needs, exposure level, and budget. Design all signage/banners/uniforms going forward with new logo/anchor.	2022	Year 5	Moved to Year 5
Continue to monitor current infrastructure and technology for daily and long-term effectiveness.	Research various technology opportunities for municipalities. Review feasibility of opportunities. Implement recommend opportunities.	2020	Year 5	✓
Research current trends in communications and apply knowledge gathered to Village of Fox Lake efforts.	Research various communications and public outreach opportunities for municipalities. Review feasibility of opportunities. Implement recommend opportunities.	2020	Year 5	✓

## Goals and Objectives – Year 4 Prioritization

Each Strategic Planning Team will be responsible for prioritizing objectives within the teams' specific strategic goal.

The Chairperson will be responsible for coordinating the prioritization discussion, with the elected officials providing feedback on behalf of the Village Board for prioritization. Depending on the Planning Team and magnitude of the objective, only a few items may be considered high priority at a time. The goal of the prioritization is to establish indicators throughout the year to ensure accomplishment of established prioritization.

Each Strategic Planning Team has selected their priorities for Fiscal Year 20-21 (Year 4 of the Strategic Plan). Priorities for each team are outlined below.

Infrastructure Planning Team			
Year 4 (2020 – 2021) Objective and Tactic Accomplishment Goals for Year 4			
Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan
Analyze current street maintenance and plowing procedures to determine if efficiencies exist.	Analyze current processes. Determine if efficiencies can be determined. Implement.	April 2021	Year 4
Establish a methodology for determining the replacement of vehicles and equipment based on key measurable indicators.	Outline current vehicles. Develop program indicators. Apply program indicators. Determine vehicle replacement schedule.	April 2021	Year 4
Enhance signage and roadway markings to promote bike ability and walkability.	Inventory signage. Obtain funding. Incorporate into GIS System. Remove unnecessary signs and add new signs as determined.	April 2021	Year 4

Construct North/South Sewer and Water System Interconnect.	Complete final design. Bid Project. Implement.	Phase 1 near completion	Year 5
Determine funding model for capital improvement and replacement program.	Review current CIP planning. Restructure model for CIP planning. Forecast upcoming expenditures. Build financially solvent capital program.	April 2019	Year 5
Develop a tree maintenance and replacement program.	Research other area programs. Develop and write program.	April 2022	Year 5

<b>Parks and Recreation Committee</b>
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<b>Year 4 (2020 – 2021)</b> Objective and Tactic Accomplishment Goals for Year 4
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Tactics	Steps to Accomplish	Target Accomplishment Date	Year of Strategic Plan
Analyze and review current recreation equipment/property.	Review current equipment. Have staff trained as Certified Playground Equipment Inspectors.	April 2021	Year 4
Develop an equipment replacement program based on analysis.	Build Equipment Replacement Program for Equipment.	April 2021	Year 4
Gather feedback on various programs, buildings, events, and property through a customer satisfaction survey	Determine survey method and model Determine implementation strategy Implement	April 2021	Year 4
Implement items from Parks Master Plan.	Use Prioritization Matrix from Master Plan and begin implementing based on priority.	Begin in Year 3	Year 5
Develop Volunteer and Internship Program.	Produce internship guide / requirements/ anticipated tasks Reach out to area universities Establish program for each semester and / or summer	April 2022	Year 5

**Economic Development Planning Team**

**Year 4 (2020 – 2021)**

Objective and Tactic Accomplishment Goals for Year 4

<b>Tactics</b>	<b>Steps to Accomplish</b>	<b>Target Accomplishment Date</b>	<b>Year of Strategic Plan</b>
Develop business centered e-newsletter.	Develop template. Determine frequency. Implement.	April 2021	Year 4
Develop changes to zoning regulations that increase businesses that promote and attract tourism.	Complete form based code grant with CMAP. Develop plan for implementation.	April 2021	Year 4
Work to develop TIF property and continue feasibility study on additional TIF districts.	Determine potential TIF districts. Complete feasibility study. Develop plan for implementation if feasible.	April 2021	Year 4
Develop a business education program.	Research program and develop material. Develop program. Implement.	April 2022	Year 5
Increase beautification, walkability, bike ability, and branding within downtown.	Review current status. Develop plan for enhancement. Implement.	April 2022	Year 5
Review and analyze Metra station, downtown and Village wide parking strengths and weaknesses.	Complete parking study. Implement recommendations.	April 2022	Year 5
Develop partnerships to enhance beautification and safety along Route 12.	Review current partnerships. Determine partnerships needed.	April 2022	Year 5

**Public Outreach and Technology Team**

**Year 4 (2020 – 2021)**

Objective and Tactic Accomplishment Goals for Year 4

<b>Tactics</b>	<b>Steps to Accomplish</b>	<b>Target Accomplishment Date</b>	<b>Year of Strategic Plan</b>
Increase and evaluate partnerships with area businesses through the use of a business focused e – newsletter.	Utilize E-newsletter template to design business specific e-news. Work with Community Development to determine frequency. Get sign-ups and implement.	April 2021	Year 4
Analyze needs within the 911 Dispatch Center, and develop plans for further expansion.	Continue involvement with area agencies in consolidation efforts.	April 2021	Year 4
Develop a marketing plan that encompasses regional, state, and national promotion of the Village.	Work with Visit Lake County to determine their marketing efforts of the Village. Research potential avenues for marketing. Develop plan.	April 2021	Year 4
Increase an evaluate partnerships with other governmental agencies to promote cross-marketing and increase communication.	Develop Fox Lake Communicators Group with area communications team members. Establish relationships and working group.	April 2021	Year 4
Research various see, click, fix programs and applications and implement based on feasibility.	Research see, click, and fix programs and applications. Review programs with current practices to determine feasibility. Implement.	2022	Year 5
Review current signage, banners, uniforms and other items and update with new logo/anchor.	Review signage and develop list of items that need updating. Develop replacement list based on needs, exposure level, and budget. Design all signage/banners/uniforms going forward with new logo/anchor.	2022	Year 5

Implement a Village-wide SharePoint System for enhanced internal communications and process improvement.	Build draft SharePoint Site. Share with Department Heads. Build Live SharePoint. Implement.	April 2022	Year 5
Develop a customer service program for all front desk staff that is measureable, and obtainable.	Review departmental customer service needs. Develop customer service program. Develop customer satisfaction survey that is inclusive of the customer service program.	April 2022	Year 5
Research the feasibility of a Customer Relationship Management software program.	Research Customer Relationship Management software. Review programs with current customer relationship management practices to determine feasibility. Implement.	2022	Year 5

## Performance Measurement

The use of performance measures in local government is driven by increased government accountability, greater interest in performance related information to assist in program evaluation and resource allocation decision, and the effort to make government more results-oriented.

Performance measurement allows policymakers, managers, and citizens to evaluate the quality and effectiveness of government services. Performance measures include inputs (resources used), outputs (program activities), efficiency measures (ratio of inputs to outputs), and outcomes (the actual results of programs and services). Measures are a tool to help understand, manage and improve.

Good performance measures, as detailed in GASB, Performance Reporting for Government, are:

- Specific measures are well-defined and focused. A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal, one must answer the six “W” questions: Who, what, where, when, which, and why.
- Relevant measures matter to the intended audience and clearly relate to the activity being measured. Logic models are a way of establishing relevant measures.
- Understandable measures are clear, concise, and easy for a non-specialist to comprehend. This applies to terms used in titles and descriptions, and technical aspects of the measure such as the scale used in charts or selection of performance targets.
- Timely measures have information available frequently enough to have value in making decisions and assessing accountability.
- Comparable measures have enough data to tell if performance is getting better, getting worse or staying about the same. They also provide the reader with a frame of reference or context to tell if current performance meets or exceeds expectations.
- Reliable measures have data that is verifiable, free from bias, and an accurate representation of what it is intended to be.
- Cost effective measures justify the time and effort to collect, record, display, and analyze the data given the measure’s value. Another aspect of cost-effectiveness is feasibility. For instance, an ideal metric may require data collection, the scope and scale of which is far beyond its potential usefulness.
- Time bound measures have set deadlines. A goal should be grounded within a time frame. Without a time frame, there’s no sense of urgency.
- Useful measures help people doing the work understand what is happening with their business process, and how to get better results for customers.
- Influence relates to the ability of the Village to influence a measure. Some measures are important enough to society that we want to track them, even though the Village’s influence on them may be difficult to discern. These are often called indicators. For budget development, the Village is most interested in measures that the Village can affect.
- Significant measures are those that are most important to representing performance.
- Feasible data is on hand or the Village can reasonably expect to collect it.



## Status of Prior Year (FY 2019-2020) Performance Metrics

Fiscal Year 2017-2018 was the first year the Village of Fox Lake implemented theories of performance measurement which coincided with the implementation of the Village's Strategic Plan.

Staff reviews and presents the status of performance metrics to the Village Board of Trustees two times per year – once in January as a mid-year review and finally at the end of the Fiscal Year. Additionally, staff tracks the status of performance metrics with the budget process in order to ensure metrics are being completed within the appropriate budget year, or reallocated to other years if necessary. Below is the status of Fiscal Year 2019-20 performance metrics. Please note many projects were impacted by the COVID-19 Pandemic.

Administration					
<b>Mission Statement:</b> Provide a comprehensive approach to delivery of municipal services, development of the community, employee retention and development, and advance the strategic priorities of the Village in a fiscally responsible manner.					
Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Marketing	Review current signage and banners and update.	Update Village signage and design wayfinding for downtown area.	Quarter 4 (April 2020)	<b>IN PROCESS</b> Working with Corbin Design. Final sign array will be presented in February 2020.	<b>ADJUSTED</b> Project is 75% complete. Adjusted to 20-21 Budget Year - Quarter 4 due to COVID-19 and funding constraints

Operations and Organizational Development / Marketing	Develop marketing strategy to ensure completing of 2020 Census. Develop Count Committee.	Over 77% completion rate for 2020 (2010 completion rate).	Quarter 4 (April 2020)	<b>IN PROCESS</b> Working with Complete Count Committee and Census teams to ensure counts. Data will not be available in April 2020.	<b>ADJUSTED</b> Census as a whole has been adjusted due to COVID-19. Fox Lake Response rate is currently at 64% and we are on track for over 77% completion
Operations and Organizational Development	Develop customer service program for front-line staff.	Develop program, train staff, and implement.	Quarter 4 (April 2020)	<b>IN PROCESS</b>	<b>ADJUSTED</b> Adjusted to 20-21 Budget Year - Quarter 4 due
Operations and Organizational Development	Enhance and update the Village's current sustainability plan for modern practices on sustainable management.	Develop and implement.	Quarter 3 (December 2019)	<b>ADJUSTED</b> Quarter 4 (April 2020)	<b>ADJUSTED</b> Quarter 4 (April 2021)

