

VILLAGE OF

*a great place to live, work, and play*



# BARRINGTON

## Annual Budget for Fiscal Year 2012

January 1, 2012 to December 31, 2012

### 2011 Road Program – Hillside Avenue Reconstruction Timelapse Photographs



Hillside Avenue Prior to Construction



Hillside Avenue Stormsewer Installation



Hillside & Grove Avenues Under Construction



Hillside & Grove Avenues Reconstructed

2011 Road Program Hillside Avenue Reconstruction Project Total Cost - \$950,800

Public Safety Facility  
400 North Northwest Highway  
Barrington, Illinois 60010  
(847) 304-3300

Village Hall  
200 South Hough Street  
Barrington, Illinois 60010  
(847) 304-3400

Public Works  
300 North Raymond Avenue  
Barrington, Illinois 60010  
(847) 304-3400

<http://www.barrington-il.gov>

# Village of Barrington – 2012 Organization Chart

**Barrington Residents**

**Village President  
&  
Board of Trustees**

**Village Manager**

**Appointed Board & Commissions**  
 Ethics Board  
 Plan Commission  
 Zoning Board of Appeals  
 Architectural Review Commission  
 Electrical Commission  
 Fire & Police Commission  
 Police Pension Board  
 Firefighter's Pension Board  
 Emergency Telephone System Board

**General Government**  
 General Fund  
 Village Board  
 Legal Services  
 Village Manager's Office  
 Information Systems  
 Financial Services  
 Human Resources  
 Risk Management  
 Water & Sewer Fund  
 Community Services  
 Recycling & Refuse Fund  
 Community Services  
 Parking System Fund  
 Community Services

**Development Services**  
 General Fund  
 Building & Property Maintenance  
 Engineering  
 Planning & Zoning  
 Economic Development  
 Community Events  
 Capital Improvement Fund  
 Engineering  
 TIF District Fund  
 Administration  
 Redevelopment Programs  
 Water & Sewer Fund  
 Engineering

**Public Safety**  
 General Fund  
 Police  
 Administration  
 Investigations  
 Patrol Operations  
 School/Community Programs  
 Fire Department  
 Administration  
 Operations  
 Prevention & Education  
 Services  
 Emergency Management  
 Emergency Dispatch  
 Fire & Police Commission  
 Parking System Fund  
 Parking Enforcement

**Public Works**  
 General Fund  
 Administration  
 Street Operations  
 Forestry  
 Property Maintenance  
 Central Garage  
 Water & Sewer Fund  
 Administration  
 Property Maintenance  
 Conveyance Maintenance  
 Water Production  
 Wastewater Treatment  
 Recycling & Refuse  
 Operations  
 Parking System Fund  
 Maintenance

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Barrington  
Illinois**

For the Fiscal Year Beginning

**January 1, 2011**

*Linda C. Danson Jeffrey R. Emery*

President

Executive Director

Elected and Appointed Officials  
As of November 28, 2011 – Budget Approval Date

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<b>Village President</b>	Karen Y. Darch
<b>Board of Trustees</b>	Elizabeth J. Raseman Paul D. Hunt James A. Daluga Stephen M. Miller Timothy J. Roberts Robert L. Windon
<b>Village Clerk</b>	Adam J. Frazier
<b>Village Manager</b>	Jeffrey L. Lawler
<b>Deputy Village Manager</b>	James C. Wallace
<b>Department Directors</b>	Jason M. Hayden – Community & Financial Services Margaret F. Blanchard – Economic & Community Development Greg E. Summers – Engineering & Building James E. Arie – Fire & Emergency Medical Services Colleen B. Nigg – Human Resources & Risk Management Jerome E. Libit – Police Services Dennis H. Burmeister – Public Works



*The vision of the Village of Barrington is to preserve and promote its unique small town heritage, preserve its distinct ecological and historical character, provide a moral and safe environment, maintain a high quality of life through the efficient use of community resources, and respond to future challenges through citizen participation in all civic, social, and cultural endeavors.*

*The Community is committed to preserving the quality of its neighborhoods, the quality of education, and the diversity of leisure time activities. The Community is dedicated to fostering an easily-accessible center of activity for the Barrington area, maintaining a prosperous economic base, protecting its extensive natural resources, and promoting public participation and communication.*

November 28, 2011

Barrington Residents,

Presented for your review and consideration is the Budget for the Village of Barrington (“the Village”), Illinois for the Fiscal Year beginning January 1, 2012 and ending December 31, 2012. Two primary objectives are achieved through this document. First, a framework is established for achieving the strategic objectives set by the Village Board. The strategic objectives are used to guide decision making during the budget process and ensure the programs and projects approved in the budget will effectively assist the Board in achieving the overall vision for the Community. Second, the budget document authorizes a spending plan that provides for the continued provision of services and programs to the community. The Budget is developed and modified through an extensive review process involving the Village Board and Staff and reflects an ongoing commitment by the Village government to ensure Barrington is a community that is a “great place to Live, Work and Play”.

The services and programs provided by the Village are made possible by the resources entrusted to it by the residents and businesses of Barrington. The Village is committed to utilizing these resources to provide efficient, effective, and high-quality services that meet the needs of the community. The Budget is the foundation of the Village’s service provision efforts. It details how resources will be used to continue existing services and make improvements to those services if appropriate and achievable. The Budget also reflects the Village’s commitment to enhancing the quality of life for residents of the community by developing new services and programs to address the changing needs and priorities of residents, businesses, and visitors.

As with most municipalities, the Village has limited resources available to fund its services. The Village continually assesses the external environment for changes that will impact its available resources. The methodology used to develop the budget carefully analyzes the environment and allows the Village to effectively respond to fluctuations in its resources. If significant variations in resources are anticipated, they are addressed through a deliberative process involving the Board and Staff.

### **Review of Accomplishments during the 2011 Budget Period**

The 2011 budget cycle was a challenging period due to the economic difficulties faced by the United States and Illinois which impacted the Village’s revenue base. Despite this challenging environment, the Village was able to maintain existing services and accomplish many objectives included in the original budget due to the dedication of Village Staff and the accumulated financial resources saved in previous budget cycles. Achievements in 2011 include:

#### **Productivity Enhancements**

- Purchased an electronic records management software system and began the process of converting all Village documents to an electronic format that is text searchable.
- Purchased new multi-function machines (printer, copier, fax machine, and scanner), replacing old machines and eliminating fax machines throughout Village.

- Purchased a parking enforcement handheld device that allows Public Service Officers to issue tickets from the device and avoid double entering the ticket information into the Village's databases. The device also allows the Officer to take a picture of the offense for which the ticket is being issued and allows for electronic chalking of vehicles.

