AGENDA

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025 at 7:00 PM

Jeffrey S. Braiman Council Chambers
Fifty Raupp Blvd Buffalo Grove, IL 60089-2139

1. Call to Order

a. Pledge of Allegiance

b. Roll Call

2. Village President's Report

a. Proclamation Recognizing October 7, 2025 as a Day of Remembrance and Solidarity (President Smith, Dane Bragg)

b. Buffalo Grove Days Parade Presentation (Trustee Johnson, Molly Gillespie)

c. Recognition of the Buffalo Grove Community Pageant Program (Trustee Johnson, Molly Gillespie)

3. Special Business

a. Fire Department Strategic Plan (Trustee Richards, Caitlin Wagener)

b. 2025 Preliminary Property Tax Levy (Trustee Cesario, Chris Black)

c. E-mobility Update (Trustee Richards, Tara Anderson)

4. Public Comment

Public Comment is limited to items that are not on the regular agenda. In accordance with Section 2.02.070 of the Municipal Code, discussion on questions from the audience will be limited to 5 minutes and should be limited to concerns or comments regarding issues that are relevant to Village Board business. All members of the public addressing the Village Board shall maintain proper decorum and refrain from making disrespectful remarks or comments relating to individuals. Speakers shall use every attempt to not be repetitive of points that have been made by others. The Village Board may refer any matter of public comment to the Village Manager, Village staff or an appropriate agency for review.

5. Executive Session

6. Adjournment

The Village Board will make every effort to accommodate all items on the agenda by 10:30 p.m. The Board does, however, reserve the right to defer consideration of matters to another meeting should the discussion run past 10:30 p.m.

The Village of Buffalo Grove, in compliance with the Americans with Disabilities Act, requests that persons with disabilities who require certain accommodations to allow them to observe and/or participate in this meeting or have questions about the accessibility of the meeting or facilities, contact the ADA Coordinator at 847-459-2500 to allow the Village to make reasonable accommodations for those persons.

AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 2.a.
Proclamation Recognizing October 7, 2025 as a Day of Remembrance and Solidarity

Contacts

Liaison: President Smith
Staff: Dane Bragg

Staff Recommendation

Staff recommends presentation.

Summary

Proclamation Recognizing October 7, 2025 as a Day of Remembrance and Solidarity

Strategic Alignment

Guiding Principle

Principle 6: Engages Our Residents
Principle 7: Builds Our Community

Goal

Goal 2: Enhanced, beautiful, safe and sustainable neighborhoods
Goal 3: Strengthened Buffalo Grove community identity and pride

File Attachments

1. Proclamation - Day of Remembrance and Solidarity - October 7 2025

BUFFALO GROVE

PROCLAMATION

Day of Remembrance and Solidarity - October 7, 2025

WHEREAS, on October 7, 2023, the Jewish people were subjected to a brutal terrorist attack that resulted in the murder of over 1,200 innocent lives, the abduction of 251 hostages into Gaza, thousands of injuries and widespread trauma in Israel and around the world; and

WHEREAS, October 7, 2023, occurred on Simchat Torah, a sacred holiday that celebrates the resilience of the Jewish people; and

WHEREAS, this assault marked the greatest single-day loss of Jewish life since the Holocaust; and

WHEREAS, despite centuries of persecution, the Jewish people have endured with strength and resilience, values embodied in their continued celebration of life, community, and tradition; and

WHEREAS, Jewish people across the globe continue to feel the deep impact of the October 7 attack; and

WHEREAS, we solemnly remember its victims and recognize the enduring pain of families whose loved ones, including two Americans, remain held hostage in Gaza; and

WHEREAS, the Village of Buffalo Grove is home to individuals, families and congregations with deep ties to Israel, including those whose loved ones were directly impacted by the events of that day, and;

WHEREAS, the Village of Buffalo Grove stands in unwavering solidarity with all those affected by the violence and terror that began on October 7, and continues to reverberate throughout the region and the world, especially in our Jewish community; and

WHEREAS, our community joins others in our region in denouncing antisemitism and all acts of hate and violence, while affirming our commitment to standing with and protecting our Jewish neighbors.

NOW, THEREFORE, I, Eric Smith, Village President of the Village of Buffalo Grove, do hereby proclaim October 7, 2025, as a Day of Remembrance and Solidarity with our Jewish community.

Proclaimed this 6th day of October, 2025.

_____

Eric N. Smith,
Village President

AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 2.b.
Buffalo Grove Days Parade Presentation

Contacts

Liaison: Trustee Johnson
Staff: Molly Gillespie

Staff Recommendation

Staff recommends presentation.

Summary

Background

The 2025 Buffalo Grove Days Parade was held on Saturday, August 30. President Smith will recognize the grand marshal, volunteer parade marshals, emcee and judges who ensured the success of the event. Parade Judges Jeff and Jane Berman will present the parade awards in six categories to selected recipients.

Strategic Alignment

Guiding Principle

Principle 5: Partnership with Local Districts
Principle 6: Engages Our Residents
Principle 7: Builds Our Community

Goal

Goal 3: Strengthened Buffalo Grove community identity and pride
Goal 5: More livable Buffalo Grove community with leisure experiences for all

File Attachments

None

AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 2.c.
Recognition of the Buffalo Grove Community Pageant Program

Contacts

Liaison: Trustee Johnson
Staff: Molly Gillespie

Staff Recommendation

Staff recommends presentation.

Summary

Background

President Smith will recognize the Buffalo Grove Community Pageant Program

Strategic Alignment

Guiding Principle

Principle 6: Engages Our Residents
Principle 7: Builds Our Community

Goal

Goal 3: Strengthened Buffalo Grove community identity and pride

File Attachments

None

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AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 3.a.
Fire Department Strategic Plan

Contacts

Liaison: Trustee Richards
Staff: Caitlin Wagener

Staff Recommendation

Staff recommends discussion.

Summary

Background

The Buffalo Fire Department worked with the Center of Public Safety Excellence (CPSE) by completing the new 5-year Strategic Plan. The CPSE team facilitated a one-day Community Stakeholder meeting which consisted of a presentation, an input form and a program prioritization worksheet. The goal of this meeting was to receive public feedback and identify the services that the department should and should not change. The community worksheet allowed the attendees to prioritize department services based off Fire Prevention/Public Education, Fire Investigation, Emergency Management, Fire Suppression, Emergency Medical Services, and Specialized Rescue. Feedback from the community showed the number one priority as Emergency Medical Services, followed by Fire Suppression and then Specialized Rescue. The input form had the attendees answer questions regarding expectations, concerns, strengths, and overall general remarks. The top three concerns from the attendees were the amount of road construction hindering response times, call volume increase capability, and staffing numbers. In reviewing the plan, you will see many favorable comments, highlighted by not changing public accessibility, excellent service, and public education. Gathering this information and feedback from the public was a key factor in creating the strategic plan.

The following three days consisted of the Agency Stakeholder meeting. Over the three-day period, community feedback was reviewed, giving the opportunity for the department to edit their mission, vision, and values. During this three-day period, the department was split into three different groups to perform a Strengths, Opportunities, Aspirations and Results (SOAR) exercise. After completing the SOAR exercise, the department was then split into two groups to develop goals based on the SOAR exercise. The goals of Group 1 were Personnel, Physical

Assets, Internal Communication, and External Communication. While the goals of Group 2 were Human Resources, Physical Resources, Internal, Communication, and External Communication. With a department consensus, the following goals were determined:

1. Enhance the use of personal resources to ensure the provision of world-class service to the community.
2. Modernize and manage physical assets to ensure operational readiness, firefighter safety, and cost-effective service delivery.
3. Optimize internal communications for the purpose of clear expectations and transparency.
4. Optimize external communications for the purpose of establishing expectations, enhancing safety, and fostering public trust.