## Administration – Finance

**Mission Statement:** Promote strong financial practices to continue improving the operating and capital budgets, Village financial policies, service delivery, transparency, and fiscal responsibility.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Financial Policies and Practices	Review old past due accounts to ensure they have not already been paid and submit to collection agency; establish procedures for monthly communication to collection agency.	Increase collections overall by 10% over prior year and establish monthly communication of past due accounts to collection agency for at least three months.	Procedure will be in place by (Quarter 3) October 2019. Collections increase by 4 <sup>th</sup> Quarter of the fiscal year.	<b>IN PROCESS</b> Partially completed.	<b>ADJUSTED</b> Collected tower rent past due balance of \$37,300, accumulated over several years by Sprint. Collection efforts to collect utility past due accounts have been temporarily suspended due to the COVID-19 Pandemic. Adjust to Fiscal Year 20-21 Quarter 4 for completion
Technology	Train with Caselle to use scanner to forward invoices to managers for electronic approval, inquiry and storage.	Training should be complete and all departments converted to electronic departmental approvals.	System will be converted by (Quarter 4) March 2020.	<b>ADJUSTED</b>  Move to next year budget – process will be quarter 4	<b>ADJUSTED</b> The solution has been identified. The implementation efforts were postponed till FY 2022 due to funding constraints

Financial Policies and Practices	Cross-train employees on back-up functions within reasonable internal control parameters and maintain functional schedule to retain skills over long-term.	All four primary finance functions backed up.	Completion by (Quarter 2) December 2019.	<b>ADJUSTED</b> Move to next year budget. Training has begun, but in process.	<b>ADJUSTED</b> 50% Cross- training has been completed. Remaining 50% will be completed after resuming normal work schedules.  Adjust to Fiscal Year 20-21 Quarter 4 for completion
Financial Policies and Practices	Convert accounting system to a pooled cash setup, analyze long-term cash flow through revision of Capital Improvement Plan, and revise Investment Policy if deemed necessary.	Accounting system setup is converted and revised Capital Improvement Plans for all areas are approved by the Village Board.	Completion by (Quarter 3) October 2019.	<b>ADJUSTED</b> Move to next year – Quarter 2 - October 2020.	<b>ADJUSTED</b> Long-term Cash and Capital Improvement Plans will be completed as planned by October 2020. The financial system upgrade to pooled cash accounting was proposed till FY 2022 for funding
Financial Policies and Practices	Review requirements of GATA system, establish procedures to ensure accuracy of information is established, and process filing of report in a timely manner.	GATA report is filed for 2018-19 accurately and timely.	Completion by (Quarter 3) October 2019.	<b>COMPLETE</b> Policy and procedures are in process of being finalized. Policy and Procedures should be completed by Quarter 2 October 2020.	<b>COMPLETE</b>

## Administration - Information Technology

**Mission Statement:** Provide innovative, efficient, and fiscally responsible services to internal and external customers through sharing of service delivery and infrastructure, joint purchasing, and professional resources.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Infrastructure	Analyze the feasibility of increased fiber optic technology for optimum connectivity.	Provide feasibility of fiber optic technology. If feasible, implement for Village of Fox Lake municipal services.	Quarter 4 (April 2020)	<b>ADJUSTED</b> In process of reviewing feasibility	<b>ADJUSTED</b> Adjusted to 20-21 Budget Year - Quarter 4 due
Operations and Organizational Development	Develop and implement Village-wide SharePoint for departmental use.	Develop SharePoint, use test group, provide training material, and implement.	Quarter 4 (April 2020)	<b>IN PROCESS</b> Currently reviewing pricing structure and feasibility	<b>ADJUSTED</b> Feasibility analysis is almost complete. Project may be stalled due to financial cost of program vs. benefits
Operations and Organizational Development	Order and install new workstations and computers per development replacement schedule.	Year 2 computers and monitors ordered and installed.	Quarter 3 (December 2019)	<b>IN PROCESS</b> Computers and monitors ordered but delay in shipping for computers – install has not yet occurred.	<b>COMPLETE</b>

## Police

**Mission Statement:** Provide the highest quality police services to residents, visitors and businesses, ensuring a safe place to live, work and visit.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Public Safety	Implement program for expungement of juvenile records.	Compliance with state statute by January 2020	Quarter 3 (January 2020)	<b>COMPLETE</b> Working on updated expansion of the mandate expungement program.	<b>COMPLETE</b>
Public Safety	Attend trainings as required by state statute.	Compliance with state statute by January 2020	Quarter 3 (January 2020)	<b>COMPLETE</b> Continuing to work on ongoing trainings that will be mandated in the future.	<b>COMPLETE</b>
Operations and Organizational Development	Continue recruitment process for Police Officers.  Send current staff to leadership trainings and continue mentorship within department through increased supervision.	Three new officers hired by Quarter 4 (April 2020)  Sergeants sent to management trainings by Quarter 4 (April 2020)	Quarter 4 (April 2020)	<b>IN PROCESS</b> Two new officers in academy. One is in FTO program. Two in process of being hired.  One Sergeant sent to supervisor school. Others are being scheduled as staffing and time allows.	<b>ADJUSTED</b>  COVID-19 has greatly impacted hiring and management trainings. Two will be in the Police Academy in June.  Management Training was canceled due to COVID-19
Public Safety	School Safety / Mass Acts of Violence Drills	This unfunded legislative mandate must be completed within 90 days of the start of each school year.	October 2019	<b>COMPLETE</b> Coordinated times with schools following start of school year.	<b>COMPLETE</b>

## Parks and Recreation

**Mission Statement:** Enhance the quality of life for residents. We strive to attract residents and members of surrounding communities by providing safe events and programs that promote a sense of community through cultural, educational and recreational activities for all generations to enjoy.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Recreation / Financial practices and policies	Continue to have events that break even through revenue and donations.	Offer at least twelve programs or events that break even through revenue or donated product.	Quarter 4 (April 2020)	<b>COMPLETE</b> 12 programs through February 1, 2020 have at least broken even.	<b>COMPLETE</b>
Recreation	Implement program recommendations from Parks Master Plan.	New fitness programs implemented by Quarter 2.	Quarter 2 (January 2020)	<b>IN PROCESS</b> Zumba implemented, Yoga is in process. Adjust to Quarter 4 (April 2020).	<b>ADJUSTED</b> Expansion of Fitness Programs on hold due to COVID-19
Technology	Online registration software for program registration and facility rental.	Research and implement an online registration program.	Quarter 4 (April 2020)	<b>ADJUSTED</b> Budgeted amount for 19-20 budget is insufficient. Will review for 20-21 budget.	<b>ADJUSTED</b> Removed from 20-21 budget due to COVID-19
Financial Policies and Practices	Increase sponsorships through an enhanced sponsorship packet, and relationship building.	Increase sponsorship dollars for 2019 – 2020 to \$10,000.00 (an additional \$2,650 from 2018-2019)	Quarter 4 (April 2020)	<b>COMPLETE</b> January 2020 sponsorship revenue is at \$12,650.00.	<b>COMPLETE</b>

## Public Works - Motor Pool Division

**Mission Statement:** Provide preventive maintenance and repair for the Village of Fox Lake vehicles and equipment in a timely, cost effective professional manor. Additionally, supply to outside units of government on a time and material cost maintenance and repair of their vehicles and equipment.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Operations and Organizational Development	Attend CFA training class to increase knowledge and use of CFA software in order to gather data	Attend CFA training	Quarter 3 (December 2019)	COMPLETE	COMPLETE



## Public Works – Streets

**Mission Statement:** Maintain and enhance the Village's core infrastructure including streets, buildings, forestry and grounds with adequate levels of service for each asset category.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Infrastructure	Repair sidewalks with 1in displacement	Complete repairs in Hickory Cove subdivision	Quarter 2 (September 2019)	<b>COMPLETE</b>	<b>COMPLETE</b>
Marketing / Communications	Review public parking locations within the Village and develop a sign for the general public to locate those areas available for parking.	Review current parking locations, develop a sign design and implement signage within the downtown district.	Quarter 3 (December 2019)	<b>ADJUSTED</b>  Corresponding with Administration Wayfinding Project – Quarter 4 (April 2020)	<b>ADJUSTED</b>  Moved to 20-21 Budget Year (Quarter 4) Due to COVID-19 and other funding constraints
Infrastructure	Increase health and viability of streets within the Village.	Bid and construct roadways within the Village	Complete Construction Sayton North Quarter 2 (September 2019)  Bid and Start Construction Frontage Road and Grand Avenue	<b>COMPLETE</b>	<b>COMPLETE</b>
Infrastructure	Review and revise completed report of structural health of all Village streets and develop a comprehensive replacement program.	Review current report. Re-review structural health of Village streets for prioritization. Develop and implement a comprehensive replacement program.	Adjusted to Quarter 4 (April 2020)	<b>COMPLETE</b>	<b>COMPLETE</b>

## Community and Economic Development

**Mission Statement:** The mission of Community Development is to provide quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service. Through education and cooperation, the Community Development Department will build positive working relationships within the building community, consumers, businesses and citizens alike. The Community Development Department will safeguard the public and promote the health, safety and welfare of Fox Lake through effective enforcement of the applicable building codes.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Marketing / Communications and Economic Development	Host two annual "Open Houses" one for local realtors, and one for local businesses.	Two "Open Houses" hosted per year.	Quarter 4 (April 2020)	<b>IN PROCESS</b> Will host in April. Modify to one per year.	<b>ADJUSTED</b>  Coffee and Codes was schedule for March 16 but was cancelled due to COVID-19. Adjust to one per year for 20-21 if event gatherings can occur
Marketing / Communications and Economic Development	Create a business centered e-newsletter.	Develop E-newsletter, gather subscribers, and send.	Quarter 2 (August 2019)	<b>IN PROCESS</b> Modified to Quarter 3 – first E-newsletter will be sent in March.	<b>ADJUSTED</b>  90% complete, will send out first one July 1, 2020
Economic Development	Fox Lake Business Bootcamp Educational Series.	Develop business educational curriculum. Enlist minimum of 7 businesses to participate.	Adjusted to Quarter 3 (December 2019)	<b>IN PROCESS</b> Modified to Quarter 4 (April 2020).	<b>ADJUSTED</b>  Adjusted due to COVID-19 event gathering restrictions.  Will host when allowed to gathers in larger groups

## Public Works - Local Water and Sewer Division

**Mission Statement:** To provide safe, reliable, and economical sewer and water services to the residents of the Village of Fox Lake.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Infrastructure	North/South Interconnect	Construction begins	Quarter 2 (September 2019)	<b>IN PROCESS</b> Construction has begun.	<b>COMPLETE</b> Interconnect pipeline completed. Lift stations are in process.
Technology	Increase GIS utilization by collecting B-Box locations	Collect 25% of all b-boxes and implement into GIS	Quarter 4 (April 2020)	<b>COMPLETE</b>	<b>COMPLETE</b>
Public Safety	Annual sewer cleaning program as required by CMOM/complete sewer lining project.	25% of Sewer system cleaned approximately 8.75 miles	Quarter 3 (December 2019)	<b>COMPLETE</b>	<b>COMPLETE</b>