#### Financial Management

- Completed the transition to an annual budget to minimize the uncertainty involved in estimating revenues and expenditures in the variable economic environment of recent years. Incorporated a Five Year Financial Forecast into the budget to provide a long-term projection of the Village's financial operations.
- Continued the Village's commitment to excellent financial management practices as demonstrated by the receipt of the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award, national recognitions of the Village's financial communications by the Government Finance Officer's Association (GFOA) of the United States.

#### Customer Service & Communications Improvements

- Implemented a customer contact management system integrated into the website to provide enhanced services by tracking service requests from initial contact through completion.
- Began implementation of an administrative hearing process to improve the adjudicative process for parking tickets, local ordinance violations, and building code violations. The new process will save residents money by avoiding Cook County court costs and will provide better hearing times (e.g., late afternoon or early evening hearings versus court times in the morning or early afternoon).

#### Economic Development & Community Events

- Continued the Village's commitment to special events by coordinating or sponsoring multiple special events including the Barrington Art Fair, Cruise Nights, the 4<sup>th</sup> of July events, Scarecrow Fest, Holiday Events, and Saint Patrick's Day celebration.
- Worked with Wickstrom Auto Group on the expansion of their Chrysler facility and provided an economic incentive to ensure the franchise remains in Barrington.
- Assisted in bringing the Heinen's Grocery Chain to the Village by actively recruiting the store to come to Barrington.
- Actively marketed the Village at retail business trade shows to promote enhanced retail opportunities for the community.
- Created a Shopping & Dining Guide to promote Village businesses and continued to nurture the positive relationship between the Economic Development Department and Village businesses by developing programs to promote businesses and having meetings to listen to business concerns.
- Facilitated the opening of 34 businesses in the Village by continuing Village programs such as attendance at retail trade shows, business site visits, and the annual broker tour, including the announcement of the opening of Heinen's Grocery Store in 2012.

#### Infrastructure Improvements

- Continued the Village's commitment to maintaining its infrastructure by repaving or reconstructing 2.76 miles of streets, constructing or replacing 2,425 linear feet of water main, and constructing, replacing, or lining 6,000 linear feet of sanitary sewer main. The Village also made upgrades to its Wastewater Treatment Plant and began the design engineering for the construction of several sanitary sewer lift stations.
- Completed the purchase of a new fire apparatus.
- Investigated the causes of sanitary sewer surcharges in certain areas of the Village through smoke testing, video recording, and other means and repaired problems as they were located.

## Organizational and Community Challenges in 2012

One of the major challenges for the Village in 2012 will be continuing to adapt to the difficult economic environment and the negative impact it is having on the Village's revenues and expenditures. The decline in revenues and increase in certain expenditures has made it extraordinarily difficult to keep the Village on a financially sustainable path. Between 2007 and 2010, Village revenues declined more than \$2.6 million (9.75%) due to decreases in elastic revenues such as Sales Tax, Income Tax, and Investment Income and the loss of the Inverness Police Contract. These decreases have occurred in the same period in which investment losses from the stock market decline combined with benefit increases by the State Legislature have eroded the funded status of the public safety pension funds and caused tremendous increases in the required contributions from the Village. In 2008, the Village's contribution to the Pension Funds was equal to approximately \$930,000 per year; in 2012 this will increase to approximately \$1,186,000, a \$256,000 (27.53%) increase. At the same time, other benefit costs such as health insurance and worker's compensation insurance have continued to increase faster than general inflation. In 2011, revenues recovered a little from the declines during 2008, 2009, and 2010 but still remain approximately \$1,455,000 lower than 2007; at the same time the trends in expenditures continue with Health Insurance costs proving particularly difficult to control.

The combination of the decline in revenues and increase in expenditures has negatively impacted the Village's finances. Despite the budgetary and personnel reductions undertaken by the Village in 2008 and 2009, in 2012 the Village will not be able to fund its Street Improvement program at levels it was funded prior to the recession in 2008. The Village will also have to lower the amount it sets aside for future vehicle and equipment purchases to a level that is below the amount needed for full future replacements.

Despite these difficulties, unless another severe decline in revenues occurs, the Village will be able to continue providing services at current levels for the foreseeable future, as detailed in the Five Year Financial Forecast in Appendix I, pages 205 – 220. This is a positive development for the community as many Illinois municipalities are contemplating service reductions due to the reduction in their revenue base. The maintenance of the Village's current services should help stabilize the community which is also feeling the impact of the economic downturn.

The largest challenge for the community is also the economic challenges facing individuals, families, and organizations in Barrington. The economic environment has caused an increase in unemployment for Barrington households and this is causing stress for families and non-profit service organizations in the community. Maintaining the Village's services at their current levels and continuing contributions to certain non-profit service organizations is the Village's primary avenue for assisting individuals, families, and organizations in the community through the current economic challenges.

The lack of financing for development is another challenge for both the Village and the community. There are several sites that need to be redeveloped in the Village, including Village owned properties in the downtown and a privately owned property on Northwest Highway. If these properties were redeveloped into successful commercial enterprises, it would benefit the community by providing jobs, new retail destinations, and enhancing and diversifying the Village's tax base. One of the primary challenges to the redevelopment of these properties is the caution and risk aversion by financial institutions which limits the ability to finance developments. The difficulty in obtaining financing has limited interest by developers in pursuing redevelopment projects in Barrington and in many other areas of the State and Country.

## Strategic Goals and Performance Management

The overall mission of the Village is to maintain and enhance Barrington as a great place to live, work, and play. To accomplish this mission, the Village Board established long-term strategic goals to balance competing priorities and services and guide the development of the budget. The goals provide an overarching framework for making policy decisions regarding services, programs and capital projects. The long-term strategic goals include:

- Ensure the financial sustainability of the Village;
- Identify and provide the type and level of municipal services desired by residents and businesses;
- Analyze infrastructure improvement needs and develop plans to meet those needs;
- Sustain, and whenever possible, enhance resident's quality of life.

Village Management was tasked with developing objectives for each strategic goal and linking Department objectives to these organizational objectives. Progress toward achieving the strategic goals and organizational objectives will extend over many years and involve multiple policies, programs, and achievements. The objectives and the Departments assigned to contribute to accomplishing each one are detailed below:

### Ensure the Financial Sustainability of the Village.

#### Organizational Objectives

- Identify opportunities to diversify and/or enhance the Village's revenue base.
- Analyze methods for continuing to provide current types and levels of service at a lower cost.
- Encourage the development and redevelopment of the Village's commercial base.

#### Departments

- Community & Financial Services
- Community & Financial Services, Human Resources
- Economic Development

### Identify and provide the type and level of municipal services desired by the residents.

#### Organizational Objectives

- Protect the safety and well-being of residents and their property.
- Preserve and enhance the physical environment in the community.
- Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.

#### Departments

- Police Department, Fire Department
- Engineering & Building, Public Works
- Human Resources

### Analyze infrastructure improvement needs and develop plans to meet those needs.

#### Organizational Objectives

- Provide for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, and properties.
- Identify methods of financing capital infrastructure improvements, including grants, borrowing, and revenue sources.