The CPSE facilitators collected and analyzed all the information provided to create the final Strategic Plan document. The Fire Department reviewed the document and CPSE made any changes necessary. Overall, this was a good experience for everyone involved, and the input provided is what really shaped the new and updated 5-year Strategic Plan.

Financial Impact

The Fire Department has budgeted $4,250 in this current fiscal year to cover the final payment to CPSE.

Next Steps

CPSE will print and mail hard copies of the Strategic Plan to the Fire Department. Tonight's presentation will explain the highlights of the plan to the Village Board and offer the opportunity to address any questions that may surface from the presentation. Lastly, once a final print copy is received, staff will present the Village Board with a copy of the final plan.

Strategic Alignment

Guiding Principle

Principle 1: Financially Responsible and Sound
Principle 2: Outstanding Village Services
Principle 3: Plan and Invest in the Future
Principle 4: High Performing Village Team
Principle 6: Engages Our Residents
Principle 7: Builds Our Community

Goal

Goal 1: Maintained effective village government: fiscally responsible and providing outstanding, responsive services
Goal 4: Vibrant and innovative community: leading edge

File Attachments

1. Fire Dept 2025-2030 Strategic Plan_Final

2025-2030
STRATEGIC PLAN

Facilitated by:

CPSE Center for Public Safety Excellence®

BUFFALO GROVE
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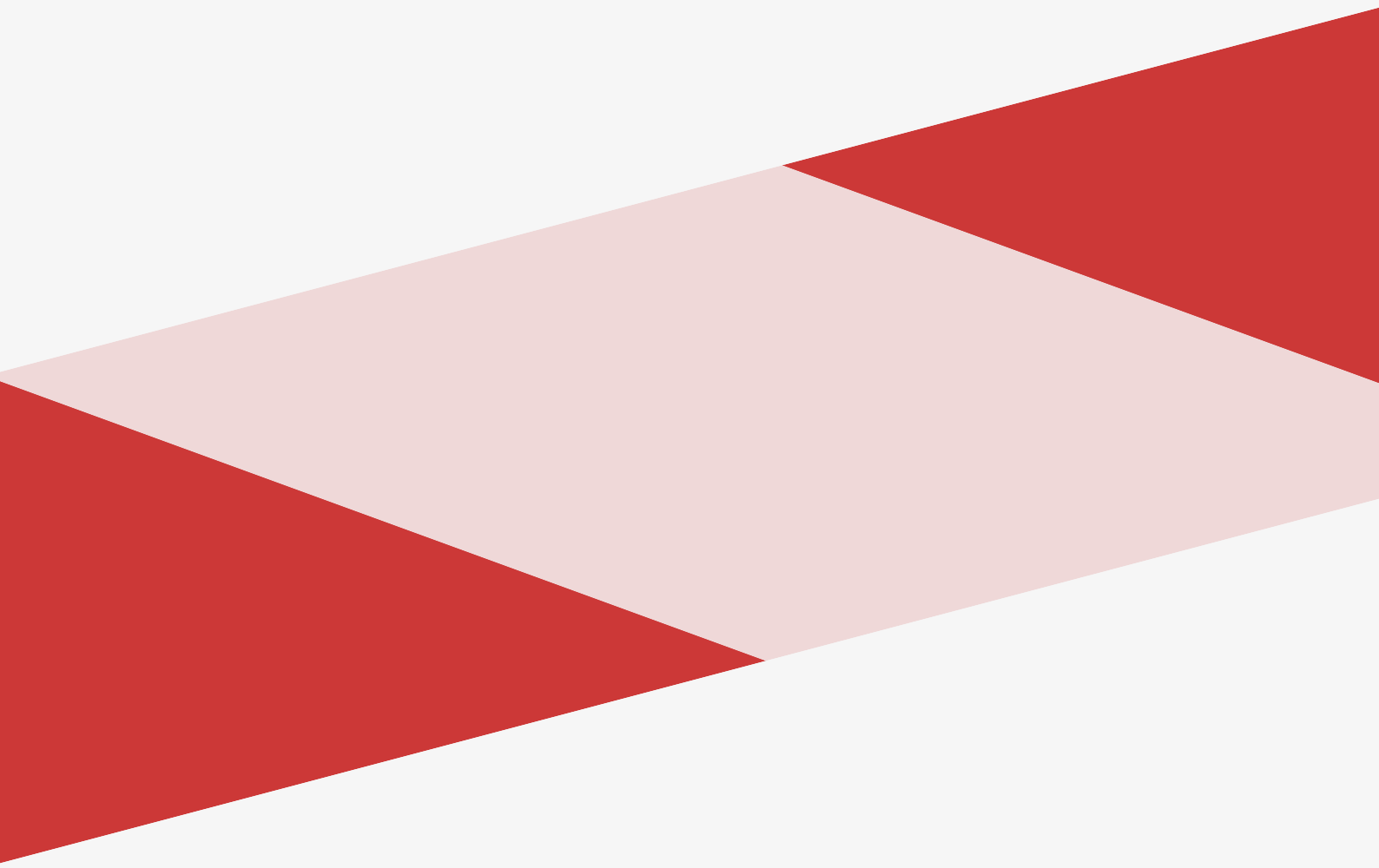


Table of Contents

Message from the Fire Chief	**2**
Introduction	**3**
Process	**3**
Agency Background	**6**
Mission, Values, Vision	**9**
Goals	**10**
Conclusion	**11**
Acknowledgements	**12**
Appendices	**13**
A. Community Stakeholder Findings	**13**
B. Agency Stakeholder Work	**18**

Message from the Fire Chief

Greetings!

It's my distinct privilege to lead the men and women of the Buffalo Grove Fire Department. As Fire Chief, I am proud to present you with the culmination of a comprehensive project that defines our agreement to the citizens to provide services in a professional and efficient manner. This strategic plan looks to the future and defines who we are currently, where we want to be in five years, and our pathway to get there. The plan recognizes that the Buffalo Grove Fire Department needs a roadmap to success which you will see illustrated in the pages that follow.

In preparing our plan, we sought feedback from external stakeholders, including school officials, business owners, local government representatives, and citizens. We asked the difficult questions and sought honest answers, all with the goal of improving operations and becoming a more efficient and effective organization.

The strategic planning team facilitated internal discussions with our members too. The process began with reviewing our mission statement and setting goals for success. The weeklong site visit allowed us to look at what defines us and how we can do better. By gathering data and setting expectations, consensus was achieved among the groups, showing alignment and a common focus moving forward. The goals, ideas, and expectations were compiled and put on paper, providing us with a plan for future success.

I look forward to working with our team to build on the traditions set forth by a great past as we build an even greater future! Technology, development, and education based on solid fundamental training will take this department and its members into the future and I'm excited to be a part of that energy and continued success.

Respectfully,

Lawrence Kane
Fire Chief

2025-2030 Strategic Plan

Buffalo Grove Fire Department

INTRODUCTION

The Buffalo Grove community serviced by the Buffalo Grove Fire Department (BGFD) receives top tier levels of professionalism and efficiency from the agency's proactive approach to risk reduction and emergency mitigation. As such, BGFD contracted with the Center for Public Safety Excellence® (CPSE®) to facilitate a community-driven strategic plan. The process utilized by CPSE aligns with the Commission on Fire Accreditation International® (CFAI®) fire and emergency services accreditation model but also considers all parameters prescribed by the authority having jurisdiction.

CPSE's approach to community-driven strategic plan gathers feedback and input from community and agency stakeholders while focusing on future change beyond the status quo. Beliefs, concepts, current processes, and values were among the many pieces considered and questioned to bring this planning document to reality.