## NWRWRF

**Mission Statement:** Safeguard the environment and public health by maintaining the highest level of treatment at the lowest attainable cost through sound fiscal management.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Technology	Coordinate with Engineers and Lake County Staff to develop an effective and repeatable diversion procedure.	Complete testing to confirm effectiveness.	Quarter 3 (December 2019)	<b>COMPLETE</b>	<b>COMPLETE</b>
Infrastructure	Maintain Regulatory Compliance and Process Health throughout installation and transition to above ground replacement.	Verification of Air Tight System.	Quarter 4 (May 2020)	<b>IN PROCESS</b> Infrastructure is substantially complete. Punch list items remain.	<b>COMPLETE</b>
Operations and Organizational Development	Provide all required and recommended training to each NWRWRF Staff member.	Maintain an injury free workplace.	Review each quarter and report annually – Quarter 4 (April 2020)	<b>IN PROCESS</b> Several trainings have been completed.	<b>COMPLETE</b> <i>for 19-20 budget year</i>
Infrastructure	Coordinate with Engineers to complete design services and determine specific locations of required metering devices.	Facilitate completion Of Final Design and Survey Services.	Quarter 3 (January 2020)	<b>IN PROCESS</b> Project has been awarded. Scheduled to begin Quarter 4 (April 2020).	<b>COMPLETE</b> <i>Now in construction phase of project</i>

## 911 Dispatch Center

**Mission Statement:** Provides professional emergency dispatch services and public safety communication support to the residents of Fox Lake, as well as to additional outside agencies and work towards obtaining additional clients.

Strategic Goal	Program	Performance Metric	Timeline	January 2020 Status	April 2020 Year Status
Public Safety	National Certification of APCO P33. The P33 program certifies the training and operational methods used by FoxComm as meeting the National Standards for Public Safety Communications.	Obtain National Certification of APCO P33	Obtain by Quarter 4 (March 2020)	<b>ADJUSTED</b>  Move to 20-21 Performance Metrics.	<b>ADJUSTED</b>  Move to 20-21 Performance Metrics
Technology	911 Technology Program	Inventory technology within the 911 Center and associated equipment within the Village. Develop a working guide to improve critical operations during	Quarter 3 (December 2019)	<b>IN PROCESS</b> Quarter 4 Deadline (April 2020)	<b>COMPLETE</b>
Marketing	New agency acquisition	Involvement and commitment to the Regional 911 Consolidation	Quarter 4 (April 2020)	<b>IN PROCESS</b> Fox Lake is participating with Fox Lake members chairing / co-chairing various committees. Due to the nature of a multi-agency project; the project is targeted for completion in 2021.	<b>ADJUSTED</b>  Move to 20-21 Performance Metrics

## FY 2020 – 2021 Departmental Performance Measures

Staff members within each Department provided performance metrics for Fiscal Year 20-21. This is the fourth year where the Performance Metric Feedback Loop has been implemented within the annual budget cycle. Goals and objectives of the strategic plan have been woven into departmental performance metrics, in addition to department specific items that enhance day-to-day operations.

Below are the Fiscal Year 2020-2021 performance metrics.

Administration				
<b>Mission Statement:</b> Provide a comprehensive approach to delivery of municipal services, development of the community, employee retention and development, and advance the strategic priorities of the Village in a fiscally responsible manner.				
Strategic Goal	Objective	Program	Performance Metric	Timeline
Marketing	Enhance wayfinding signage within the downtown district.	Review current signage and banners and update.	Update Village signage and design wayfinding for downtown area.	Quarter 4 (April 2021)
Operations and Organizational Development / Marketing	Work with Census.gov to ensure Fox Lake residents have been properly counted.	Develop marketing strategy to ensure completing of 2020 Census. Develop Count Committee.	Over 77% completion rate for 2020 (2010 completion rate).	Quarter 4 (April 2021)
Operations and Organizational Development	Enhance and measure customer service for front line staff positions.	Develop customer service program for front-line staff.	Develop program, train staff, and implement.	Quarter 4 (April 2021)
Operations and Organizational Development	Enhance Village's Sustainability Plan.	Enhance and update the Village's current sustainability plan for modern practices on sustainable management.	Develop and implement.	Quarter 4 (April 2021)

## Administration – Finance Division

**Mission Statement:** Promote strong financial practices to continue improving the operating and capital budgets, Village financial policies, service delivery, transparency, and fiscal responsibility.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Financial Policies and Practices	Improve the liquidity and minimize the loss of revenues.	Review old past due accounts to ensure they have not already been paid and submitted to collection agency; establish procedures for monthly communication to collection agency.	Increase collections overall by 10% over prior year and establish monthly communication of past due accounts to collection agency for at least three months.	Quarter 4 (April 2021)
Financial Policies and Practices	Built a more robust and flexible workforce.	Cross-train employees on back-up functions within reasonable internal control parameters and maintain functional schedule to retain skills over long-term.	All four primary finance functions backed up.	Quarter 4 (April 2021)
Financial Policies and Practices	To make timely financial decisions based on the data.	Provides financial information to decision makers on a monthly basis including the Board, Village Administrator and Department Heads.	Monthly	Quarter 4 (April 2021)

## Administration - Information Technology Division

**Mission Statement:** Provide innovative, efficient, and fiscally responsible services to internal and external customers through sharing of service delivery and infrastructure, joint purchasing, and professional resources.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Infrastructure	Enhance connectivity within Village operations.	Analyze the feasibility of increased fiber optic technology for optimum connectivity.	Provide feasibility of fiber optic technology. If feasible, implement for Village of Fox Lake municipal services.	Quarter 4 (April 2021)
Operations and Organizational Development	Establish enhanced means of internal communication.	Develop and implement Village-wide SharePoint for departmental use.	Develop SharePoint, use test group, provide training material, and implement.	Quarter 4 (April 2021)



## Police

**Mission Statement:** Provide the highest quality police services to residents, visitors and businesses, ensuring a safe place to live, work and visit.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Public Safety	Adhere to State Statue regarding expungement of various records.	Complete Phase 2 of expungement of juvenile and cannabis arrest records.	Compliance with state statue by April 2021	Quarter 2 (April 2021)
Public Safety	Train Officers based on State Statue.	Maintain Mandatory trainings as required by state statue.	Compliance with state statue by April 2021	Quarter 2 (January 2021)
Operations and Organizational Development	Recruit new officers and develop current staff through enhanced mentorship.	Continue recruitment process for Police Officers. Send current staff to leadership trainings and continue mentorship within department through increased supervision.	2 Officer to complete basic academy and 2 officers enrolled in basic academy. New officers hired by Quarter 2 (July 2020) Sergeants scheduled to management trainings by Quarter 4 (April 2020)	Quarter 4 (April 2020)
Public Safety	Continue to prepare staff for mass acts of violence.	School Safety / Mass Acts of Violence Drills	This unfunded legislative mandate must be completed within 90 days of the start of each school year.	October 2020

## Parks and Recreation

**Mission Statement:** Enhance the quality of life for residents. We strive to attract residents and members of surrounding communities by providing safe events and programs that promote a sense of community through cultural, educational and recreational activities for all generations to enjoy.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Recreation	Implement items from Parks Master Plan.	Implement program recommendations from Parks Master Plan based on prioritization.	New fitness programs implemented by Quarter 4.	Quarter 4 (April 2021)
Financial Policies and Practices	Continue to look for alternative sources of funding.	Search for grant opportunities and apply for grants that are financially beneficial for the Village.	Research and apply for various grants.	Quarter 4 (April 2021)
Operations and Organizational Development	Develop customer satisfaction survey.	Develop and implement a customer satisfaction survey after every rental and program to determine successes and changes needed.	Research survey ideas. Develop system for delivering and implement.	Quarter 4 (April 2021)
Operations and Organizational Development	Develop an equipment replacement program based on analysis of current equipment.	Develop system for analyzing equipment for lifespan and develop replacement program based on current lifespans.	Analysis current equipment, develop replacement program and recommend implementation schedule.	Quarter 4 (April 2021)

## Public Works - Motor Pool Division

**Mission Statement:** Provide preventive maintenance and repair for the Village of Fox Lake vehicles and equipment in a timely, cost effective professional manor. Additionally, supply to outside units of government on a time and material cost maintenance and repair of their vehicles and equipment.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Operations and Organizational Development	Complete training for Automotive Service Excellence for Certified Mechanics.	Complete Automotive Service Excellence Certification for Mechanics.	Attend ASE training and certification.	Quarter 3 (December 2020)

## Public Works – Streets

**Mission Statement:** Maintain and enhance the Village's core infrastructure including streets, buildings, forestry and grounds with adequate levels of service for each asset category.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Infrastructure	Enhance roadway program by completing roadway projects in progress.	Repair damaged roadways by reconstruction through public bidding process.	Complete repair of Frontage Road and bidding out Nippersink Blvd Reconstruction.	Quarter 2 (September 2020)
Marketing / Communications	Bid out public parking signage throughout downtown area.	Review public parking locations within the Village and develop a sign for the general public to locate those areas available for parking.	Complete the bid process for public parking signage.	Quarter 4 (April 2021)
Infrastructure	Increase Beautification of Village through planting trees.	Enhance the Villages tree canopy by planting new trees.	Plant 10 new trees throughout the Village.	Quarter 4 (April 2021)
Infrastructure	Enhance Village Owned Parks.	The Village was given a Grant for water quality improvements at Millennium Park; this will increase the Park's utilization by residents and the community.	Complete Millennium Park Enhancement project.	Quarter 2 (September 2020)

## Community and Economic Development

**Mission Statement:** The mission of Community Development is to provide quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service. Through education and cooperation, the Community Development Department will build positive working relationships within the building community, consumers, businesses and citizens alike. The Community Development Department will safeguard the public and promote the health, safety and welfare of Fox Lake through effective enforcement of the applicable building codes.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Information Technology	To better serve our contractors and residents by accepting payments for permits, business licenses and public hearings online.	To research software, existing and new, that allows permit applicants, business owners, and petitioners to pay for services online.	A reduction in office visits for payments to obtain permits thereby reducing the timeline for issuing permits.	April 2021
Infrastructure	Construct a Sensory Garden	The Village received a \$2,400 grant from Waste Management for the construction of a sensory garden at the Community Garden of Fox Lake.	Final construction followed by a ribbon cutting ceremony.	October 2020
Operations and Organizational Development	Staff to obtain certifications in property maintenance code, residential code and permit technician.	The code enforcement officer will continue training to test for the property maintenance code and residential code. The permit coordinator and administrative assistant will train for the permit technician exam.	Passing of the certification exams	April 2021