#### Departments

- Engineering & Building, Public Works
- Community & Financial Services, Engineering & Building

Organizational Objectives

- Encourage and promote strong educational, cultural, and recreational opportunities.
- Develop and maintain an excellent communications program.
- Develop diverse businesses and attractions to serve social and economic needs.

Departments

- Economic & Community Development
- Economic & Community Development
- Economic & Community Development

**Goals and Objectives for the 2012 Budget**

Throughout the 2012 budget, funding has been allocated for the achievement of many goals and objectives that are intended to be achieved during the budget period. These goals and objectives are detailed below with those that will contribute towards some of the organizational objectives noted:

- Monitor legislation that will negatively impact the Village's operations or finances and work with local State Legislators, other municipalities, and Coalitions of Governments to prepare appropriate responses to such legislation.
- Continue to develop plans for the redevelopment of the Hough and Main Street properties, including working with the chosen Developer on the development of the property and marketing the development to desired retailers (*contributes to Organizational Objectives - Encourage the development and redevelopment of the Village's commercial base*).
- Include a contingency in the 2012 General Fund operating budget of \$185,000 (1.21% of total expenditures) to provide funding for emergencies, unexpected expenditures or opportunities, or revenue declines due to economic fluctuations. This contingency is for the current year and is in addition to the 4.5 months of reserves the Village has in the General Fund. Any amount remaining in the contingency at the end of 2012 will be transferred to the Capital Improvement Fund or Pension Funds to enhance the Village's ability to fund its long-term liabilities. The allocation of the transfer to the Capital Improvement Fund or the Pension Funds will be determined in consultation with the Village Board at the end of the budget year.
- Continue the Village's commitment to excellence in financial management which is recognized by receipt of the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting.
- Purchase necessary capital equipment to maintain the ability of operating Departments to provide services. Major capital purchases or improvements will include an 8 yard truck for Public Works and several vehicles for the Police and Fire Departments.
- Explore the possibility of cooperation in service provision efforts, including outsourcing services or selling services to other communities. Outsourcing or selling services potentially reduces expenditures or increases revenues and leads to efficiencies in service provision (*contributes to organizational objectives - Analyze methods for continuing to provide current types and levels of service at a lower cost*).
- Cooperate with other organizations to promote groundwater sustainability in the region. Continue to develop strategies and policies to enhance groundwater sustainability in the Barrington community (*contributes to organizational objectives - Provide for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, and properties*).

## 2012 Budget Summary

The total 2012 Budget includes \$27,755,610 in estimated revenues and \$21,947,050 in budgeted operating expenditures, resulting in a total operating surplus of \$5,808,560. Debt Service expenditures will equal \$2,346,511, leaving \$3,462,049 as a surplus after all of the Village's operating and debt service obligations have been fulfilled. The Village will use this surplus, combined with fund balances that have been accumulated for many years, to expend \$6,078,850 on infrastructure improvements in 2012.

- Revenues are estimated to increase \$2,130,782 (8.32%) from the 2011 projection as the Capital Improvement, Debt Service, Water & Sewer, and Recycling & Refuse Funds are projected to receive increased revenues. The increases in these Funds are offset by decreases in the General, Village Center TIF, and Parking System Funds. In 2012, the General Fund will receive the largest amount of revenue by a wide margin (56.65%), followed by the Water & Sewer Fund (18.17%), the Capital Improvement Fund (10.96%), and the Village Center TIF Fund (4.16%). The largest sources of revenue are Charges for Services (42.90%), Other Taxes (23.93%, including Sales and Income Taxes), and Property Taxes (17.24%, descriptions and analyses of each Fund's large revenue sources can be found in the Analysis of Major Revenue Sources by Fund on Pages 55 - 71). Village revenues increased every year from 2004 to 2007 but decreased from 2008 through 2010 as a result of the recession and the negative impact it had on the Village's revenue base. Projected revenues in 2012 are expected to increase for the second year in a row. One major change in the allocation of revenues in 2012 is the reallocation of one-half of the Electric Utility Tax from the General Fund to the Capital Improvement Fund to provide a dedicated funding source for the Annual Street Improvement Program.

### Summary of 2012 Revenues

	---- Governmental Funds ----				---- Enterprise Funds ----			Total
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	
Revenues								
Property Taxes	2,845,000	-	1,150,000	790,000	-	-	-	4,785,000
Other Taxes	6,080,000	562,500	-	-	-	-	-	6,642,500
Intergovernmental	162,500	2,250,000	-	-	-	-	-	2,412,500
Licenses & Permits	372,000	-	-	-	-	-	250,000	622,000
Charges for Service	5,375,385	53,700	-	-	4,882,500	1,135,000	460,000	11,906,585
Fines & Forfeitures	133,500	-	-	-	-	-	90,000	223,500
Village Property Use	450,000	105,000	-	-	-	-	9,000	564,000
Investment Income	217,425	40,100	5,000	5,000	35,000	1,000	10,000	313,525
Miscellaneous	88,000	30,000	-	40,000	125,000	3,000	-	286,000
<b>Total Revenues</b>	<b>15,723,810</b>	<b>3,041,300</b>	<b>1,155,000</b>	<b>835,000</b>	<b>5,042,500</b>	<b>1,139,000</b>	<b>819,000</b>	<b>27,755,610</b>

### Historical Revenues by Fund

	2005	2006	2007	2008	2009	2010	2011	2012
Funds								
General	14,689,247	15,126,963	15,749,871	15,563,911	15,778,172	15,650,712	15,848,045	15,723,810
Capital Improvements	1,727,934	835,188	2,002,219	1,633,676	120,145	83,693	1,064,500	3,041,300
Debt Service	858,290	835,188	845,440	799,352	783,997	790,438	834,250	835,000
Village Center TIF	871,734	911,544	1,164,582	1,395,773	1,330,651	1,102,205	1,215,808	1,155,000
Water & Sewer	4,735,522	5,208,868	5,317,076	4,584,409	4,406,852	4,954,681	4,742,750	5,042,500
Recycling & Refuse	950,713	997,273	1,040,031	1,082,562	1,084,910	1,086,736	1,086,350	1,139,000
Parking System	797,094	803,901	842,177	830,395	1,241,199	972,813	833,125	819,000
<b>Total Revenue by Fund</b>	<b>24,630,534</b>	<b>24,718,925</b>	<b>26,961,396</b>	<b>25,890,078</b>	<b>24,745,926</b>	<b>24,641,278</b>	<b>25,624,828</b>	<b>27,755,610</b>
% Change/Previous Year	16.70%	0.36%	9.07%	-3.97%	-4.42%	-0.42%	3.99%	8.32%