The BGFD exhibited a commitment to the implementation and execution of this 2025-2023 Strategic Plan to become more efficient and effective in alignment with its community.

PROCESS

Understanding what the customer desires is vital to the success of any organization. In this case, the customer is the community that the Buffalo Grove Fire Department serves. This applies even if the service organization is a governmental entity. Community-driven strategic planning ensures the community remains a focus of the organization's direction, and community feedback is at the heart of all deliberations and development of this strategic plan.

The process of community-driven strategic planning and the plan itself represents the embrace of transition away from how an organization has always done things, seeking to find efficacies and outcomes based on change. The community-driven strategic plan provides a management roadmap built on a shared vision and structured for measurable results. With the involvement of a diverse group of agency stakeholders, the Buffalo Grove Fire Department's community-driven strategic plan encompasses various experiences, perceptions, and perspectives that can also work to build more internal organizational symbiosis. For the desired, measurable results to be realized, the process and the strategic plan must focus on substance, not form. Only then can the BGFD truly benefit from the process and realize its ultimate vision.

Community Stakeholders

FINDINGS

- Identify things the agency should and should not change, from the community perspective.
- Identify the community's 1) expectations for the agency, 2) concerns about or for the agency, and 3) aspects the community views as strengths or positives.
- Define the programs provided to the community.
- Establish the community's prioritized view of the programs and services provided by the agency.

AGENCY STAKEHOLDER WORK

- Identify the agency's strengths, opportunities, aspirations, and results.
- Revisit the mission statement, giving careful attention to the services and programs currently provided and which logically can be provided in the future.
- Revisit the values of the agency's membership.
- Revisit the agency's current vision, considering the consensus built from the strengths, opportunities, aspirations, and desired results.
- Identify the agency's challenges, service gaps, and causal effects through a thematic sifting process.
- Determine, by consensus, strategic initiatives for outcome-based organizational improvement.
- Develop strategic goals, SMART objectives with relative timelines, and comprehensive critical task concepts focusing on outcomes.

Agency Stakeholder Work

The process featured three days of agency stakeholder work sessions involving different members of the Buffalo Grove Fire Department.

DAY 1

DAY 2

DAY 3

Agency Background

Buffalo Grove has a rich history in the state of Illinois. Located in both Lake and Cook counties, the Village is a thriving suburb within the Chicago Metropolitan Area with a population of approximately 48,000 residents. The Village was formally incorporated in 1958 with an initial population of 164 residents. Buffalo Grove has continued to grow to its current status with a rich, diverse population. The Village of Buffalo Grove has a quality economy consisting of commercial companies providing a consistent revenue source beyond that of residential areas.

- In 1961, Buffalo Grove began running an ambulance service, with fire protection provided by the Wheeling Fire Protection District. This was an all-volunteer operation, and the ambulance was parked in the driveway of the volunteer on duty that day. The service was discontinued after two years, and the Department became virtually inactive.
- In 1965, the Department was reactivated under the Wheeling Fire Protection District on an in-training status. The Department began an extensive training program and began responding to calls along with the Wheeling Fire Department.
- In April of 1967, the Buffalo Grove Fire Department Inc. officially assumed responsibility for providing fire protection to Cook County Buffalo Grove.
- The first full-time employee, Fire Chief Wayne Winter, was hired in 1969. In late 1969 and early 1970, the Department added another engine and a ladder truck to its fleet.
- By 1972, the department had three full-time firefighters working eight-hour days Monday through Friday. Paid-on-call personnel slept at the station to respond to calls during the night. On December 1, 1972, paramedic service officially started, and the Buffalo Grove Fire Department responded on the first call. Buffalo Grove then responded to a second call in the system for a woman with a cardiac problem. Newspaper articles from that day show this call arriving at Northwest Community Hospital, as the media was unprepared for the first call.
- In 1975, the station on Dundee Road was built as the main Station and headquarters. The Department was then operating out of two stations, Dundee Road and the lower level of the Village Hall.
- In 1980, the Village Board voted to establish a municipal fire department, and on January 1, 1981, the Buffalo Grove Fire Department began providing service to all residents of Buffalo Grove. A new fire station was constructed and began operating on July 7, 1981, on the now Deerfield Parkway. Ten additional firefighter/paramedics were hired to staff this station.
- In 1991, a third fire station was built on Half Day and was staffed by three firefighter/paramedics each day on a fire truck with Advanced Life Support (ALS) capabilities. In 1991, the paid-on-call program ended with a conversion to a fully paid fire department with 54 sworn firefighters, two fire inspectors, and two secretaries.