## Public Works - Local Water and Sewer Division

**Mission Statement:** To provide safe, reliable, and economical sewer and water services to the residents of the Village of Fox Lake.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Infrastructure	Enhance Village's water system for future growth and expansion.	North/South Interconnect.	Complete Phase 1	Quarter 2 (September 2020)
Infrastructure	Enhance Village's water system for future growth and expansion.	North/South Interconnect.	Bid out/Start Phase 2	Quarter 3 (December 2020)
Public Safety	Maintain the Village's water systems.	Main Line Valve Exercising.	Exercise all water system main line valves approximately 250.	Quarter 4 (March 2021)

## NWRWRF

**Mission Statement:** Safeguard the environment and public health by maintaining the highest level of treatment at the lowest attainable cost through sound fiscal management.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Information Technology	Ensure reliable operation of the SCADA alarm system.	Upgrade alarming hardware and software.	Replace the existing with a cellular-based system. Upgrade the Win911 alarm software to the currently supported version.	Quarter 3 (January 2021)
Infrastructure	Rebuild/Replace 3 screw pumps to ensure the ability to meet capacity requirements.	Remove from service, refurbished conveyor; rebuild gearboxes & motors, replace grout, reinstall, and test.	Pumps Rebuilt and Operational.	Quarter 4 (April 2021)
Infrastructure	Install electrical service at each of the 17 NW Facility Planning Area (FPA) locations designated for flow monitoring devices.	Install electrical infrastructure, and establish separate Com Ed service accounts for each location.	All designated locations are prepared for the installation of flow measurement devices.	Quarter 2 (October 2020)
Operations and Organizational Development	Prevent employee accidents and injuries.	Schedule standardized safety training across the department.	Ensure every NWRWRF employee receives Lockout / Tagout and confined space entry training on an annual basis.	Review each quarter and report annually – Quarter 4 (April 2021)

## 911 Dispatch Center

**Mission Statement:** Provides professional emergency dispatch services and public safety communication support to the residents of Fox Lake, as well as to additional outside agencies and work towards obtaining additional clients.

Strategic Goal	Objective	Program	Performance Metric	Timeline
Public Safety	Maintain and increase national certifications as set forth by the National Standards for Public Safety Communications.	National Certification of APCO P33 The P33 program certifies the training and operational methods used by FoxComm as meeting the National Standards for Public Safety Communications	Obtain National Certification of APCO P33.	Quarter 4 (April 2021)
Certification	Partnership with the National Center for Missing and Exploited Children (NCMEC).	NCMEC Kids Readiness Program.	Train all Telecommunicators through NCMEC's online certification program. Revise call handling policy to comply with the national standards for calls involving missing, abducted, and sexually exploited children.	Quarter 3 (December 2020)
Training	National Incident Management System (NIMS) Compliance.	NIMS Incident Command System (ICS) Training.	Complete ICS training requirements for new Telecommunicators as required by FEMA.	Quarter 3 (November 2020)
NexGen 911	Increase capability for residents and visitors to report incidents.	Text to 911	Complete testing of coverage throughout Fox Lake and inform the public of Text-to-911 availability.	Quarter 2 (July 2020)



# Section 8

## Supplemental Information

Financial Policy

Capital Budget Policy

General Fund Reserve Policy

Capital Improvement Program and Budget Policy

Investment Policy

Glossary



# Financial Policies

## Capital Budget Policy (Revised March 2014)

### **CASH MANAGEMENT**

In order to properly manage the funds of the Village and the commingled cash accounts that the Village maintains, it is necessary that from time to time interfund loans and transfers may be needed to cover negative cash balances. The Village Treasurer is authorized to make such interfund loans and transfers as necessary in order to eliminate negative cash balances. Such loans and transfers shall be recorded on the books and records of the Village and shall be audited as part of the annual Village audit.

### **COLLECTION**

The Village will take an aggressive approach in pursuing all revenues due for services provided, and ensure that fines and permits due the Village are collected in a reasonable fashion. This policy will hold true for revenues generated in operating, enterprise, and special revenue funds.

### **DEBT MANAGEMENT**

The Village will confine long-term borrowing to capital improvements and moral obligations, and the use of short-term debt for tax anticipation purposes only. The Village will follow a policy of full disclosure on every financial report and bond prospectus. The Village will take advantage of every opportunity to refinance current debt in order to save tax dollars needed to support debt payments.

### **ENTERPRISE FUNDS**

Northwest Regional Treatment Plant, Local Water and Sewer, and Commuter Parking funds will be self-supporting from all operations and capital outlay. However, grant funding will be secured where appropriate. These funds will retain an adequate operating fund balance. All operating and capital improvement expenditures will be evaluated separately reflecting the condition of each individual enterprise fund. It is the policy of the Village to maintain the capital structure of these enterprise funds at the most efficient levels in order to reflect their best use.

### **FIXED ASSETS**

A fixed asset inventory is herein established to insure compliance with government financial reporting standards and to safeguard Village assets. Fixed assets shall include land, buildings, machinery, and equipment and be capitalized in accordance to the Village of Fox Lake Fixed Asset Policy.

## **Capital Budget Policy (Continued)**

### **FUND BALANCE**

The Village will establish an adequate fund balance to pay for expenses caused by unforeseen emergencies or for shortfalls caused by revenue declines.

### **LEVEL OF SERVICE**

The operating budget will be compiled in a manner to maintain the existing level of service to the community. Increases or decreases in service levels will be prioritized by the Village Board at budget sessions or during the fiscal year as required. This will also reflect current staffing levels.

### **OPERATING BUDGET**

The Village will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenditures to budget.

### **PROPERTY TAX**

In accordance with Chapter 24, Section 8-3-1 of the Illinois Revised Statutes, the Village is authorized to levy a property tax for corporate purposes. The Village levies property taxes for:

- Corporate
- IMRF
- Social Security
- Audit Tax
- Police Protection
- Fire Protection
- Ambulance Service
- Garbage Disposal
- Police Pension
- Liability Insurance

The Village is required to stay within the 5% cap required by statute.

## **Capital Budget Policy (Continued)**

### **RISK MANAGEMENT AND LOSS CONTROL**

The Village is committed to provide a safe work environment, manage all risks in an appropriate manner and conduct loss control measures to insure that liability and workers compensation losses are kept at manageable level.

### **VEHICLE REPLACEMENTS**

Village vehicles and equipment will be replaced according to an established schedule. The schedule will be reviewed annually at budget sessions or as necessary during the fiscal year.

## **General Fund Reserve Policy**

The Village of Fox Lake believes that sound financial management requires sufficient funds be maintained by the Village for unanticipated expenditures and revenue shortfalls during the course of the fiscal year. Generally, fund balances should be maintained at levels that provide adequate cushioning in the event of economic downturns, emergencies or unanticipated revenue shortfalls. Low fund balances will permanently reduce investment income and have a negative impact on the Village's credit ranking. Excessive fund balances may reflect stockpiling by management or a lack of financial planning.

The General Fund's Fund Balance is the accumulated difference between assets and liabilities. A sufficient fund balance allows the Village to meet its contractual obligations, mitigate negative revenue implications of federal or state budget actions, mitigate economic downturns, fund disaster or emergency costs, provide funds for cash flow timing discrepancies and fund non-recurring expenses identified as necessary by the Village Board of Trustees.

The Governmental Accounting Standards Board (GASB) issued Statement Number 54, "Fund Balance Reporting and Governmental Fund Type Definitions" effective for periods after June 15, 2010. The objective of this Statement was to enhance the usefulness of fund balance information by providing clearer fund balance classification that can be more consistently applied and by clarifying the existing governmental fund type definitions. This Statement establishes limitations on the purpose for which the Fund Balance can be used.

- I. ***Non-spendable Fund Balance.*** This portion of the fund balance is inherently non-spendable. An example of these funds include assets that cannot be spent due to their form (inventories of supplies) or because they must remain intact pursuant to legal or contractual requirements (the principle of an endowment).
- II. ***Restricted Fund Balance.*** A restricted fund balance reflects resources that are subject to externally enforceable limitations on use. These limitations are typically imposed by parties altogether outside of the Village, such as creditors, grantors, contributors or through laws and regulations. Limitations can also be imposed when revenue being raised for a particular purpose (i.e., a gas tax imposed for road repair and construction) pursuant to enabling legislation.
- III. ***Committed Fund Balance.*** This portion of the fund balance encompasses limitations imposed on the Village by itself (i.e., the Village Board through a resolution). Committed fund balances are often used with "stabilization funds" or rainy day funds. In addition, the limitations imposed by the Village Board can only be removed by the Village Board.
- IV. ***Assigned Fund Balance.*** Assigned fund balances are used to describe the portion of the fund balance that is intended for a particular use. Assigned fund balances can be imposed by the Village Board, a finance committee or an official designated for that purpose. As

## **General Fund Reserve Policy (Continued)**

a practical matter, existing resources that are expected to be used in connection with open contracts and purchase orders would be classified in this category. Assigned fund balances may be used to offset a gap in the budget stemming from a decline in revenue.

- v. ***Unassigned Fund Balance.*** The final component of a fund balance is its unassigned fund balance. This is the net balance after consideration of the other four portions. It is often identified as a surplus or a deficit.

The last three components (committed, assigned and unassigned) together comprise the unrestricted fund balance. The unrestricted fund balance is typically the Village's "reserves."

It shall be the policy of the Village of Fox Lake that the General Fund's unrestricted fund balance will be maintained in an amount at least 33%, but no more than 50%, of the annual General Fund Operating Budget, including the annual debt service. This amount approximates between four (4) to six (6) months of working capital. The objective of this reserve level is to ensure adequate funds are set aside in a planned and consistent manner and that these monies are not spent for regular Village expenditures or used to reduce property taxes.

Annually, the Village Board of Trustees will propose funding for the General Fund reserve levels through the budget process to maintain the balance at the amount authorized. If expenditures reduce the unrestricted fund balance below the minimum amount authorized, the Village Board will, as part of its review and approval, adopt a plan to restore the funds to the prescribed level. If revenues exceed the unrestricted reserve fund balance above the maximum amount authorized, the surplus revenue will be used to meet the following purposes, as determined by the Village Board:

- Transfer to Capital Improvement Program Fund Balance
- Cash Payments for Capital Improvement Program Projects
- Pension Funds
- Retirement or Refinancing of Existing Debt

## **Capital Improvement Program and Budget Policy**

The Village of Fox Lake believes that sound financial management requires sufficient funds be maintained by the Village for unanticipated expenditures and The Village of Fox Lake has a significant investment in its streets, facilities, parks, natural areas, infrastructure and other capital improvements. The Village Board has demonstrated a firm commitment to investing in Village capital projects. The guidelines set forth in this policy establish and maintain capital asset parameters that comply with governmental financial reporting standards, provide for adequate stewardship over Village resources and encourage planning for future growth and infrastructure repair. The Capital Improvement Program (CIP) is a multi-year financial plan for the construction or acquisition of capital assets. The CIP not only identifies future capital needs, but it estimates the capital costs to be incurred to complete each project and acquisition, the funding sources for each project and the impact that each project will have on the operating budgets.