- Total Expenditures in the 2012 Budget equal \$31,451,411, an increase of \$5,215,264 (19.88%) from projected expenditures in 2011. The increase in total expenditures is caused by increases in the General Fund, Capital Improvement Fund, Village Center TIF Fund, Water & Sewer Fund, and Recycling & Refuse Fund. The increase in the General Fund is primarily caused by increases for salaries and benefits. The increase in the Capital Improvement Fund is caused by expenditures for engineering the Northwest Highway grade separation under the CN railroad which will be paid for by receipt of the TIGER II Grant from the Federal Government. The increase in the TIF Fund is caused by redevelopment expenditures associated with the anticipated development of the Hough-Main properties. The Water & Sewer Fund will incur large capital expenses in 2012 and the Recycling & Refuse fund will be impacted by an increase in the contract for refuse collections. Parking System Fund expenditures decrease as infrastructure improvements in the Funds decrease in 2012; Debt Service Fund expenditures decrease slightly due to a decrease in debt service payments. Public Safety remains the largest portion of Villages expenditures (31.59%), followed by Public Works (20.84%), Capital Outlays (19.44%), and General Government (10.48%). The General Fund incurs the largest portion of expenditures (54.99%) since all public safety expenditures are in the General Fund budget. Water & Sewer is second in total expenditures (27.04%), although this Fund's expenditures are higher than in a typical year due to large capital expenses budgeted in 2012. The Capital Improvement Fund (12.09%) incurs the third largest expenditures, followed by the Village Center TIF Fund (7.47%) and the Recycling & Refuse Fund (4.33%).

#### Summary of 2012 Expenditures by Program

	---- Governmental Funds ----				---- Enterprise Funds ----			Total
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	
Expenditures								
Operating Expenditures								
General Government	2,681,100	-	-	-	157,875	66,325	373,325	3,278,625
Development Services	819,170	84,450	1,256,300	-	111,800	-	-	2,271,720
Public Safety	9,653,840	-	-	-	-	-	226,310	9,880,150
Public Works	2,108,015	-	-	-	3,059,180	1,135,160	214,200	6,516,555
Operating Exp Sub-Total	15,262,125	84,450	1,256,300	-	3,328,855	1,201,485	813,835	21,947,050
Capital Outlay	-	3,271,700	-	-	2,807,150	-	175,000	6,253,850
Depreciation	-	-	-	-	850,000	-	54,000	904,000
Debt Service	-	-	816,307	1,010,606	519,598	-	-	2,346,511
Total Expenditures	15,262,125	3,356,150	2,072,607	1,010,606	7,505,603	1,201,485	1,042,835	31,451,411

#### Historical Expenditures by Fund

	2005	2006	2007	2008	2009	2010	2011	2012
Funds								
General	14,062,197	13,628,253	15,360,494	17,209,191	15,771,676	14,965,882	14,941,831	15,262,125
Capital Improvements	1,325,562	1,455,047	1,810,651	1,845,703	943,653	1,787,400	2,048,755	3,356,150
Debt Service	957,329	949,994	950,476	829,515	748,577	1,007,239	1,011,640	1,010,606
Village Center TIF	262,538	4,731,921	3,802,567	7,215,732	908,401	1,057,606	1,406,362	2,072,607
Water & Sewer	4,969,184	5,674,551	5,492,865	6,432,632	5,929,674	5,198,177	4,854,973	7,505,603
Recycling & Refuse	960,996	961,057	1,034,415	1,024,150	999,181	1,039,434	1,055,780	1,201,485
Parking System	783,556	737,876	900,793	937,202	766,738	804,079	916,806	1,042,835
Total Expenses by Fund	23,321,362	28,138,699	29,352,261	35,494,125	26,067,901	25,859,817	26,236,147	31,451,411
% Change/Previous Year	7.96%	20.66%	4.31%	20.92%	-26.56%	-0.80%	1.46%	19.88%

Although total expenditures are larger than total revenues, a major portion of these expenditures (\$6,253,850) will be incurred for capital expenses, the majority of which will be capitalized and will not be expensed on the income statement and will be paid from bond proceeds that were issued in 2009. Some of the major capital projects in the budget include engineering for the grade separation of Northwest Highway under the CN Railroad, construction of Lift Station #7, construction of a new water main at Hough-Main, and replacement of water and sewer main as part of the annual road program. The resources for much of these capital expenses will come from the 2009 bond proceeds which were issued for this purpose and from the receipt of the TIGER II Grant from the Federal Government.

Total expenditures increased every year from 2005 to 2008 but then declined in 2009 and 2010 as the Village reduced expenditures through a reduction in force and by controlling other expenditures in response to the decline in revenues. In 2012, expenditures are projected to increase due to additional capital spending. A comparison of the increases in revenue versus the increases in expenditures since 2008, demonstrates the difficulty the Village has faced in the last couple of years in balancing revenues and expenditures.

- Combined total Fund Balances and Net Assets are projected to decrease by \$1,020,801 in 2012 as a large reduction in the Village Center TIF Fund Balance, combined with reductions in the Debt Service, Recycling & Refuse, and the Parking System Funds more than offset increases in the other Funds. The Village Center TIF Fund is incurring some large expenditures in 2012 but has the cash reserves necessary to support those expenditures; the reduction in Fund Balance is expected and planned for (in future years the Fund Balance will increase, this type of financing is typical for TIF Funds). The Water & Sewer Fund holds the largest percent of Village assets as the investment into the infrastructure, facilities, and equipment for water and sewer operations is tremendous. The Capital Improvement Fund and the General Fund are the next largest Funds in terms of percent of total Village Assets.

**Summary of Changes in Fund Balances/Net Assets by Fund**

	---- Governmental Funds ----				---- Enterprise Funds ----			Total
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	
Revenues	15,723,810	3,041,300	1,155,000	835,000	5,042,500	1,139,000	819,000	27,755,610
Operating Expenditures	15,262,125	84,450	1,256,300	-	3,328,855	1,201,485	813,835	21,947,050
Capital Expenditures	-	3,271,700	-	-	2,807,150	-	-	6,078,850
Depreciation Expenses	-	-	-	-	850,000	-	54,000	904,000
Debt Service	-	-	816,307	1,010,606	1,052,249	-	-	2,879,162
Expenditures/Expenses	15,262,125	3,356,150	2,072,607	1,010,606	8,038,254	1,201,485	867,835	31,809,062
Less:								
Capitalized Expenses	-	-	-	-	2,500,000	-	-	2,500,000
Principal	-	-	-	-	532,651	-	-	532,651
Total Expenses	15,262,125	3,356,150	2,072,607	1,010,606	5,005,603	1,201,485	867,835	28,776,411
Change in Fund Balance / Net Assets Before Trnsfrs	461,685	(314,850)	(917,607)	(175,606)	36,897	(62,485)	(48,835)	(1,020,801)
Net Transfers	(450,000)	350,000	-	100,000	-	-	-	-
Change in Fund Balance / Net Assets	11,685	35,150	(917,607)	(75,606)	36,897	(62,485)	(48,835)	(1,020,801)
Beginning (Jan 1, 2011)	10,220,960	12,874,423	(5,693,817)	132,470	23,349,333	389,671	3,853,846	45,126,886
Ending (Dec 31, 2011)	10,232,645	12,909,573	(6,611,424)	56,864	23,386,230	327,186	3,805,011	44,106,085
Percent of Assets	20.18%	25.45%		0.11%	46.11%	0.65%	7.50%	

## 2012 Personnel Summary

In 2012, the number of Full-Time Equivalent (FTE) positions will decrease by 1.33 FTEs to a total 125.21. From 2008 to 2012, the Village reduced its workforce through attrition and reductions in force by 26.66 FTE positions (17.55%), from 151.87 FTE positions in 2008 to 125.21 FTE positions in 2012.