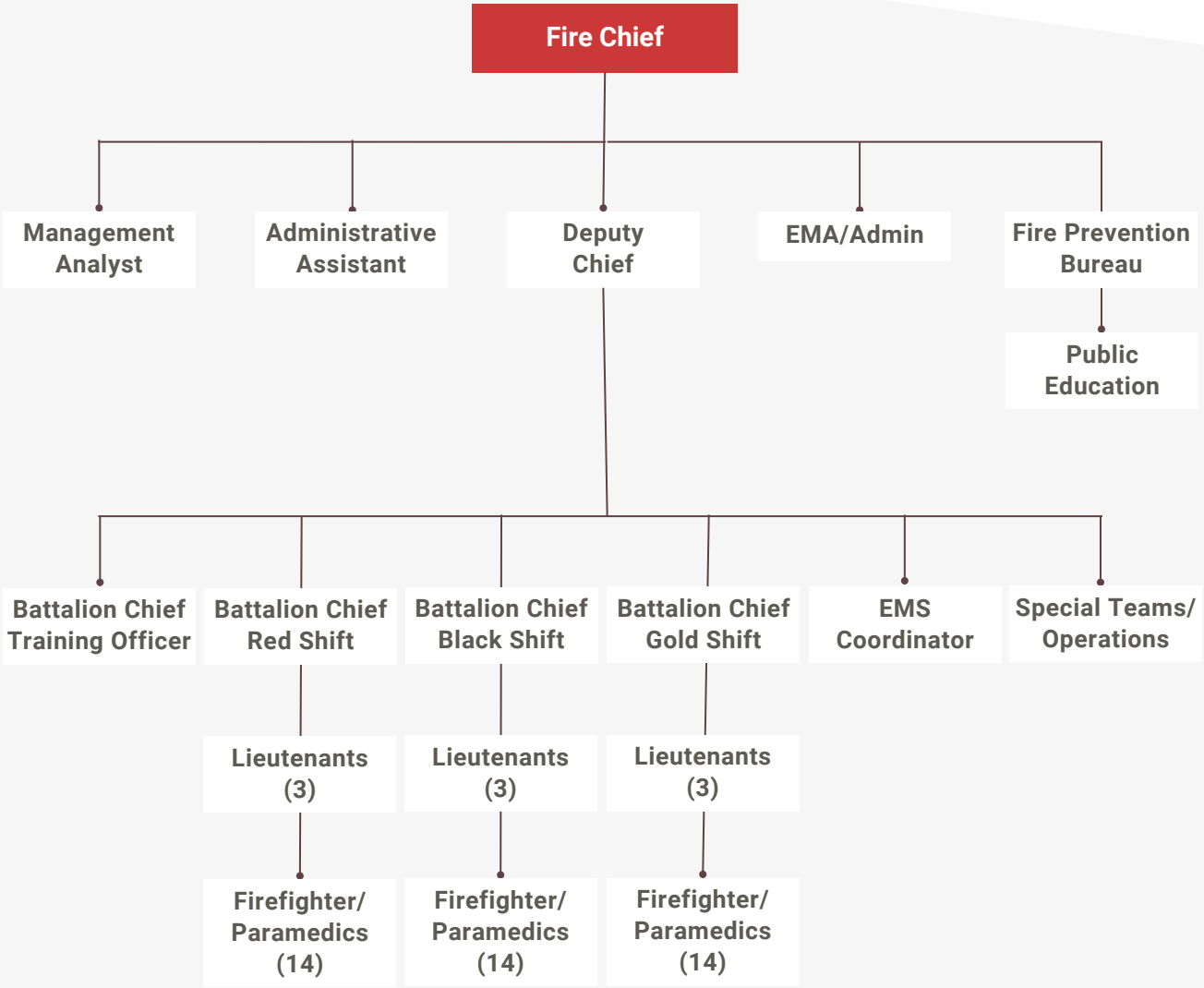
Agency Background

CONTINUED

- In 1993, the Department was awarded a Class 2 rating from the Insurance Services Office (ISO), and at that time, only 72 departments in the country were rated as Class 2.
- In 1994, an agreement was formed between Buffalo Grove, Wheeling, Long Grove, and Lincolnshire-Riverwoods to develop an advanced training center to benefit all four towns. The facility was built in the Buffalo Grove industrial park and officially opened in 1998 as the Combined Area Fire Training (CAFT) site.
- In 2002, Chief Allenspach retired after 13 years of service, and in 2007, Chief Sashko retired after 28 years of service. In 2012, Deputy Chief Pete Ciecko retired after 31 years, and in 2013, Deputy Chief Doug Postma retired after 31 years of service. Deputy Chief Baker was hired, and shortly after, he was promoted to Fire Chief in 2015 after Fire Chief Vavra retired.
- In 2018, a full-time training officer position was created and held by a Battalion Chief. In 2019, a full-time EMS Coordinator and Management Analyst were also hired. That same year, Buffalo Grove began the process to become a nationally accredited fire department and received Accredited Agency status with the Commission on Fire Accreditation International (CFAI) in 2023.
- In June 2022, Lawrence Kane was hired as the new Deputy Chief and was shortly promoted to Fire Chief in 2024 after Chief Mike Baker's retirement. Current initiatives under Chief Kane's leadership include vehicle updates and purchasing three new apparatus over the next three years. A new ambulance will be delivered in 2025, and a new rescue squad will be delivered in January 2026.
- In March 2025, Station 25 was closed, and a temporary station was opened at the old Village Public Works facility. Station 25 was built in 1975 as a volunteer station, and since then, the Department has outgrown it over the last 50 years. In May of 2025, the station was demolished. Construction of the new Station 25, in the same location, began with an expected opening date of Fall 2026.

Team Structure

The Buffalo Grove Fire Department's personnel have been highly effective in providing services and community involvement. Due to growth and an increase in population, the Fire Department prepares and deploys its resources and personnel accordingly. The Buffalo Grove Fire Department continues to honor its community with the provision of quality services through its proactive focus on risks and deployment from three stations that are located strategically throughout the 9.58 square miles of coverage area. Understanding its mission and values, the Buffalo Grove Fire Department envisions exceptional service and value to the community through teamwork, integrity, and a commitment to safety.



Mission, Values + Vision

MISSION

The mission provides an internal aspect of the existence of an organization and, to a degree, an empowering consideration for all BGFD members. The purpose of the mission is to answer the questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

A workgroup met to revisit the existing mission, and after ensuring it answered the questions, the following mission statement was created, discussed, and accepted by the entire group:

The Buffalo Grove Fire Department is committed to safeguarding the lives and property of our community through professional, compassionate, and exceptional emergency services. We strive to deliver excellence in fire suppression, emergency medical response, rescue operations, fire prevention, and public education with integrity, courage, and dedication. We work in partnership with our residents to ensure a safe and resilient community.

VALUES

Values embraced by all members of an organization are extremely important, as they recognize the features that make up the personality and culture of the organization. A workgroup met to revisit the existing values, and after ensuring it answered the questions, the following values were created, discussed, and accepted by the entire group:

We serve with respect, uphold honesty, and lead with integrity. Through unwavering loyalty and strong teamwork, we protect our community with courage and commitment.

The mission and values are the foundation of this agency. Thus, every effort will be made to keep these current and meaningful to guide the individuals who make up the Buffalo Grove Fire Department to accomplish their goals, objectives, and day-to-day tasks.

VISION

An organizational vision exists to keep all agency members focused on the successful futurity of the Buffalo Grove Fire Department and to guide quality change and improvement in alignment with the community. In support of the futurity created within the community-driven strategic planning process, CPSE facilitated the revision of the BGFD's vision for the future. The agency will support the reality of this vision through successful plan implementation and goal achievement.

The Buffalo Grove Fire Department strives to set the standard as an emergency services provider, delivering exceptional service and value to our community through teamwork, integrity, and a commitment to safety.

Goals

Community feedback and the SOAR process led to the determination of strategic initiatives representing the high-level issues the agency stakeholders developed into goals. The BGFD must now make these goals a focus of efforts that will direct the agency to its desired future. Goals with complete objectives, tasks, timelines, and assignments are included in the separate Management and Implementation Guide (MIG).

Goal 1

Enhance the use of personnel resources to ensure the provision of world-class service to the community.

Goal 2

Modernize and manage physical assets to ensure operational readiness, firefighter safety, and cost-effective service delivery.

Goal 3

Optimize internal communications for the purposes of clear expectations and transparency.

Goal 4

Optimize external communications for the purpose of establishing expectations, enhancing safety, and fostering public trust.

Conclusion

Working with community and department members from all levels, this strategic plan was developed, and the work is truly just beginning. Agency stakeholders must now execute and institutionalize the plan to ensure the community's expectations and the Buffalo Grove Fire Department's vision remain congruent. The accompanying MIG will assist the BGFD in the mechanics of implementation. The guide is not intended to be all-inclusive; rather, it provides flexibility to ensure future success.

It must be remembered that during this journey of regeneration through change and improvement, recalculation may need to occur to find the success desired. This strategic plan is a roadmap to help the Buffalo Grove Fire Department navigate that change and futurity. The ability to pivot to meet the current environment as institutionalization and implementation occur, provides a greater likelihood that the desired outcomes and efficacies will be realized as envisioned.

Acknowledgments

The Center for Public Safety Excellence® (CPSE®) acknowledges and thanks the community and Village of Buffalo Grove Fire Department (BGFD) stakeholders for their participation and input into this community-driven strategic planning process. The CPSE also recognizes Fire Chief Lawrence Kane and all who participated for their commitment to this process.

This community-driven strategic plan was developed in April 2025, beginning with a meeting facilitated by representatives from the CPSE for community members, as named below. The community stakeholders' feedback considered by agency stakeholders in developing this strategic plan can be found in Appendix A.

COMMUNITY STAKEHOLDERS

Sean Bjornson
Frank Cesario
Jenn Forman
Betty Ganschow
Shari Ginsberg
Katie Golbach
Joan Koriath
Ken Lazar
Jessica McIntyre
Bill Montemayer
Kathryn Sheridan
Chris Stilling
Jack Solway
Martha Weiss

The agency stakeholder work sessions, conducted over three days, involved a group representing a broad cross-section of the BGFD, as named below.