### **I. DEFINITIONS**

For purposes of this policy, the Village of Fox Lake will use the following definitions:

*Capital Asset* – Any expenditure that results in the acquisition of or addition to a capital asset, which is held or used for more than **three (3) years** and cost at least **\$20,000**. Capital assets include land, land improvements, buildings, building improvements, construction in progress, machinery and equipment, vehicles and infrastructure.

*Capital Budget* - A capital budget, which is often contained within a CIP, is the annual appropriations for capital projects and acquisitions, which are approved by the Village Board.

*Capital Improvement Program* – the Village Board’s approved financial plan of capital projects for a period of five years. The CIP identifies capital project and acquisition needs; provides cost or expenditure estimates for those needs; identifies probable sources of financing; evaluates, prioritizes, and schedules projects and acquisitions; and forecasts the likely impact of projects and acquisitions on the operating budget.

*Infrastructure Assets* – long-lived capital assets that normally can be preserved for a significantly greater number of years than most capital assets and that are normally stationary in nature and cost at least **\$50,000**. These include roads, sidewalks, bike paths, bridges, buildings, drainage systems, water systems, sewer systems, etc.

## **Capital Improvement Program and Budget Policy (Continued)**

*Useful Life* – the period over which a capital or infrastructure asset has utility to the Village in performing the function for which it was purchased.

### **II. CAPITALIZATION THRESHOLD**

The capitalization threshold, or minimum value of an asset at the time of acquisition, is established at \$50,000 for infrastructure assets and \$20,000 for capital assets. The capitalization threshold is established to clarify what capital expenditures belong in the capital budget.

### **III. GENERAL POLICIES**

The Village shall maintain a Five-Year Capital Improvements Program and capital improvements will be made in accordance with that plan. The program shall be updated annually through the budget process.

The corresponding year of the Capital Improvement Program will be incorporated into the annual operating budget as the Capital Budget. Each year, the Village Board will develop a capital budget that lists and describes the capital expenditures to be undertaken by the Village during the coming fiscal year.

The CIP will be arranged to indicate order of priority of each capital project and to state for each project the following:

- a) A description of each proposed project and the estimated total cost of the project
- b) The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established reserved funds, the amount estimated to be received from the federal or state government and the amount to be financed by the issuance of debt obligations showing the proposed type or types of obligations, together with the period of probable usefulness for which they are proposed to be issued.
- c) An estimate of the effect, if any, upon operating costs of the Village

As part of the development of the Capital Improvements Program, the condition of Village infrastructure will be evaluated to appropriately prioritize and schedule maintenance and replacement.



## **Capital Improvement Program and Budget Policy (Continued)**

### **VI. PRIORITY CRITERIA**

Capital projects and/or assets will receive a higher priority if they meet some or most of the following criteria:

- The project or asset meets a policy goal or fulfills a strategic objective of the Village Board
- The project or asset is required under a state or federal mandate, law or regulation.
- The project or asset will mitigate or eliminate a known safety hazard.
- The project or asset will maintain and improve the delivery of public services to the majority of the population.
- The project or asset will improve the quality of existing infrastructure.
- State or federal grant funds are available to assist in funding project or asset.

### **VII. IMPROVEMENT, REPAIR AND MAINTENANCE EXPENSES**

Routine repair and maintenance costs will be expensed as incurred and will not be capitalized. Street resurfacing, patching, etc. is considered maintenance and will not be capitalized. Repairs of water and sewer assets will not be capitalized unless the repairs materially extend the life of the original asset.

### **VIII. FUNDING SOURCES**

All Village capital improvements will be constructed and expenditures incurred for the purpose as approved by the Village Board, with funds rolled over from year to year until a project is deemed complete. The Village will use a variety of different sources to fund capital projects and assets, with an emphasis on the “pay-as-you-go” philosophy. Funding for operating and maintenance costs for approved capital projects and assets must be identified at the time capital improvements are approved.

## **Investment Policy**

WHEREAS, the Corporate Authorities believe it is necessary and expedient to adopt an Investment Policy for the Village of Fox Lake;

NOW, THEREFORE, be it resolved by the President and the Board of Trustees of the Village of Fox Lake, Lake and McHenry Counties, Illinois, as follows:

SECTION I: The following is adopted as the Village of Fox Lake Investment Policy:

### **“GLOSSARY OF TERMS”**

**Accrued Interest:** The accumulated interest due on a bond as of the last interest payment made by the issuer.

**Agency:** A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U. S. Government. Federally sponsored agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit Government guarantee. An example of a Federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

**Amortization:** The process of paying the principal amount of an issue of bonds by periodic payments either directly to bondholders or to a sinking fund for the benefit of bondholders.

**Arbitrage:** Usually refers to the difference between the interest paid on the tax-exempt securities and the interest earned by investing the proceeds in higher yielding taxable securities. Internal Revenue Service regulations govern arbitrage (reference I.R.S. Reg. 1.103-13 through 1.103-15).

**Arbitrage Bonds:** Bonds which are deemed by the I.R.S. to violate federal arbitrage regulations. The interest on such bonds becomes taxable and the bondholders must include this interest as part of gross income for federal income tax purposes (I.R.S. Reg. 1.103-13 through 1.103-15).

**Asked:** The price at which securities are offered.

**Assessed Value:** An annual determination of the just or fair market value of property for purposes of ad valorem taxation.

**Average Life:** The average length of time that issues of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

## **Investment Policy (continued)**

**Bankers' Acceptance (BA):** A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**Basis Point:** 1/100 of one percent.

**Bid:** The indicated price at which a buyer is willing to purchase a security or commodity. **Bond** - Written evidence of the issuer's obligation to repay a specified principal amount on a date certain, together with interest at a stated rate, or according to a formula for determining that rate.

**Bond Anticipation Notes (BANS)** - Short-term interest bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds of the bond issue to which they are related.

**Broker:** A broker brings buyers and sellers together for a commission paid by the initiator of the transaction or by both sides; he does not position (take ownership of securities). In the money market, brokers are active in markets in which banks buy and sell money in interdealer markets.

**Callable Bond:** A bond which permits or requires the issuer to redeem the obligation before the stated maturity date at a specified price, the call price, usually at or above par value.

**Cash Sale/Purchase:** A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.

**Certificate of Deposit (CD):** A time deposit with a specific maturity evidenced by a certificate.

**Collateralization:** Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security. Also, refers to securities pledged by a bank to secure deposits of public monies.

**Commercial Paper:** Very short-term, unsecured promissory notes issued in either registered or bearer form, and usually backed by a line of credit with a bank.

**Comprehensive Annual Financial Report (CAFR):** The official annual report for the Village of Fox Lake. In addition to a combined, combining (assembling of data for all funds within a type), and individual balance sheet, the following are also presented as appropriate on a combined,

## **Investment Policy (continued)**

combining, and individual basis: (1) statement of revenues, expenditures, and changes in fund balance (all funds); (2) statement of revenues, expenditures, and changes in fund balances, budget and actual (for government fund types); (3) statement of revenues, expenses, and changes in retained earnings (for proprietary funds); and (4) statement of changes in financial position (for proprietary funds).

**Convexity:** A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

### **Coupon:**

1. The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value.
2. A certificate attached to a bond evidencing interest due on a payment date.

**Coupon Rate:** The annual rate of interest payable on a coupon bond (a bearer bond or bond registered as to principal only, carrying coupons evidencing future interest payments), expressed as a percentage of the principal amount.

**Credit Risk:** The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Current Yield (Current Return):** A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

**Dealer:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling securities from an inventory on hand.

**Debenture:** A bond secured only by the general credit of the issuer. When the Village issues bonds of this they are termed General Obligation (G.O).

**Delivery versus Payment:** There are two methods of delivery of securities: delivery versus payment and delivery versus receipt (also called free). Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of signed receipt for the securities.

**Derivative Security:** Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

## **Investment Policy (continued)**

**Discount:** The amount by which the par value of a security exceeds the price paid for the security.

**Discount Securities:** Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value: e.g. U.S. Treasury Bills, Zero Coupon Bonds.

**Diversification** – A process of investing assets among a range of security types by sector, maturity, and quality rating. The purpose of diversification is to minimize risk from default or market fluctuations.

**Duration:** A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed income security. This calculation is based on three variables; term to maturity, coupon rate and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Enterprise Funds:** Funds that are financed and operated in a manner similar to private business in that goods and services provided are financed primarily through user charges.

**Federal Credit Agencies:** Agencies of the Federal government set up to supply credit to various classes of institutions and individuals; e.g. S&L's, small business firms, students, farmers, farm cooperatives, and exporters.

**Federal Deposit Insurance Corporation:** A Federal Agency that insures deposits and retirement accounts in member accounts for up to \$250,000, protecting depositors in the event of bank failure.

**Federal Funds (Fed Funds):** Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may lend to Fed Funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the

**Federal Reserve banking system.** Fed funds are considered to be immediately available funds.

## **Investment Policy (continued)**

**Federal Funds Rate:** Interest rate charged by one institution lending federal funds to the other.

**Federal Home Loan Bank:** FHLB system now primarily focuses on increasing the amount of loanable funds available for affordable housing and community development projects. It continues to have a material impact on housing and development financing, offering funds to member institutions at rates that are usually lower than commercially competitive prices.

**Federal National Mortgage Association:** FNMA, commonly known as Fannie Mae, is a government-sponsored enterprise that is the largest purchaser and guarantor of home mortgages in the country. Headquartered in Washington, D.C., Fannie Mae buys mortgages from such lenders as banks and savings and loans, packages them, and resells them on the open market, thus creating fluidity and lessening lenders' risk. Fannie Mae's creation of this secondary mortgage market enables low- and middle-income individuals and families to obtain mortgages and purchase homes. The corporation was founded (1938) by the federal government to buy and sell mortgages insured by the Federal Housing Administration or guaranteed by the Veterans Administration (now the Veterans Affairs Dept.).

**Federal Reserve System:** The seven-member Board of Governors of the Federal Reserve System determines the reserve requirements of the member banks within statutory limits, reviews and determines the discount rates established by the 12 Federal Reserve banks, with each one serving member banks in its own district. This system, supervised by the Federal Reserve Board, has broad regulatory powers over the money supply and the credit structure.