### 2012 Personnel Summary by Fund and Program Area

	FY 2008	FY 2009	FY 2010	FY 2011	2010 - 2011 Change	FY 2012	2011 - 2012 Change
<b>General Fund</b>							
General Government	11.85	10.02	9.62	9.22	(0.40)	8.37	(0.85)
Development Services	8.93	7.98	7.55	7.13	(0.42)	6.80	(0.33)
Public Safety	86.23	78.84	73.37	71.52	(1.85)	71.37	(0.15)
Public Works	13.80	12.58	12.58	11.78	(0.80)	11.78	0.00
<b>General Fund Total</b>	<b>120.81</b>	<b>109.42</b>	<b>103.12</b>	<b>99.65</b>	<b>(3.47)</b>	<b>98.32</b>	<b>(1.33)</b>
<b>Capital Improvement Fund</b>							
Development Services	0.00	0.00	0.00	0.75	0.75	0.75	0.00
<b>Capital Improvement Fund Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.00</b>
<b>Village Center TIF Fund</b>							
Development Services	0.00	0.00	0.00	0.65	0.65	0.65	0.00
<b>Village Center TIF Fund Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>	<b>0.00</b>
<b>Water &amp; Sewer Fund</b>							
General Government	1.75	1.49	1.49	1.49	0.00	1.49	0.00
Development Services	1.78	1.78	1.78	1.25	(0.53)	1.25	0.00
Public Works	17.00	14.06	14.06	14.61	0.55	14.61	0.00
<b>Water &amp; Sewer Fund Total</b>	<b>20.53</b>	<b>17.33</b>	<b>17.33</b>	<b>17.35</b>	<b>0.02</b>	<b>17.35</b>	<b>0.00</b>
<b>Recycling &amp; Refuse Fund</b>							
General Government	0.67	0.67	0.67	0.67	0.00	0.67	0.00
Public Works	0.80	0.80	0.80	0.80	0.00	0.80	0.00
<b>Recycling &amp; Refuse Fund Total</b>	<b>1.47</b>	<b>1.47</b>	<b>1.47</b>	<b>1.47</b>	<b>0.00</b>	<b>1.47</b>	<b>0.00</b>
<b>Parking System Fund</b>							
General Government	1.16	0.92	0.92	0.92	0.00	0.92	0.00
Public Safety	5.40	4.20	4.20	4.20	0.00	4.20	0.00
Public Works	2.50	2.30	2.30	1.55	(0.75)	1.55	0.00
<b>Parking System Fund Total</b>	<b>9.06</b>	<b>7.42</b>	<b>7.42</b>	<b>6.67</b>	<b>(0.75)</b>	<b>6.67</b>	<b>0.00</b>
<b>Total Village Employees</b>	<b>151.87</b>	<b>135.64</b>	<b>129.34</b>	<b>126.54</b>	<b>(2.80)</b>	<b>125.21</b>	<b>(1.33)</b>
<b>Employees by Program Area</b>							
General Government	15.43	13.10	12.70	12.30	(0.40)	11.45	(0.85)
Development Services	10.71	9.76	9.33	9.78	0.45	9.45	(0.33)
Public Safety	91.63	83.04	77.57	75.72	(1.85)	75.57	(0.15)
Public Works	34.10	29.74	29.74	28.74	(1.00)	28.74	0.00
<b>Total Village Employees</b>	<b>151.87</b>	<b>135.64</b>	<b>129.34</b>	<b>126.54</b>	<b>(2.80)</b>	<b>125.21</b>	<b>(1.33)</b>

- The Village reduced its workforce to respond to the decline in revenues caused by the 2008 – 2009 recession and the loss of the contract to provide police protection services to the Village of Inverness. The reduction in the workforce was achieved through a combination of a reduction in force at the end of 2008, early retirements in the Police Department in 2009, and not filling open positions in 2009, 2010, and 2011.
- The reduction in FTE positions has been most dramatic in the General Fund as it was most directly affected by the decline in revenues and the termination of the contract to provide police services to Inverness. The loss of

the Inverness contract resulted in a large reduction in the Police Department workforce from 2009 to 2010. At the end of 2008, a reduction in force of 13 positions (11.55 of which were from the General Fund) was implemented to offset the loss in revenues that resulted from the recession of 2008 – 2009. In addition, the Village has chosen to not replace several positions that became vacant in 2009 and 2010, including the Deputy Police Chief, the Central Garage Supervisor, and one part-time Public Service Officer.

- The 2012 personnel budget declines by 1.33 FTE positions as one full-time (Deputy Village Manager) and one part-time (Public Service Officer) position will not be replaced in 2012.

### **Conclusion**

The 2012 Budget is the result of considerable discussion and careful deliberation by the Village Board and Staff. The preparation, review and deliberation of the budget require a significant time commitment from the organization. The level of commitment demonstrated throughout this process by the Village Board and Staff is greatly appreciated by Community & Financial Services Staff and ensures the successful completion of the budget process. I would like to extend a special note of thanks to Financial Services Staff, Allison Chmelik, Assistant Director and Heather McGovern, Accountant, who were instrumental in the completion of this document. The Budget is optimistic about the future but conservative in its revenue estimates. Most of all, this Budget is the result of a process in which the opportunities and challenges facing the Village have been carefully assessed, documented, and addressed to facilitate the accomplishment of the strategic objectives of the Board.

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Jason Hayden  
Director of Community & Financial Services and Village Treasurer

## INTRODUCTION TO BARRINGTON

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### Brief History

Until 1833, the area that now includes Barrington had for centuries been the home to tribes of Pottawatomi and Mascouten Indians. Late that year, under the terms of a treaty signed by Chief Blackhawk, the migration of the Indians across the Mississippi River began, thus opening up vast tracts of land along the Fox River to early settlers who began moving to the area in 1834.