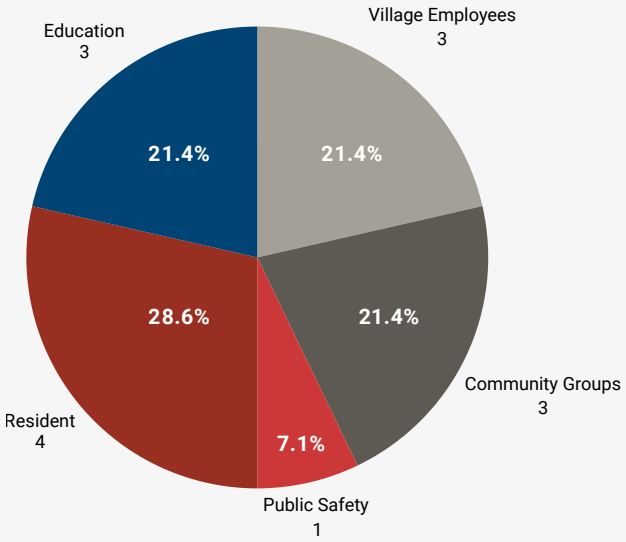
AGENCY STAKEHOLDERS

Dustin Baniqued
Brian Beck
Robert Beckman
Alec Budnik
James Carroll
Brian Chrencik
Shawn Collins
Patrick Dinsmore
Frank Doll
Austin Eaton
Kevin Gatto
Michael Gleeson
Lisa Henson
Robert Herrmann
Joshua Himmelspach
Jay Huh
Lawrence Kane
Charles Kolder
Cody Kruse
Piotr Kujawowicz
Chad McCormick
Courtney Michaels
Willliam Navarro
Daniel Pasquarella
Tyler Peterson
Brian Potesta
Dennis Quill
Scott Renshaw
Steve Rusin
Andrew Russell
Jacob Senese
William Simmons
Joe Solecki
Gary Steadman
James Vena
Caitlin Wagener
Kenneth Whisler
Joe Wieser
Andrew Wojcik
Scott Wood
David Zabilka

Appendices

A. COMMUNITY STAKEHOLDER FINDINGS

The Buffalo Grove Fire Department demonstrates a commitment to its community via a focus on community input and satisfaction. A community stakeholder session was held to gather feedback from the respondents on the agency and its various services delivered. The information gathered from the community stakeholder feedback provided understanding to the agency stakeholders of any misalignment within its organizational foundation and performance or value-based expectations or concerns from which new improvement strategies and processes may be created.



Community stakeholders were identified by the agency to ensure broad representation. The breakdown of groups represented is presented to the right.

Respondents were asked to list, in priority order, up to three subjects relative to expectations, concerns, and strengths or positives for the BGFD. Expectations and concerns were then analyzed for themes and weighted. The numbers in the parentheses are the cumulative weighted value that correlate with the themes identified. While the themes are listed in prioritized and weighted order, all responses were important in the planning process. Strengths or positives are listed verbatim and may be repeated based on different respondents. The specific data and findings from the community stakeholder respondents are provided on the following pages.

COMMUNITY STAKEHOLDER FINDINGS (CONTINUED)

Community Expectations of the Village of Buffalo Grove Fire Department
(in priority order)

1.Prompt response to emergencies. Quick response when a need arises. Quick response to the school in the event there is an emergency at our high school. Respond timely. Timeliness of 911 calls. Exceptional response times and preparedness to mitigate crises. (28)

2.Provide training support for agency staff to better benefit both parties. Highly trained professionals. Up-to-date training programs - paramedics and firefighters. Ongoing training and development for constant improvement. Everyone trained at the highest level for all possible calls. (19)

21.4% 21.4%

3.Support in crisis - medical or fire. Helped me with a gas leak. Excellent patient care. They protect the Village and its citizens. (18)

4.Public education about safety hazards and how to deal with them. Ability to work with students while also maintaining safety of varying ages. Share training opportunities that could benefit the community. More community outreach offerings (CPR classes, lectures, publc safety, smoke detectors). Community outreach and education. (13)

7.1%

5.Responsiveness. (8)

6.Continued excellence of service - adequate staffing. (5)

7.Participate in our yearly emergency drills to ensure our responses and emergency plans are efficient. Ability to work with our school response team to provide feedback and guidance to ensure the safety of our students. (4)

8.Younger generation to have a higher level of service ethics. (3)

9.Professionalism. (3)

10.Culture that encourages growth, retention, speaking up, and commitment to serving Buffalo Grove. (3)

11.I would like to see a FD webpage, not just post on the Village page. (3)

12.Have new builds (complex) helped support the FD - i.e., a new ambulance or specialized equipment? Having equipment, facilities, and gear to provide service and keep firefighters and paramedics safe. (2)

13.Consistent inspections (i.e., when things haven't changed but now they are being flagged or provide the "why"). (1)

14.Experienced. (1)

15.Have resources for success. (1)

16.Consistency. (1)

COMMUNITY STAKEHOLDER FINDINGS (CONTINUED)

Areas of Community Concern about the Village of Buffalo Grove Fire Department
(verbatim, in priority order)

1.Road construction projects hindering the ability to get to an emergency. Contingency plans to access emergencies given construction or other road impediments. (10)

2.Call volume keeps increasing, especially for EMS calls. Consider a fourth ambulance at Station 26. Not a jump company or a squad like AHFD to chase the ambulance calls to decrease wear and tear on Truck 25, Engine 26, and Engine 29. Community paramedicine for helping decrease non-emergency calls, i.e., nurse and medic following up with diabetes calls to go to the emergency department for sepsis. (8)

3.Staffing. Staffing concerns - ability to attract quality individuals. (8)

4.Recruiting in a difficult environment. Finding new hires. (8)

5.Ensuring programs to reduce costs due to injury. Not just keeping civilians safe but themselves as well. (8)

6.Reaching out to a changing demographic in our community for public education. Upper management/Village support for community group trainings. Maybe offer more for seniors as to safety instruments (if they can't make a class). (6)

7.Being on time. (5)

8.We would love more opportunities to partner together in the community - around safety and community education. (5)

9.Fleet. (5)

10.Competing interests for financial resources. (5)

11.Making sure they have and use proper and up-to-date equipment. (5)

12.Small concern/question – With the required Knox boxes on buildings, it can become an added cost for districts - Can this be looked at as a joint cost? (3)

13.Prioritization of activities. (3)

14.Ongoing growth of the community and the potential growth needed for the fire department. (3)

15.Future of ambulance billing costs - reimbursement, high cost for non-resident and lift assists. (3)

16.Being (me) unaware of code changes and not being able to correct the issue timely. (1)

17.Training needs. (1)

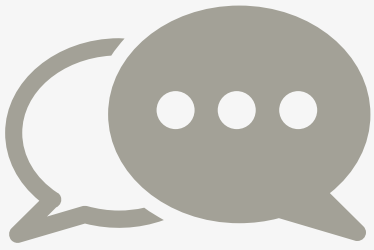
18.Stay "modern." (1)

19.Cost of future collective bargaining agreements/pension. (1)

COMMUNITY STAKEHOLDER FINDINGS (CONTINUED)

Positive Community Comments about the Village of Buffalo Grove Fire Department
(verbatim, in no order)

- Ability to calm senior residents and make them think they are important residents.
- No news is good news, which means the department does a great job of meeting community needs.
- Partnerships with the school districts relative to safety are strong.
- Response times to 911 calls in our school are great.
- Community visibility – Open House, Block Parties, etc.
- Communication and engagement.
- Public safety meetings.
- Installing smoke detectors for residents.
- I felt safe when my building's fire alarm went off.
- Staff really provides positive experiences when attending trainings – our staff really enjoy it.
- The fire department is very willing to attend trainings and group talks. The members and staff enjoy those discussions.
- Very well!
- Getting citizens involved.
- Providing smoke detectors.
- Highly trained professionals.
- Great leadership.
- Passion for Buffalo Grove.
- Community resource.
- Present.
- Educated.
- Service above self.
- Leadership.
- We have a positive working relationship between the high school and the fire department.
- Great relationship with the fire department and school district.
- Staff is kind and willing to partner together in all situations.
- We appreciate our bi-annual safety meeting between police and fire.
- The staff are great with students and families.
- The professionalism of the staff and their expertise in what they do.
- Their public image in the community and involvement in public events, such as National Night Out.
- Keep the high standard of EMS care.
- They have saved my life a few times, Thank You!