**Government National Mortgage Association: (GNMA),** or Ginnie Mae, which is administered by the Dept. of Housing and Urban Development and helps to finance public housing. Fannie Mae's corporate credibility was damaged by revelations (2004) that it manipulated its earnings from 1998 to 2004, in part to maximize bonus payments to its corporate executives. Problems in the housing and mortgage industry that began in 2007 led in 2008 to increasing losses at and concern about a possible bankruptcy of Fannie Mae and especially Freddie Mac (the Federal Home Loan Mortgage Corporation), and resulted in a federal takeover of the two mortgage guarantors.

**Government Securities:** An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market.

## **Investment Policy (continued)**

**Interest Rate:** See “Coupon Rate.”

**Interest Rate Risk:** The risk associated with declines or rises in interest rates which cause an investment in a fixed – income security to increase or decrease in value.

**Liquidity:** An asset that can be converted easily and quickly into cash.

**Local Government Investment Pool (LGIP):** An investment by local governments in which their money is pooled as a method for managing local funds.

**Market-to-Market:** The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

**Market Risk:** The risk that the value of a security will rise or decline as a result of changes in market conditions.

**Market Value:** Current market price of a security.

**Maturity:** The date upon which the principal of a municipal bond becomes due and payable to bondholders.

**Net Asset Value:** The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund’s assets which includes securities, cash, and any accrued earnings, subtracting this from the fund’s liabilities, and dividing this total by the number of shares outstanding.

**Net Interest Cost (NIC):** The traditional method of calculating bids for new issues of municipal securities. The total dollar amount of interest over the life of the bonds is adjusted by the amount of premium or discount bid, and then reduced to an average annual rate. The other method is known as the true interest cost (see "true interest cost").

**Par Value or Face Amount:** In the case of bonds, the amount of principal which must be paid at maturity.

## **Investment Policy (continued)**

**Principal:** The face amount or par value of a bond or issue of bonds payable on stated dates of maturity.

**Prudent Person Rule:** An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.

**Ratings:** Evaluations of the credit quality of notes and bonds, usually made by independent rating services, which generally measure the probability of the timely repayment of principal and interest on municipal bonds.

**Repurchase Agreement (RP or REPO):** An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date. The security “buyer” in effect lends the “seller” money for the period of the agreement, and terms of the agreement are structures to compensate him. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money; this is, increasing bank reserves.

**Safekeeping:** A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

**SEC RULE 15C3-1:** See definition of Uniform Net Capital Rule in this subsection.

**Secondary Market:** A market made for the purchase and sale of outstanding issues following the initial distribution.

**Securities and Exchange Commission:** Federal agency created by the securities exchange act of 1934 to administer that act and the securities act of 1933, formerly carried out by the federal trade commission. The SEC supervises the exchange of securities so as to protect investors against malpractice.

**Short-Term Debt:** Short-term debt is defined as any debt incurred whose final maturity is three years or less.

**Swap:** Trading one asset for another.

**Term Bonds:** Bonds coming due in a single maturity.

**Total Return:** The sum of all investment income plus changes in the capital value of the portfolio.



## **Investment Policy (continued)**

**Treasury Bills:** A short-term obligation of the U.S. Treasury having a maturity period of one year or less and sold at a discount from face value. The return to the investor who holds it to maturity is the difference between the price paid and the face value at maturity.

**Treasury Bond:** A long-term obligation of the U.S. Treasury having a maturity period of more than ten years and paying interest semiannually.

**Treasury Notes:** An intermediate-term obligation of the U.S. Treasury having a maturity period of one to ten years and paying interest semiannually.

**Uniform Net Capital Rule (Net Capital Rule and Net Capital Ratio):** Securities and Exchange Commission requirement that member firms as well as non-member broker/dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

**Volatility:** A degree of fluctuation in the price and valuation of securities.

**Weighted Average Maturity (WAM):** – The average maturity of all the securities that comprise a portfolio.

**Yield:** The current rate of return on an investment security generally expressed as a percentage of the security's current price. (a) Income Yield is obtained by dividing the current dollar income by the current market price for the security, (b) Net Yield or Yield to Maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

**Yield to Maturity:** The rate of return to the investor earned from payments of principal and interest, with interest compounded semiannually and assuming that interest paid is reinvested at the same rate.

**Zero Coupon Bond:** A bond which pays no interest, but is issued at a deep discount from par, appreciating to its full value at maturity.

# **VILLAGE OF FOX LAKE INVESTMENT POLICY**

## **I. POLICY**

The intent of the Investment Policy of the Village of Fox Lake is to define the policies for maximizing the efficiency of the Village's Cash Management System and for prudent investment of the Village's Funds, and to provide guidelines for suitable investments.

The ultimate goal is to enhance the economic status of the Village while protecting its funds.

The Village's Cash Management System is designed to monitor and forecast expenditures and revenues accurately, thus enabling the Village Administrator and Finance Director/Treasurer to invest funds to the fullest extent possible. The Village Administrator and Finance Director/Treasurer shall attempt to obtain the highest investment return using authorized instruments that meet the criteria established for safety and liquidity while meeting the Village's daily cash flow demands in conformance with the Municipal Code.

The investment policies and practices of the Village Administrator and Finance Director/Treasurer for the Village of Fox Lake are based upon Federal, State, and Local law and prudent money management. The Policy has been prepared in accordance with the Public Funds Investment Act (30 ILCS 235 / 2.5). The primary goals of these policies are:

1. To assure compliance with all Federal, State and Local laws governing the investment of monies under the control of the Village Administrator and Finance Director/Treasurer.
2. To protect the principal monies entrusted to these Offices, and
3. To generate the maximum amount of investment income within the parameters of this Investment Policy and the guidelines for suitable investments.

All participants in the Village's investment process shall act responsibly as custodians of the public trust. Investment officials shall recognize that the investment portfolio is subject to public review and evaluation. The overall program shall be designed and managed with a degree of professionalism that is worthy of the public trust.

## **II. SCOPE**

This investment policy applies to the investment of available assets of all Village funds under the direct management of the Village's Administrator and Finance Director/Treasurer.

### **Investment Policy (continued)**

The policy for the Illinois Municipal Retirement Fund (IMRF) and the Police Pension Fund will be as determined by the appropriate Boards of Administration and not covered by this Policy.

Funds set aside to decrease Village debt in conjunction with an advance refunding agreement will be invested in accordance with appropriate bond documents.

Should bond covenants be more restrictive than this policy, funds will be invested in full compliance with those restrictions.

Funds held by the County Treasurer during tax collection periods shall be governed by the County's investment policies to the extent that they do not conflict with this policy and should be invested by the County Treasurer for the benefit of the Village of Fox Lake as stipulated by the Village in accordance with 55 ILCS 5/3-11006.

All investments of the Village of Fox Lake must be made in compliance with Federal and State law and in accordance with applicable legal interpretations. Investment of any tax exempt borrowing proceeds and of any debt service funds must comply with the 1986 Tax Reform Act if the act applies to the debt issued.

### **III. PRUDENCE**

Investments shall be made with judgment and care-under circumstances then prevailing-that persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## **Investment Policy (continued)**

### **IV. OBJECTIVE**

The primary objective in the investment of Village funds under control of the Village Administrator and Finance Director/Treasurer is to ensure the safety of principal, while managing liquidity requirements of debt service and other financial obligations of the Village and providing the highest investment return using authorized investment instruments.

The primary objectives of the Village of Fox Lake investment activities are as follows:

**Legality:** The Village's investments will be in compliance with all statutes governing the investment of public funds.

**Safety:** Investments of the Village will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that the Village Administrator and Finance Director/Treasurer prudently manage market interest rate and credit risk.

**Liquidity:** The Village's investments will remain sufficiently liquid to enable the Village to meet all operating requirements that might be reasonably anticipated.

**Return on Investments/Yield:** The Village's investment portfolio shall be designed to obtain the highest available return, taking into account the Village Administrator and

Finance Director/Treasurer investment risk constraints and cash flow needs. The Village Administrator and Finance Director/Treasurer shall seek to obtain the highest available return using authorized investments.

### **V. ETHICS AND CONFLICT OF INTEREST**

It is the policy of the Village that no person acting on behalf of the investment function shall, in any manner, have any interest, either directly or indirectly, in any investments in which the Village is authorized to invest, or receive in any manner, compensation of any kind, from any investments from the sellers, sponsors, or managers of such investments. All persons authorized to trade on behalf of the Village must refrain from personal business activity that could potentially conflict with proper execution of this Investment Policy or impair their ability to make impartial decisions.

## **Investment Policy (continued)**

Investment advisors and money managers must adhere to a minimum level of standards consistent with the Association for Investment Management and Research Code of Ethics. If a more stringent regulation applies under an advisor's or manager's certification standard, then this policy dictates as the ethical benchmark.

### **VI. DELEGATION OF AUTHORITY**

Management responsibility for the investment program is hereby delegated to the Village Administrator and Finance Director/Treasurer who shall establish written procedures for the operation of the investment program consistent with this investment policy and approved by the Village Board. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Village Administrator and Finance Director/Treasurer and approved by the Village Board. The Finance Director/Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

### **VII. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS**

The Village Administrator and Finance Director/Treasurer will maintain a list of financial institutions authorized to provide investment services in the Village. The selection process for inclusion on this list will be detailed in the written administrative procedures for investments. No public deposits shall be made except in municipal depositories approved by the Village Board.

**Depositories:** The Village shall allow only regularly organized state or national banks insured by the Federal Deposit Insurance Corporation ("FDIC") and federal and state savings and loan associations insured by Savings Association Insurance Fund of the FDIC to be designed as possible municipal depositories. Depository institutions should be economically viable and have practices that would not impair the safety of investments.

**Broker/Dealer:** The Village Administrator and Finance Director shall evaluate interested broker/dealers on the basis of criteria set by the Village Administrator and Finance Director, including the firm's prior experience, financial stability, and other requirements deemed necessary. All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Treasurer/Finance Director with the following: audited financial statements, proof of National Association of Security Dealers certification, and proof of State registration. An annual review of the financial condition and registrations of qualified bidders will be conducted by the Finance Director/Treasurer.

**Authorized Advisors/Money Managers:** This policy requires that investment advisors possess the following qualifications:

## **Investment Policy (continued)**

1. Minimum five (5) years' continuous service for municipal clients.
2. Minimum three (3) years' municipal clients as current references.
3. Minimum licensing and certification as accepted in the industry for the service engaged.