Pioneers who traveled from Troy, New York, by way of the newly renamed City of Chicago, settled in what would later become Cuba Township in Lake County. Other settlers, primarily from Vermont, upper New York State, and Massachusetts (most notably from the Great Barrington area in Berkshire County, Massachusetts), settled in what is now Cook County. Their settlement was originally called Miller Grove but, was later renamed Barrington Center. It was established at the point where Sutton Road crosses Route 68. The area's rich soil and ample water supply attracted a growing number of farming families throughout the 1830s. These farming families were industrious, courageous people who saw an opportunity to carve out a prosperous future, not only for themselves but for those who would follow.

Settling down caused changes and the settlers felt the need to develop a community. The first school house, the Northway School, was built at Barrington Center early in the 1840s just east of what is now the Catlow Theatre. Not only was this simple, one-room school the seat of learning for a growing number of farm youngsters, it also served as the house of worship for the Methodists and the Congregationalists until completion of their own churches in 1859. In 1850, at the request of the County Sheriff, the inhabitants of the various nearby settlements assembled to choose a name for their township, and to set up a town government. The name they chose for the township was Barrington.

In 1854, Robert C. Campbell, a civil engineer, completed a detailed plan for a village to be called Barrington Station. When built, it consisted of a farm house and a log barn owned by Willard Stevens, and was bounded by what is now Hough Street, County Line Road, a line east of Spring Street, and by a point a few feet south of Russell Street. The 80 acres within this boundary were the nucleus of what is today Barrington proper. That same year also brought about the completion of the northwest extension of the Chicago and Fond-Du-Lac railroad, later known as the Chicago and Northwestern Railroad. Deer Grove was the initial home of the railroad station, but in reaction to protests from residents of Deer Grove the Station was carted a few miles up the track by flat car to what would soon be the site of Barrington Station.

The homes that sprang up around the Barrington Station were constructed of logs, as were most homes in rural America at that time. But in 1855, the Village's first milled lumber facility began operations. The building that housed the mill is still a fixture on Franklin Street, a vivid reminder of Barrington's rustic past. In 1863, the 300-some people who comprised the population of Barrington Station decided, in a referendum, to separate local and township powers. This led, in 1865, to the state legislature's approval of a charter for the Village of Barrington. Not surprisingly, many families from nearby communities saw the potential advantages of moving to Barrington and having easy access to the railroad and the growing number of stores that had recently opened. In reaction to this steady migration, the number and variety of small businesses to set up shop near the railroad kept pace with the growing needs of the population.

In the last decades of the 19th century the City of Chicago grew from a promising prairie town to a great pivotal hub of commerce and industry. As Chicago became more prosperous, the desire for suburban living led to major population growth both in the countryside and in the Village of Barrington. In the 1920s, advancements in transportation allowed wealthy families from Chicago to move into the Barrington area and build family estate homes. The location of the Village and its attractive environment appealed to those who had become wealthy during the booming 1920s. The Village's population growth slowed during the difficult times of the 1930s and

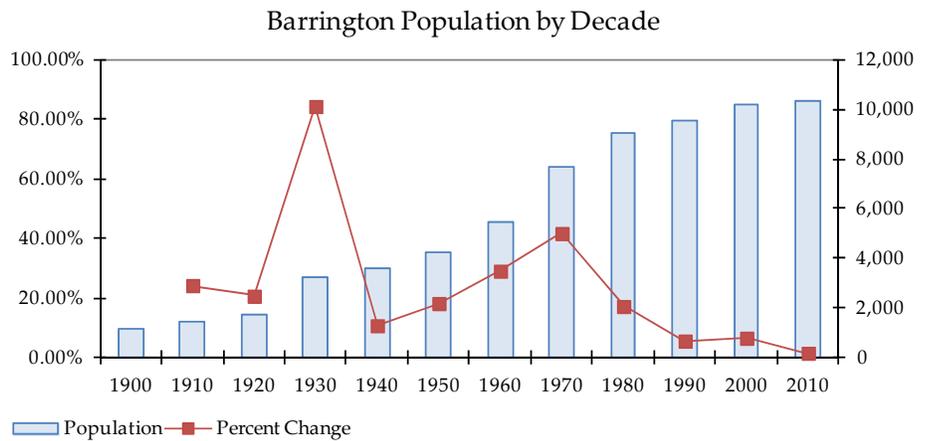
1940s, but then resumed in the 1950s, 1960s, and 1970s as a result of the suburbanization in the Chicago area and the post World War II baby boom.

In the last couple of decades Barrington has continued to be the urban hub of a large 72 square mile region that includes several other incorporated municipalities, many that share the Barrington name, these include Barrington Hills, Deer Park, Inverness, Lake Barrington, North Barrington, and South Barrington. The total population of the area is approximately 34,500 (including Barrington, Barrington Hills, Inverness, Lake Barrington, North Barrington, and South Barrington) with Barrington (10,327) comprising 30% of the total population but only 6.5% of the total land area (5.1 square miles). Barrington is a mixture of active commercial areas such as the Downtown, Northwest Highway, and the Shops on Lageshulte combined with quiet residential neighborhoods. The Village is also home to some fairly large corporate facilities including the Pepsico Gatorade Sports Science Institute, General Electric Healthcare, and Recon Optical Incorporated. As a residential community, the Village has many amenities including two large parks, a couple of pocket parks, a recently renovated recreation center, a library, the commuter train station, and many bike trails. The Barrington region is full of forest preserves, lakes, and walking and biking trails. The Village has matured into a vibrant place that provides its residents with employment opportunities, recreational opportunities, and beautiful neighborhoods. Barrington is also recognized as a Tree City USA community and has held this distinction for twenty-five consecutive years.

**Population Information**

The Village’s population has been increasing relatively slowly since 1990, with a total increase during the last two decades of approximately 800 residents. As illustrated in the chart below, Barrington experienced the most rapid growth in population

during the decades of the 1920s, 1960s, and 1970s. According to the 2010 census, the Village’s population increased by 159 people, to 10,327, from 2000 through 2010. This population was based on a total of 3,909 households in the Village, including 2,724 family households (composed of a group of related individuals) and 1,185 non-family households (composed of either unrelated persons or one person).



The total number of households increased by 142 (3.77%) from the 2000 census. During the decade of the 1990s, the total population of the Village increased 6.61%. In 2010, the average household size in the Village was 2.60 and the average family size was 3.22; in comparison the average Illinois household size in the 2010 census was 2.59 and the average Illinois family size was 3.20.

The Village’s population in 2010 was composed largely (92.08%) of Caucasians who were not of Hispanic or Latino ethnicity. The next largest racial group in the community were Asian-Americans who comprised 3.67% of the total population followed by persons who were multi-racial at 3.08% of the population. Overall, there were more females than males residing in the community.