COMMUNITY STAKEHOLDER FINDINGS (CONTINUED)

Other Community Comments about the Village of Buffalo Grove Fire Department (verbatim, in no order)

- Happy to see public education at Passover Service for Burning Bread – Thank You!!
- Thank you for all the department does, I look forward to working with you all.
- Source of pride for us residents, and peace of mind!!
- Keep DEI initiatives.

Things the Community Feels the Village of Buffalo Grove Fire Department Should Change (verbatim, in priority order)

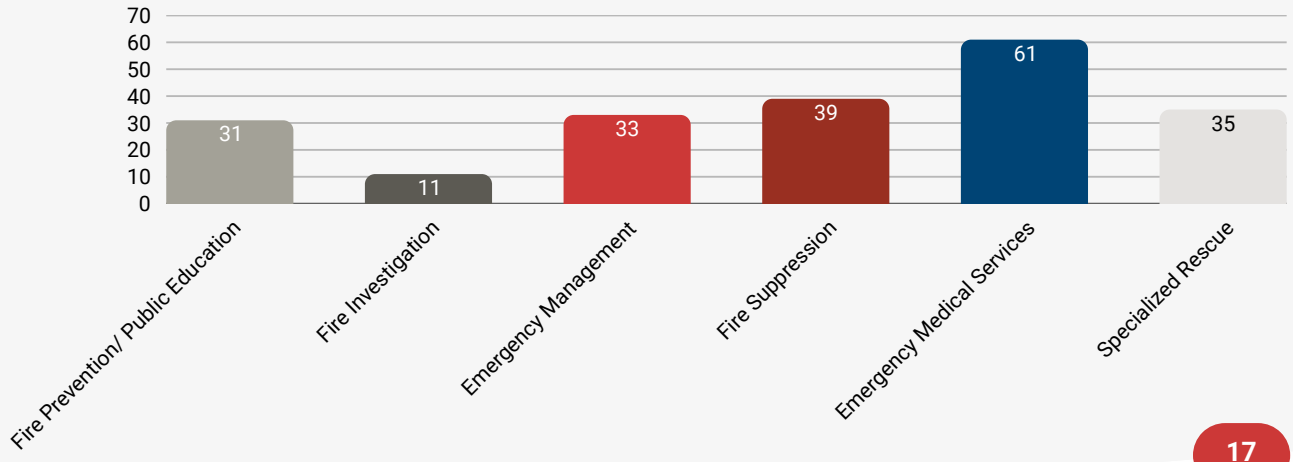
1. Program reaching out to the senior community.
2. Reducing cancer exposure.
3. Electronic inspection forms (plus others).
4. Share vision more broadly (like today!).
5. A person who is responsible for patient EMS information.

Things the Community Feels the Village of Buffalo Grove Fire Department Should NOT Change (verbatim, in priority order)

1. Accessibility to the public.
2. Excellent service to the community.
3. Public education.
4. Community outreach.
5. The willingness of being a community partner.
6. Community involvement.
7. Passion for the community!
8. Great customer service and relationship!
9. Their professionalism and great training.
10. Staffing.

Community-Prioritized Programs

Understanding how the community prioritizes the agency's programs and services allows the Buffalo Grove Fire Department to ensure its focus on resource allocation aligns. With that, prioritization feedback was garnered with an instrument that compared the prioritization of the programs and services offered by the BGFD. The results were as follows:



B. AGENCY STAKEHOLDER WORK

A group of agency stakeholders representing the various segments of the BGFD attended a three-day work session to review the community feedback, develop or revise the agency's mission and values, and establish a quality focus on the way forward in developing this community-driven strategic plan. Additionally, the process included an environmental scan in the form of a strengths, opportunities, aspirations, and results (SOAR) analysis to better understand the current situational aspects impacting the agency.

SOAR

The agency's internal stakeholders utilized a strategic environmental analytic method known as **SOAR**: where members consider the organization's current **S**trengths, **O**pportunities, future **A**spirations, and strategic **R**esults to formulate a path for continuous improvement. The **SOAR** process was conducted for reflection, focus, and alignment with the organization's vision, mission, and set of values. This appreciative inquiry process provided environmental scanning for strategic direction, associated plans through the application of innovative ideas, and a positive strategic framework that brings clarity to the agency's vision for leadership in day-to-day functions.

Strengths

- Willingness to train
- Destination department
- Fire department flexibility and adaptability – ability to change our day
- Awareness of public image
- Training division – opportunities, organization
- Commitment to going above and beyond providing professional services to the community
- EMS/Fire equipment
- Hiring process
- Foreign Fire Tax Board
- Funding sources
- Aggressive firefighting tactics and strategies
- Health and wellness screenings
- Support from management
- Public education for seniors
- The youth of the department - embracing technology and change, health and wellness, and wearing PPE
- EMS delivery
- Commitment to physical fitness – Sorirnex
- Access to progressive technology Lucas, Sapphire, Extrication
- Commitment to education – tuition reimbursement
- Passion for quality and innovation in EMS care
- Personnel – work ethic, experience, professionalism, attitudes
- Ability to bring forth ideas
- Local/Administration/Village relations
- Support for special teams
- Village support of the Fire Department
- Training opportunities
- Fitness initiatives
- Autonomy of decisions and budget
- Strong image from the public perspective
- We have a healthy budget
- Positive and healthy work environment

Opportunities

- Community outreach/public education – seniors through community help/health programs
- Recruitment – diversity (reflect the community) – not passive – increase recruiting – active outreach
- Make training more visible; showcase and advertise what we do
- Fleet – cost of vehicles, time to get, cost to keep on the road, loss of vehicles during service
- EMS equipment needs to look/remain current and professional while being functional
- Expanding apparatus committee to perform repair work with Public Works
- CPR class – add "Stop the Bleed," first aid, targeting schools and other businesses
- Improvements to the training center – props and technology
- Full-time public educator
- Add manning to staff a third full-time ambulance
- Increase training budget for more training
- Use community data to match the needs for additional department and bureau staffing
- Increase communication between management and line staff
- Dedicated Special Teams vehicles
- Community health program
- Better communication between other departments
- Increase tuition reimbursement amount.
- Information/Marketing – create a social media page with info for the Fire Department, not an afterthought or fill-in on the Village page. Show the community the great things we do every day.
- Increase Special Teams membership
- Encourage higher education
- Better community programs

Aspirations

- Community Internship Program
- Leadership involvement and buying-in to the future vision/planning
- All members are physically fit and mentally strong
- Increase staffing – add a third ambulance and squad to better serve the community
- Ensure a positive morale for all employees
- Prioritize the health/wellness of members more
- Modern facilities and technology to meet the challenges of today's fire service (wider door widths)
- Use data to improve services
- Improve day-to-day schedule organization/ communication
- Prioritize taking care of our own
- Response model that reflects the community's needs
- Have equal education/certifications/training for all front-line staff
- Better specialized equipment
- Always have the best/newest equipment/vehicles/technology
- Ensure all employees are treated fairly and equitable
- Have a community health outreach program
- Transition to community risk reduction from the public education program
- Be a destination department for new hires
- Be the #1 EMS provider in Illinois
- Achieve ISO 1 rating