### **VIII. AUTHORIZED INVESTMENTS**

The Village of Fox Lake is empowered to invest in certain types of securities as detailed in the Public Funds Act 30 ILCS 235. Among the authorized investments are:

1. Bonds, notes, certificates of indebtedness, treasury bills or other securities now or hereafter issued, which are guaranteed by the full faith and credit of the United States of America as to principal and interest;
2. U.S. agency and instrumental obligations which are limited to the following issuers:
  - a. Federal Home Loan Bank (FHLB)
  - b. Federal Home Loan Mortgage Corporation (FHLMC)
  - c. Federal Farm Credit Bank (FFCB)
  - d. Government National Mortgage Association (GNMA)
  - e. Federal Agricultural Mortgage Corporation (FarmerMac)
  - f. Tennessee Valley Authority (TVA)
  - g. Federal National Mortgage Association (FNMA)
  - h. Any other agency created by an Act of Congress
3. Institutional size depository investments such as interest-bearing savings accounts, interest-bearing certificates of deposit or interest-bearing time deposits or any other investments constituting direct obligations of any bank as defined by the Illinois Banking Act, including bankers' acceptance and bank notes.
  - a. The instruments or issuers shall have short-term ratings in one of the highest 2 classifications without regard to gradation by at least two rating agencies, one of which must be Standard and Poor's ("S&P") or Moody's, and long-term rating in one of the highest 3 classifications without regard to gradation by at least two rating agencies, one of which must be S&P or Moody's.
  - b. Investments may be made only in banks which are insured by the Federal Deposit Insurance Corporation. Any amount of the deposit in excess of the federal deposit insurance shall be either: (1) fully collateralized at least 110% percent by: (i) marketable U.S. government securities marked to market at least monthly; (ii) bonds, notes, or other securities constituting the direct and

## **Investment Policy (continued)**

4. General obligation of any agency or instrumentality of the United States; or (iii) bonds, notes or other securities constituting a direct and general obligation of any county, township, city, village, incorporated town, municipal corporation, or school district, of the State of Illinois or of any other state, or of any political subdivision or agency of the State of Illinois or any other state which are rated in either the AAA or AA rating categories by at least two accredited ratings agencies and maintaining such rating during the term of such investments; or (2) secured by a corporate surety bond issued by an insurance company licensed to do business in Illinois and having a claims-paying rating in the top rating category as rated by a nationally recognized statistical rating organization and maintaining such rating during the term of such investment;
5. Short term obligations of corporations organized in the United States with assets exceeding \$500,000,000 if (i) such obligations are rated at the time of purchase in either the AAA or AA rating categories by at least 2 standard rating services and which mature not later than 180 days from the date of purchase, (ii) such purchases do not exceed 10% of the corporation's outstanding obligations and (iii) no more than 5% of the public agency's funds may be invested in short term obligations of corporations; or
6. Money market mutual funds registered under the Investment Company Act of 1940, provided that the portfolio of any such money market mutual fund is limited to obligations described in paragraph (1) or (2) of this subsection and to agreements to repurchase such obligations and that such fund has a short-term rating of “AAAm” by S&P or Aaa by Moody’s.
7. Interest bearing bonds of any county, township, city, village, incorporated town, municipal corporation, or school district. The bonds shall be registered in the name of the Village or held under a custodial agreement at a bank. The bonds shall be rated at the time of purchase within the 4 highest general classifications established by at least two accredited rating agencies of nationally recognized expertise in rating bonds of states and their political subdivisions.
8. Bond funds registered under the Investment Company Act of 1940, as amended from time to time, provided that the portfolio is limited to bonds, notes, treasury bills, or other securities which are guaranteed by the United States government or agreements to repurchase these same types of obligations, and qualified U.S. agencies under 30 ILCS 235 et. seq.
9. Public Treasurers' Investment Pool created under Section 17 of the State Treasurer Act with a short-term rating of “AAAm” by S&P.
10. Repurchase agreements pursuant to the Investment Act. The securities, unless registered or inscribed in the name of the Village, shall be purchased through banks or trust companies authorized to do business in the State of Illinois. The term “repurchase agreements” as used herein shall include flexible repurchase agreements that permit the Village to withdraw funds as needed and master repurchase agreements that permit the deposit, withdrawal and redeposit of funds over time.

### **Investment Policy (continued)**

The securities described in clauses (1) and (2) above, or any other securities that the Village is authorized to acquire under law, may be acquired pursuant to agreements entered into between the Village and suppliers of such securities under which agreements suppliers agree to sell to the Village specified securities on specific dates at specific prices, all as established at the time of execution and delivery of any such agreements and as set forth in such agreements.

### **IX. INVESTMENT RESTRICTIONS**

The Village Administrator and Finance Director/Treasurer will not utilize investment of leveraged transactions, financial forwards, futures, hedged investments, index amortizing notes, dual index notes, de-leveraged bonds, range bonds, inverse floaters, interest only, principal only bonds and any other financial derivative. The Village Administrator and Finance Director/Treasurer is not authorized, without the approval of the Village Board, to

(i) invest in financial agreements whose returns are linked to or derived from the performance of some underlying asset such as bonds, currencies or commodities products, or (ii) borrow against or otherwise obligate Village investments.

### **X. COLLATERALIZATION**

In order to protect the Village public funds deposits, collateralization shall be required on all deposits, certificates of deposits, investments and repurchase agreements. So as to anticipate market changes and provide an adequate level of security for all funds, the collateralization level will be at least 110% of market value of principal and accrued interest. Collateral is required as security for any amount in excess of the federal deposit insurance limit. Collateral is limited to government or approved securities or surety bonds issued by top-rated insurers and Letters of Credit issued by the Federal Home Loan Bank equal to 110% of the amount of funds deposited that exceed the coverage limits provided by the FDIC.

Collateral will always be held by an independent third party with whom the entity has a current custodial agreement. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the entity and retained. The bank will provide the Village a copy of the Board minutes that approved the collateralization. Each time collateral is changed it must be approved by the Village. The change must be recorded in the next Bank Board Minutes and a copy of the minutes must be furnished to the Village.



## **Investment Policy (continued)**

### **XI. SAFEKEEPING AND CUSTODY**

To protect against potential fraud, embezzlement, or losses caused by collapse of individual securities dealers, all investment securities purchased by the Village, including collateral on repurchase agreements, shall be held by the Village or in safekeeping by the Village's custodian bank or a third party bank trust department, acting as agent for the Village under the terms of a custody or trustee agreement executed by the bank and by the Village. The primary agent shall issue a safekeeping receipt to the Village listing the specific instrument, rate, maturity, and other pertinent information.

All securities transactions conducted by the custodian on behalf of the Village are to be on a delivery-versus payment (DVP) only basis.

Investment officials shall be bonded to protect the Village against loss due to possible embezzlement and malfeasance.

### **XII. DIVERSIFICATION**

A variety of financial instruments and maturities, properly balanced, will help to ensure liquidity and reduce risk or interest rate volatility and loss of principal. Diversifying investments and maturities will avoid incurring unreasonable risks in the investment portfolio regarding specific security types, issuers or individual financial institutions.

### **XIII. MATURITIES**

To the extent possible, the Village will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Village will not directly invest in securities maturing more than three (3) years from the date of purchase. However, the Village may collateralize its repurchase agreements using longer-dated investment.

Reserve or Capital Improvement Project monies may be invested in securities not to exceed three (3) years. The maturity of such investments is made to coincide as nearly as possible with the expected use of the funds.

### **XIV. RISK MANAGEMENT**

1. Market Risk, Credit Risk, and Liquidity Risk, are typically associated with fixed income portfolio management. Their definition and the techniques used to control, evaluate and manage them are also discussed below:

## **Investment Policy (continued)**

2. Market Risk - the risk that the value of a security will rise or decline as a result of changes in market conditions.
  - a. Control Technique - the Village Administrator and Finance Director/Treasurer shall provide for market to market valuations on a monthly basis.
3. Credit Risk - the risk that an issuer will default in the payment of interest and/or principal on a security.
  - a. Control Technique - the Village Administrator and Finance Director/Treasurer will limit investments to the safest types of securities, pre-qualify the financial institutions, broker/dealers, intermediaries and advisers with which the Village will do business, and diversify the investment portfolio so that potential losses on individual securities will be minimized. The Finance Director shall provide ongoing evaluation and monitoring of creditworthiness of all counterparties.
4. Liquidity Risk - the risk that an asset cannot be converted quickly and easily into cash.
  - a. Control Technique - the Village Administrator and Finance Director shall create and maintain cash flow forecasts and will select securities and maturities that meet cash flow needs and provide for diversification within the portfolio to ensure compliance with established policy limits.

In addition to the aforementioned control techniques, any investment manager who is retained to manage assets on behalf of the Village is also required to participate in the risk management process and adhere to the Village's Investment Policy.

## **XV. INTERNAL CONTROLS**

The Village Administrator and Finance Director/Treasurer, as the Chief Investment Officer, shall maintain a system of internal controls and written operational procedures that shall be documented. The Village is subject to annual independent review of its internal controls by an independent accounting firm. This review will provide assurance that policies and procedures are being complied with. Such review also may result in recommendations to change operating procedures to improve internal control. The controls shall be designed to prevent loss of public funds due to fraud, error, misrepresentation by third parties, unanticipated market changes, or imprudent actions by employees or officers of the Village.

In addition, the Village's Investment Officer has established a system of internal controls to ensure that staff positions and functional duties are adequately segregated for separation of duties between investment and accounting operations.

## **XVI. PERFORMANCE STANDARDS**

### **Investment Policy (continued)**

The Village's investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the Village's investment risk constraints and cash flow needs.

The Village's Finance Director will utilize the average three-month Treasury Bill return or other appropriate benchmarks to determine whether average yields are being achieved.

#### **XVII. ACCOUNTING**

All investment transactions shall be recorded in the various Village Funds in accordance with generally accepted accounting principles as promulgated by the Government Accounting Standards Board.

#### **XVIII. REPORTING**

The Village's Finance Director shall submit quarterly an investment report to the Village Board that summarizes recent market conditions, economic developments and anticipated investment conditions. The report shall summarize the investment strategies employed in the most recent quarter, description of the portfolio in terms of investment securities, maturities, risk characteristics and other features. The report shall explain the quarter's total investment return and compare the return with target rate of return projections and budgetary expectations.

#### **XIX. CORRECTION OF NONCOMPLIANCE**

In the event of changes in market, the Investment Act or other applicable law, current holdings could fail to meet the guidelines of this policy. Whenever that occurs, the Village's Finance Director will immediately notify the Village Administrator, and appropriate action will be taken.

#### **XX. INVESTMENT POLICY ADOPTION**

The Village's investment policy shall be adopted by ordinance of the Village Board. The policy shall be reviewed annually by the investment officer and any modifications made thereto must be approved by the Village Board.

This policy supersedes all prior investment policies.

## GLOSSARY

The Annual Budget contains terminology unique to public finance and budgeting. This glossary was prepared to assist the reader of this document in the understanding of some of these terms.