The median age of the Village’s population in the 2010 census was 42.9 years, an increase of 4.3 years over the median age of 38.6 years reported in the 2000 census. The largest segment of the population in 2010 consisted of people aged 35 to 59 and the proportion of persons in this age category has been increasing since the 1970s. However, the second largest age group was persons who were 0 to 19 years of age. This is consistent with a family oriented community as persons in the primary child rearing ages of 35 to 59 combined with their children comprise

more than 65% of the Village's total population. It should be noted that the portion of the population over the age of 60 now comprises more than 20% of the population, a significant increase when compared to the 2000 census.

<b>Population Characteristics</b>					
	Number	Percent		Number	Percent
<b>Gender</b>			<b>Household Information</b>		
Male	4,863	47.09%	Family Households	2,724	69.69%
Female	5,464	52.91%	Non-Family Households	1,185	30.31%
<b>Total</b>	<b>10,327</b>		<b>Total Households</b>	<b>3,909</b>	
<b>Racial Composition</b>			<b>Age Groups</b>		
White	9,509	92.08%	0 to 19	3,129	30.30%
African-American	100	0.97%	20 to 34	987	9.56%
American Indian, Eskimo, Aleut	21	0.20%	35 to 59	4,014	38.87%
Asian or Pacific Islander	379	3.67%	60 to 74	1,194	11.56%
Other/More than One Race	318	3.08%	75+	1,003	9.71%
<b>Total Population</b>	<b>10,327</b>		<b>Total Population</b>	<b>10,327</b>	
<b>Hispanic/Latino Origin</b>	<b>468</b>	<b>4.53%</b>	<b>Median Age</b>	<b>42.9</b>	

### **Economic Statistics**

In the 2010 census, slightly more than 58% of Village residents 25 years of age or older have attained a college degree, including 24% who have a graduate or professional degree. This is much higher than Illinois or national averages (26.1% and 24.4%, respectively). Another 22% of residents who are age 25 or older have attended some college or attained an Associates degree. Slightly more than 94% of Village residents 25 or older have their high school diploma (or equivalent), this is also much higher than the State and National averages (81.4% and 80.4% respectively).

The educational achievements of Village residents may help to explain the community's low level of unemployment. According to the Illinois Department of Employment Security, the percent of unemployed persons in Barrington was 2.6% in 2006, 3.0% in 2007, 3.8% in 2008, 6.2% in 2009, and 6.40% in 2010. As demonstrated in the table, the rate of unemployment in the Village is consistently lower than Illinois or national averages.

<b>Unemployment Rate Comparison</b>					
	2006	2007	2008	2009	2010
Barrington	2.60%	3.00%	3.80%	6.20%	6.40%
Chicago-Naperville-Joliet MSA	4.50%	4.90%	6.20%	10.00%	9.60%
Illinois	4.60%	5.10%	6.40%	10.10%	11.40%
United States	4.60%	4.60%	5.80%	9.30%	10.80%

Those Barrington residents who are employed tend to work in white-collar or service sector jobs. As demonstrated in the Employment by Sector Table, the 2010 census found that approximately 61% of Village residents are employed in Retail Trades; Finance, Insurance, Real Estate, Rental & Leasing; Professional, Scientific, and Managerial professions; or Educational, Health, and Social Services.

Employment by Sector		
Race/Ethnicity/Gender	Number	Percent
Construction	423	8.99%
Manufacturing	405	8.61%
Wholesale & Retail Trades	195	4.14%
Retail Trades	469	9.97%
Transportation & Warehousing, Utilities	109	2.32%
Information	172	3.66%
Finance, Insurance, Real Estate, Rental & Leasing	646	13.73%
Professional, Scientific, Management	881	18.72%
Educational, Health & Social Services	879	18.68%
Arts, Entertainment, Recreation, Accommodation	286	6.08%
Public Administration	86	1.83%
Other Services	154	3.27%
<b>Total Employment</b>	<b>4,705</b>	<b>100.00%</b>

The educational achievements, low number of unemployed, and type of employment for residents probably explain the very low number of Barrington residents who live in poverty. According to the American

Community Survey, for the 2006 to 2009 period, an estimated 6.8% of individuals in the community had incomes below the poverty line. Fifty-four (54%) percent of individuals with incomes below the poverty level were male and 46% were female; 34% of those individuals living in poverty were younger than 18.

In terms of income, as illustrated in the Household Income by Category Chart below, both household and family income levels in Barrington are high when compared to National and State averages. The median household income of Barrington was \$102,370 in the 2010 census, which was \$46,635 (83.67%) higher than the

Household Income by Category		
Category	Number	Percent
Less than \$10,000	100	2.51%
\$10,000 to \$14,999	184	4.61%
\$15,000 to \$24,999	232	5.81%
\$25,000 to \$34,999	216	5.41%
\$35,000 to \$49,999	132	3.31%
\$50,000 to \$74,999	764	19.14%
\$75,000 to \$99,999	322	8.07%
\$100,000 to \$149,999	684	17.14%
\$150,000 to \$199,999	624	15.64%
\$200,000 or more	733	18.37%
	<b>3,991</b>	<b>100.00%</b>

median for Illinois (\$55,735) and \$50,456 (97.19%) higher than the national median (\$51,914). The average annual household income for Barrington in 2010 is estimated at \$144,342, considerably higher than the average income for households in Illinois (\$75,140) or the United States (\$70,883). More than 18% of Barrington households have income that exceeds \$200,000 per year, in comparison only 4.2% of United States and 4.7% of Illinois Households have this level of income.

Median Household Income	\$ 102,370
Average Household Income	\$ 144,342

## **Schools and Education**

The Village is encompassed by Unit School District 220 which includes elementary and secondary educational facilities. This school district is one of the best in the State as indicated by the high test scores achieved by students at every educational level (elementary, middle school, and high school) within the district. Included in the corporate boundaries of the Village are four elementary schools, two middle schools, and one high school. Unit 220 School District educates over 9,000 students from Pre-Kindergarten through high school.

The Village is also located in Community College District 512. Village residents can access educational services through Harper Community College, which is located approximately five miles south of the Village, in Palatine. In addition, the Chicago region includes numerous higher educational facilities, including outstanding four-year universities such as Northwestern University and the University of Chicago.

## **Transportation**

Major Roads and Highways in the Village include Northwest Highway (US Route 14), Illinois Route 59, and Lake-Cook Road. Interstate 90 intersects Illinois Route 59 approximately 6 miles south of the Village. Once on Interstate 90, a commuter has access to multiple interstate highways and can travel throughout the region.

Public Transportation consists of the Barrington Train Station which offers Metra commuter rail services to and from Chicago; the train ride takes approximately an hour. The PACE Suburban bus system also has stops in the Village and Townships in the area support a PACE Bus Dial-A-Ride service for the handicapped and elderly.