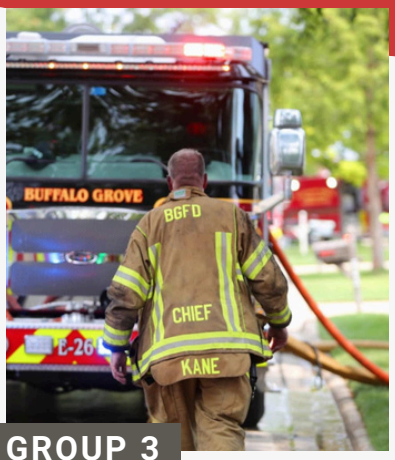
Results

GROUP 1

- Ability to deliver a high level of service
- Improved candidate pool
- Improved firefighter/paramedic health/longevity
- Better relationship with the community and improved public support
- Improved community involvement
- Improved public education
- More realistic training opportunities
- Reduction in vehicle maintenance cost and vehicle out-of-service time
- Lower injury and illness
- Reduced insurance costs
- Smoother operations
- Higher opinion and support from the community

GROUP 2

- Develop community health programs that reinforce the need for Fire/EMS services as well as personal well-being
- The public/residents can see our hard work, training, and modern equipment by training in the community
- Social media posts show residents where their tax dollars go and that we are worth it
- Increased community outreach across all community demographics
- Use data results for improving justification of program expenses
- Continued recruitment and retention of quality personnel
- Increased revenue, less reliance on mutual aid, and decreased wear and tear on the tower ladder
- Continued support from the community
- Passion for quality improvement in EMS care will show in save rate, EMS care, and customer -community satisfaction
- Increased utilization of computers, software, and technology
- Increased use of PPE and fitness programs – healthier members
- Continued recruitment and retention of quality personnel – mission success
- Ability to fund initiatives and provide exceptional service



GROUP 3

- Increased quality recruitment
- Appropriate response to mitigate emergencies
- Improved buy-in and cohesiveness in vision
- Better/well-rounded workforce
- Improved outcomes for patients, alleviate minor calls, reduced costs (Medicaid, Medicare, Insurance for residents)
- Allows front-line staff to do their jobs better
- Better prepared to respond to anything
- Better workforce to provide a high level of service
- Opportunity for growth
- Atmosphere that fosters innovation
- Better outcomes for residents
- The health of firefighters – reduce loss
- Transparency within the department
- Better outcomes for senior patients and resources
- Village trusts the Fire Department
- Better response time and money for the Village
- Increased transparency and smoother transition to change – SOPs
- Better educated and well-rounded – updated tactics
- Better working relationships with Village stakeholders
- Better outcomes for our patients with well-rounded and equipped Special Teams

Programs and Services

It is imperative that agency stakeholders distinguish between the core deliverables (programs and services) provided by BGFD and those supporting services that help the agency provide the core programs and services. With this understanding, the agency stakeholders can further define where the issues and gaps exist within the organization and provide more of a basis for the environmental scan that is conducted. To bring this understanding to fruition, CPSE provided guidance and gained consensus understanding with the entire group so that the difference between the deliverables and the supporting functions were understood.

Challenges and Service Gaps

After sifting through data and feedback provided by the community stakeholders, and the internal environmental scan conducted, the agency stakeholders, by consensus and group effort, determined that the following challenges and service gaps exist within the BGFD. Each challenge or gap listed is accompanied by the causal effects determined by the two groups. They are then linked to the strategic initiative identified by the agency stakeholders.

Group 1	Group 2	*Initiative Link*
Personnel • Increase quality recruitment • Increase staffing • Training/Education opportunities • Health and Wellness • Membership engagement/accountability	Human Resources • Staffing • Recruitment • Physical readiness • Mental Health/resilience • Leadership involvement • Health outreach • Diversity • Mindfulness	**Personnel Resources**
Physical Assets • Fleet maintenance/management • Maintain technological standards • Station/Facility maintenance • Appropriate deployment to meet community needs	Physical Resources • Station repairs • Apparatus repairs/maintenance • Fleet maintenance • Work orders • Equipment acquisition • Equipment at each station • Training resources • Modernize fire prevention	**Physical Resources**
Internal Communication • Labor management communications • Communication between shifts • Communication from committees • Two-way communications – top-down, bottom-up • Communications from Public Education/Prevention • Pre-plans	Internal Communication • Enhanced internal communications • Communication between the shifts • Communication from staff down • Communication from officer to officer • Communication between EMS crews • Public Education to line crews (block parties/fire drills) • Special Teams • Communication from down-up • Clarification of roles/areas of responsibility	**Internal Communi-cations**
External Communication • Interdepartmental communication within the Village – Public Works, Police Department, etc. • Village stakeholder communications – Park District, School District, Businesses • Public Education initiatives • Mobile integrated healthcare • Communication with the public directly • Mutual aid department communication	External Communication • Public Works • Police Department • Make training more visible • Fire Department website • Building and Zoning • Communication with information technology • Other departments	**External Communi-cations**

Strategic Initiatives

Based on all previously captured information and determining critical issues and service gaps, the following strategic initiatives were identified as the foundation for developing goals and objectives.

- Personnel Resources
- Physical Resources
- Internal Communication
- External Communication

Final goals with complete objectives, tasks, timelines, and assignments are included in the separate ***Management and Implementation Guide***.

FIRE
BUFFALO GROVE
DEPT

BUFFALO GROVE
smart. with heart.

BUFFALO GROVE FIRE DEPARTMENT
1051 HIGHLAND GROVE DRIVE
BUFFALO GROVE, ILLINOIS 60089

AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 3.b.
2025 Preliminary Property Tax Levy

Contacts

Liaison: Trustee Cesario
Staff: Chris Black

Staff Recommendation

Staff recommends presentation.

Summary

See attached memorandum

Strategic Alignment

Guiding Principle

Principle 1: Financially Responsible and Sound
Principle 3: Plan and Invest in the Future

Goal

Goal 1: Maintained effective village government: fiscally responsible and providing outstanding, responsive services

File Attachments

1. COW 10.6.25 Preliminary Tax Levy

MEMORANDUM

DATE: October 6, 2025

TO: Village Manager Dane Bragg

FROM: Chris Black, Finance Director

SUBJECT: Proposed 2025 Property Tax Levy

RECOMMENDATION

Staff recommends consideration of the total property tax levy prior to abatement of $23,044,854, a 9.1 percent increase from the prior year. With the proposed abatements, the net levy is $17,441,179, an increase of 1.9 percent or $325,638 year-over-year.

Staff recommend a proposed abatement of $5,603,675 consisting of $736,938 on the series 2012 bonds, $382,131 on the Series 2016 Bonds, $1,893,900 on the Series 2020 bonds, $992,650 on the Series 2022 bonds, and $1,598,056 on the Series 2025 Bonds

BACKGROUND

In conjunction with the development of the FY 2026 Village Budget, staff developed a recommendation for the FY 2025 Property Tax Levy to be extended and collected in 2026. The current year's levy (2024 Tax Levy/collected in 2025) is $21,123,080, minus abatements of $4,007,539, resulting in a net levy of $17,115,541. The net levy was at the same level as 2023 for an increase of 0.0 percent. The components of the change were the following:

2024 Levy Purpose	Increase/(Decrease)
Corporate Levy	0.0%
Special Purpose/IMRF	0.0%
Public Safety Pensions	0.0%
Debt Service	-1.5%

The initial levy request as part of the budget process (prior to abatement consideration) is $23,044,854 or a 9.1% percent decrease. The components of the change are as follows:

2025 Levy Purpose	Increase/(Decrease)	Amount
Corporate Levy	0.0%	$0
Special Purpose/IMRF	0.0%	$0

Public Safety Pensions	5.6%	$325,638
Debt Service	36.8%	$1,921,774

Corporate Levy

The amount requested of $9,171,988 is the same as the prior year for the Corporate Levy, which is used to support public safety operations. The Village uses the Municipal Cost Index (MCI) to measure inflation. The MCI is a composite index that adjusts to the cost of materials and supplies, wages and contracted services. The composite index includes the Consumer Price Index, Producer Price Index, and a construction cost index. The MCI for the annual period ending August 2025 is 2.66 percent.