- **Accountability** – The condition, quality, fact or instance of being obliged to reckon or report for actions or outcomes.
- **Accrual Basis of Accounting** – A method of accounting that recognizes financial transactions when they occur regardless of the time the intake of cash.
- **Activity** – A specific service performed by a component unit of a governmental organization that is responsible for a function such as police is an activity of the public safety function.
- **Agency Fund** – A fund normally used to account for assets held by a government as an agent for individuals, private organizations or other governments and/or other funds.
- **Annexation** – The incorporation of land into an existing village with a resulting change in the boundaries of that village.
- **Appropriation** – A specific amount of money authorized by Village Board to make expenditures and incur obligations for specific purposes, frequently used interchangeably with “expenditures.”
- **Assessed Value** – A valuation set upon real estate or other property by the Township Property Appraiser as a basis for levying taxes.
- **Asset Allocation** – The process to determine which types of investments are to be included in the composition of an overall investment portfolio.
- **Audit** – A systematic collection of sufficient, competent evidential matter needed to attest to the fairness of the presentation of the Village’s financial statements. The audit tests the Village’s accounting system to determine whether the internal accounting controls are both available and being used.
- **Available Fund Balance** – The portion of fund balance collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.
- **Balance Sheet** – That portion of the Village’s financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.
- **Basis of Accounting** – A term used when revenues, expenditures, expenses, transfers, assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on the cash, modified accrual or the accrual method.
- **Basis of Budgeting** – A method used to determine the recognition of Revenues and Expenditures for the budgetary process.
- **Bond** – A written promise to pay a specified sum of money, called face value or principal, at a specified date in the future, called maturity date, together with periodic interest at a specified rate.

## **Glossary (continued)**

- **Bond Refinancing** – The payoff and re-issuance of bonds, to obtain better interest rates and or bond conditions.
- **Budget** – A comprehensive financial plan of operations which attempts to allocate limited revenues among competing expenditure requirements for a given time period.
- **Budgetary Control** – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.
- **Budget Revision** – A change to the adopted budget as authorized by the Village Board.
- **Business-type Activities** – One of two classes of activities reported on government-wide financial statements. Business-type activities are financed in whole or in part by fees charged to external parties for goods or services. These activities are usually reported in enterprise funds.
- **Capital Budget** – The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.
- **Capital Equipment** – Equipment with a value in excess of \$20,000 and an expected life of more than five years such as automobiles, data processing equipment and furniture.
- **Capital Improvements** – Charges for the acquisition at the delivered price including transportation costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$25,000 and a useful life expectancy of at least two years.
- **Capital Improvements Projects** – An undertaking that has a specific objective, can be easily distinguishable from other work being performed, has a definite beginning and end, does not occur annually, and has a total cost in excess of \$100,000.
- **Capital Outlay** – Expenditures that result in the acquisition of or addition to fixed assets.
- **Capital Projects Fund** – Used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).
- **Cash Basis of Accounting** – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.
- **Cash Management** – The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the balance of the highest interest and return, liquidity and minimal risk with these temporary cash balances.
- **Charges for Service** – User charges for services provided by the Village to those specifically benefiting from those services.
- **Commodities** – Items which, after use, are consumed or show material change in, or an appreciable impairment, of their physical condition, and which generally have limited value and characterized by rapid depreciation.
- **Comprehensive Plan** – An official public document adopted by a local government as a policy guide to decisions about the physical development of the community. It is general long-range physical plan.

## **Glossary (continued)**

- **Constituent** – One represented politically or in business; a voter; client.
- **Debt** – A financial obligation resulting from the borrowing of money. Debts of government include bonds, notes, and land contracts.
- **Debt Ratio** – Ratios that provide a measure of assessing debt load and ability to repay debt, which play a part in the determination of credit ratings. They are used to evaluate the Village's debt position over time and against its own standards and policies.
- **Debt Service** – The payment of principal and interest on borrowed funds.
- **Debt Service Funds** – Used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- **Deficit** – The excess of expenditures or expenses over revenues or income during a single accounting period.
- **Department** – An organizational unit responsible for carrying out a major governmental function, such as Finance or Public Works.
- **Depreciation** – The decrease in value of physical assets due to use and the passage of time.
- **Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.
- **Enterprise Fund** – Used to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the costs of providing goods or services are financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
- **Equalized Assessed Value** – The value of property resulting from the multiplication of the assessed value by an equalization factor to make all property in Illinois equal one-third of its market value.
- **Equalization Factor** – A factor determined by the State which when applied to the counties' assessed value will cause all property to equal one-third of its market value.
- **Expenditures** – Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental transfers.
- **Expenses** – Charges incurred, whether paid or unpaid, resulting from the delivery of goods or services.
- **Façade** – The front, visible part, or most conspicuous component of a building. St. Charles has implemented a façade improvement program for its downtown businesses, in an effort to revitalize the area.
- **Fiduciary Funds** – Funds that are used when a government holds or manages financial resources in an agent or fiduciary capacity.
- **Fiscal Policies** – The Village's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed upon set of principles for the planning and programming of government budgets and their funding.

## **Glossary (continued)**

- **Fiscal Year (FY)** – Any consecutive twelve-month period designated as the budget year. The Village’s budget year begins May 1, and ends April 30 of the following calendar year.
- **Fixed Assets** – Assets of long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.
- **Franchise Fee** – A fee paid by public service businesses for use of Village streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include telephone, natural gas and cable television.
- **Full Time Equivalent (FTE)** – A standardized unit of measure used to determine the equivalent number of full-time employees. It is calculated by dividing the total hours actually worked or planned for a job class (regular and overtime) by a standard number of hours a full-time employee would work for the job class.
- **Fund** – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, residual equities, revenues, and expenditures, or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulation, restrictions, or limitations.
- **Fund Balance** – The fund equity of governmental funds. Changes in fund balances are the result of the difference of revenues to expenditures. Fund balances increase when revenues exceed expenditures and decrease when expenditures exceed revenues.
- **Generally Accepted Accounting Principles** – Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).
- **General Fund** – The general operating fund of the Village. It is used to account for all financial resources except those required to be accounted for in another fund.
- **General Obligation Bonds** – Those bonds that are backed by the “full faith and credit” of a municipality. The taxing power of local government is pledged in the covenant of one of these bond issues.
- **Goal** – A long-range desirable development attained by objectives designed to implement a strategy.
- **Governmental Fund Types** – Funds that account for a government’s “governmental-type” activities. These funds are the general fund, special revenue funds, debt services funds and capital project funds.
- **Grant** – Contributions of gifts of cash or other assets from another government to be used for a specified purpose, activity, or facility. Grants may be classified as either categorical or block, depending on the amount of discretion allowed the grantee.

## **Glossary (continued)**

- **Improvements** – The necessary changes to a parcel(s) of land that is required for its future development. These often include modifications of the roadways, water and sewer mains, and the parcels capacity for electricity.
- **IMRF** – Illinois Municipal Retirement Fund. Retirement system established for municipal employees of the state.
- **Income** – A term used in proprietary fund type accounting to represent: (1) revenues; or (2) the excess of revenues over expenses.
- **Infrastructure** – The permanent foundation or essential elements of a municipality. Roadways are a component of a local government's infrastructure.
- **Interfund Transfer** – Payment from one fund to another fund primarily for work or services provided.
- **Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlement, shared revenues, or payments in lieu of taxes.
- **Investment** – The placing of money, capital, or other resources to gain in a profit, as in interest.
- **LEADS** – Law Enforcement Agency Data System in a system used as a nationwide tool to track criminal activity, such as warrants for arrest and missing persons.
- **Levy** – (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by the Village.
- **Liability** – Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date.
- **Line Item** – A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated and appropriated at this level.
- **Liquidity** – The amount of cash and easily sold securities a local government has at one time.
- **Mileage** – The tax rate on real property based on \$1.00 per \$1,000 of assessed property value.
- **Mobile Data Terminals (MDT)** – Mobile Data Terminals are terminals that will allow police officers instant access from the squad cars to the National Crime Information Center. This will allow the officer to immediately check on stolen property or check a warrant.
- **Modified Accrual Accounting** – A basis of accounting in which revenues are recorded when collectable within the current period or soon enough thereafter to be used to pay liabilities of the current period, and expenditures are recognized when the related liability is incurred. Governmental fund types utilize this basis of accounting.
- **MFT** – Motor Fuel Tax is a tax on fuel consumption. Distribution of the tax collected is based on population. There are also state-funded programs for street resurfacing, curb and gutter work and storm sewer work.
- **Net Income** – Proprietary fund excess of operating revenues, non-operating revenues, and operating transfers-in over operating expenses, non-operating expenses, and operating transfers-out.



## **Glossary (continued)**

- **Non-Operating Expenditures** – The costs of government services which are not directly attributable to a specific Village program or operation. Examples include debt obligations and contributions to Human Service organizations.
- **Non-Home Rule Municipality**
- **Objective** – Something to be accomplished in specific, well-defined, and measurable terms and is achievable within a specific time frame.
- **Operating Budget** – A financial plan that presents proposed expenditures for the fiscal year and estimates of revenue to finance them.
- **Portfolio** – A compilation of investments held by an entity.
- **Privatization** – The transfer of services from the public sector to the private sector in an attempt to save tax dollars. This has been done to varying degrees and levels of success across the country.
- **Private Sector** – Business owned and operated by private individuals, as opposed to government-owned operations.
- **Public Sector** – The policies and procedures as conducted by local governments, states and the federal government. The majority of these activities are financed through tax levies.
- **Program** – An organized set of related work activities within a Bureau of a department, which are directed toward a common purpose or goal and represent a well-defined use of Village resources. Each Village department usually is responsible for a number of related service programs.
- **Property Tax** – A tax levied on the assessed value of real property (also known as “ad valorem taxes”).
- **Proprietary Fund Types** – The classification used to account for the Village’s ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds.) All assets, liabilities, equities, revenues, expenses and transfers relating to the government’s business and quasi-business activities are accounted for through proprietary funds. The Generally Accepted Accounting Principles used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the Governmental Accounting Standards Board has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.
- **Referendum** – The submission of a proposed public measure or law, which has been passed upon by legislature or convention, to a vote of the people for ratification or rejection.
- **Revenue Bonds** – Bonds whose principal and interest are payable exclusively from earnings of a specific, defined activity or facility which can be public, quasi-public, or private.
- **Retained Earnings** – An equity account reflecting the accumulated earnings of the Village’s proprietary funds.
- **Revenues** – Funds that the government receives as income. It includes such items as tax receipts, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

## **Glossary (continued)**

- **SCADA** – Supervisory Control and Data Acquisition. Computer controlled system operation and information in regards to the Village’s electrical and water system.
- **Special Revenue Funds** – Funds used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.
- **Tax Levy** – The total amount to be raised by general property taxes for operating and debt service purposes.
- **Tax Rate** – The amount of tax levied for each \$100 of assessed valuation.
- **Tax Increment Finance District (TIF)** – A special district established to revitalize a degenerating parcel of land/building funded through incremental property taxes.
- **Trust and Agency Funds** – Funds used to account for assets held by the Village in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.
- **User Fees** – A fee charged for receipt of public service to the party who benefits from the service.
- **Yield** – The yield on a fixed-income security is its current rate until maturity, based on its face value, its current market price and any interest coupons.

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