Debt Service

The current year's debt service requirement was $4,342,808. Next year's debt service is $5,938,944. The debt service payment on the Series 2025 Bonds is included in the property tax levy for the first time. The components of the debt payments are as follows:

Purpose	Debt Payment	Percent of Total
Series 2012 – Street Improvements (Various)	$736,938	12.4%
Series 2016 – Street Improvements (Various)	$382,131	6.4%
Series 2020 – Water, Sewer, & Street Improvements	$1,893,900	31.9%
Series 2022 – Public Works Facility	$992,650	16.7%
Series 2025 – Fire Stations 25 & 26 and Streets	$1,933,325	32.6%

The Village will make debt service payments on five existing bond issues in 2026. The Village has committed a combination of general fund revenue and water/sewer revenue to service both the 2020 Bonds and 2022 Bonds. When factoring in these abatements, the debt service levy has not increased since 2019.

Pensions

An independent actuary calculates the amount to be levied for both the Police and Fire pension funds on an annual basis. In the past, the Village has funded above the actuarily required contribution if financially feasible while maintaining a stable property tax levy. The Village's history of meeting its annual pension funding obligations and high funding levels is an important element to our AAA bond rating.

The proposed levy exceeded the actuarily required contribution for the prior three years. From 2022 through 2024, the village's levy exceeded the actuarily required contribution by $2.1 million. For 2024, the total combined amount for the police and fire pension levies was $5,818,162, exceeding the required contribution for the two funds by $376,700.

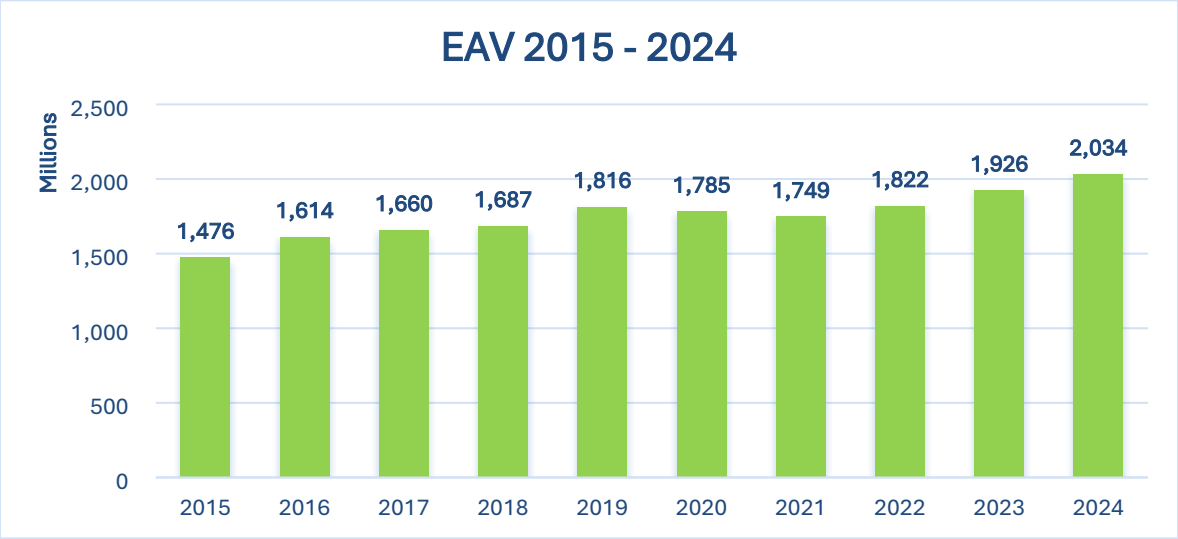
The 2025 proposed levy includes a fire pension levy of $2,615,212 and a police pension levy of $3,479,827. The total combined amount for the police and fire pension levies is $6,095,039, an increase of $325,638 over the prior year. The increase in the actuarily required contribution was $654,100, $339,900 for the fire pension fund and $314,200 for the police pension fund. Since the 2024 levy included an additional contribution, the 2025 levy growth is less than the increase in the actuarily required contribution.

The Illinois Municipal Retirement Fund (IMRF) calculates the employer portion of the pension. The IMRF and Social Security portion of the levy will remain the same as the prior year.

Equalized Assessed Values (EAV)

The Village's EAV increased by 5.62 percent for the 2024 levy (collected in 2025). Buffalo Grove's total EAV was $2.03 billion. The change between the two counties was disproportionate as Lake County increased by 6.59 percent and Cook County by 0.3 percent.

EAV calculations reside with each county's assessor's office. Lake County properties are assigned 80 percent of the total property tax burden for the Village. The final percentage allocation is assigned by the Illinois Department of Revenue. Below is a graph depicting the growth of EAV over the last ten years.



ANALYSIS

The tentative proposed levy prior to abatement is $23,044,854 or a 9.1 percent change. At this point in the process the gross levy appears as follows:

Estimated Distribution of 2024 Property Tax - Before Abatement	Cook County Levy	Lake County Levy	Total Levy 2024	Total Levy 2025
County Tax Burden	20.00%	80.00%	100.00%	100.00%
Tax Levies:				
Police Protection	733,759	2,935,036	3,668,795	3,668,795
Fire Protection	1,100,639	4,402,554	5,503,193	5,503,193
Sub-Total: Corporate Levy	**1,834,398**	**7,337,590**	**9,171,988**	**9,171,988**
IMRF/Social Security	358,024	1,432,098	1,790,122	1,790,122

	Corp. Purpose Bonds Roads (2012)	147,388	589,550	566,925	736,938
	Corp. Purpose Bonds Roads (2016)	76,426	305,705	383,631	382,131
	2019 Series GO Bonds	0	0	255,702	0
	2020 Series GO Bonds	378,780	1,515,120	2,243,900	1,893,900
	2022 Series GO Bonds	198,530	794,120	892,650	992,650
	2025 Series GO Bonds	386,665	1,546,660	0	1,933,325
	Police Pension	701,533	2,806,133	3,446,922	3,507,666
	Fire Pension	527,227	2,108,907	2,371,240	2,636,134
Total		**4,608,971**	**18,435,883**	**21,123,080**	**23,044,854**

The proposed abatement is $5,603,675 consisting of $736,938 on the series 2012 bonds, $382,131 on the Series 2016 Bonds, $1,893,900 on the Series 2020 bonds, $992,650 on the Series 2022 bonds, and $1,598,056 on the Series 2025 Bonds . With the proposed abatements, the proposed net levy is $17,441,179, an increase of 1.9 percent or $325,638 year-over-year.

It should be noted that a percentage increase or decrease in the levy does not equal the change in a homeowner's tax bill. Other factors including the change in EAV and redistribution of assessed values across different real estate types (residential, industrial, commercial, and agricultural) impact each individual bill.

FINANCIAL IMPACT

The proposed net levy is $17,441,179 provides an increase of 1.9 percent or $325,638 year-over-year in property tax revenue.

NEXT STEPS

This proposed tax levy request will be formally made at the November 3rd board meeting as part of the truth-in-taxation resolution. The truth-in-taxation levy growth (which excludes debt service) is estimated to be 1.9 percent. A public hearing will not be required.

AGENDA ITEM SUMMARY

BUFFALO GROVE VILLAGE BOARD

Committee of the Whole: October 6, 2025

AGENDA ITEM 3.c.
E-mobility Update

Contacts

Liaison: Trustee Richards
Staff: Tara Anderson

Staff Recommendation

Staff recommends presentation.

Summary

Staff will provide an E-mobility update.

Strategic Alignment

Guiding Principle

Principle 2: Outstanding Village Services
Principle 6: Engages Our Residents

Goal

Goal 1: Maintained effective village government: fiscally responsible and providing outstanding, responsive services

File Attachments

None