The Village is located approximately 25 miles from Chicago's O'Hare International Airport, and approximately 40 miles from Chicago's Midway Airport.

## **Government Services, Culture, and Recreation**

The Village provides residents of Barrington with a full range of municipal services, including general administration; police protection and crime prevention; fire suppression, emergency medical, and fire prevention; building and property maintenance; building plan review and inspections; planning and zoning administration; economic development; street maintenance; forestry services; street and infrastructure construction and maintenance; utility services (including water and wastewater services and recycling and refuse collection and disposal); and parking. Through intergovernmental agreements, the Village provides services to other local communities including water and wastewater services to areas of Barrington Hills and Inverness as well as fire and emergency medical services to the Barrington Countryside Fire Protection District (population 20,000).

In addition to the municipal services listed above, Village Residents have many choices of cultural and recreational facilities offered by other local government agencies, non-profit organizations, or private entities. The Barrington Area Park District provides services to the community including 5 parks with 196 acres of park area. Park District facilities include an aquatic center, a fitness center, baseball diamonds, basketball courts, tennis courts, sand volleyball courts, and playgrounds. The Barrington Area Library District serves residents of the Village and surrounding communities and is located in the Village.

Other recreational facilities in the Village include the Catlow Theatre (a movie theatre), the Makray Memorial Golf Club, the Barrington Area Historical Society Museum, and various art galleries. Recreational attractions in the suburbs surrounding the Village include forest preserves, lakes, the Fox River, movie cineplexes, shopping malls, amusement parks, and water parks. Village residents can also travel to the City of Chicago by car or train to take advantage of the numerous cultural and recreational facilities located there, including the Art Institute of Chicago, the Field Museum, Shedd Aquarium, Adler Planetarium, the Museum of Science and Industry and Lincoln Park Zoo.

Local government service statistics as of December 31, 2010 are provided on the following pages.

<b>Municipal Operations Statistics by Function/Program</b>							
	2004	2005	2006	2007	2008	2009	2010
<b>Public Works</b>							
<b>Forestry</b>							
Number of Parkway Trees Planted	N/A	200	238	160	118	30	129
Number of Parkway Trees Trimmed	937	1,145	1,346	69	442	173	810
<b>Fleet Services</b>							
Number of Vehicles Maintained	73	73	74	74	75	74	74
Preventative Maintenance Services	174	232	205	194	163	124	98
<b>Public Safety</b>							
<b>Fire</b>							
Number of Fire Calls	1,144	1,371	1,297	1,590	1,455	1,336	1,529
Number of EMS Calls	1,670	1,569	1,748	1,819	1,856	1,867	1,925
Number of Training Hours	9,826	8,239	14,799	13,181	67,213	16,920	20,577
ISO Rating (Village/District)	4/5	4/5	4/5	4/5	4/5	4/5	4/5
<b>Police</b>							
Part I Crime	274	274	317	273	209	133	127
Calls for Service	13,957	13,675	20,069	13,217	13,820	12,266	14,016
State Tickets Issued	N/A	5,057	4,983	4,567	4,775	4,464	4,577
Parking Tickets Issued	7,656	7,590	6,892	6,528	6,653	3,734	2,459
Number of Arrests	789	817	838	675	784	551	496
Number of Accident Reports	908	839	812	928	748	633	609
Number of Investigations Conducted	925	865	955	724	373	268	312
<b>Community Development</b>							
Number of Building Permits Issued	646	703	653	646	502	498	582
Number of Building Inspections	2,509	2,854	2,747	2,582	1,954	1,532	1,311
<b>Highways and Streets</b>							
Sidewalk Replaced/Installed (sq. ft.)	N/A	16,788	13,837	13,150	5,148	5,080	4,330
Annual Street Rehab Program (lin ft)	10,395	8,295	8,790	9,720	6,000	6,963	11,240
Crack Sealing (lbs. installed)	30,000	30,000	30,000	30,000	0	10,000	0
<b>Water and Sewer</b>							
Water Main Breaks	38	38	27	32	20	35	18
Hydrants Flushed	934	946	961	961	952	961	978
Water Meters Replaced	700	850	1,118	1,052	538	394	55
Average Water Produced Daily	1,628,391	1,799,386	1,674,636	1,570,230	1,718,000	1,408,370	1,522,000
Average Daily Consumption	1,571,391	1,754,690	1,399,783	1,354,408	1,390,810	1,105,066	1,274,000
Sanitary Sewer Televising (feet)	N/A	N/A	12,000	12,700	30,413	14,350	29,175
Sanitary Sewer Repairs	2,199	725	1,096	1,400	1,200	0	1,065

**Capital Asset Statistics by Function/Program**

	2004	2005	2006	2007	2008	2009	2011
Police Stations	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Stations	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Public Works							
Streets (miles)	70.40	70.40	70.40	70.40	70.40	70.40	70.40
Sidewalks (miles)	26.50	26.75	27.24	27.24	27.24	33.84	34.99
Streetlights	824	824	824	824	824	824	824
Water and Sewer							
Water Mains (miles)	86.00	88.00	88.00	88.00	88.00	88.00	87.00
Fire Hydrants	934	946	961	961	961	961	978
Sanitary Sewers (miles)	62.00	64.00	64.00	64.00	64.00	66.00	66.00
Sanitary Manholes	N/A	N/A	913	913	913	1,823	1,856

## General Statistical Information

Date of Incorporation	1865
Form of Government	President / Board of Trustees
Geographic Location	Northwest Suburb of Chicago
Area	5.1 square miles

## Municipal Services and Facilities

Miles of Streets	
State	16
County	2
Village	53

Ten Largest Water/Sewer Users:	Gallons	Percent of
		Metered Water
Pepsico	18,010,000	4.42%
The Garlands	13,447,000	3.30%
Barrington High School	8,197,000	2.01%
Barrington Park District	6,362,000	1.56%
Good Shepherd Health	5,100,000	1.25%
Governors Park	4,446,000	1.09%
Weatherstone/Irrigation	2,683,000	0.66%
Motor Werks	2,542,000	0.62%
Greencastle	2,540,000	0.62%
Fast Eddie's Car Wash	2,059,000	0.51%
<b>Total</b>	<b>65,386,000</b>	<b>16.04%</b>

Total Gallons Billed 407,618,000

### Recreation and Cultural:

Number of Parks	5
Park Area in Acres	203
Number of Libraries	1

### Library Statistics:

Number of Volumes	270,625
Audio Recordings	7,365
Video Recordings	21,072
Periodicals (Subscriptions) (Not Including Those Available On-line)	363
Registered Borrowers	25,428
Circulation	1,214,048
Employees (Library)	
Full-time	41
Part-time	44

## General Statistical Information

### Elections

Number of Registered Voters	6,708
Number of Ballots Cast in Last Municipal Election	1,210
Percentage of Registered Voters Voting in Last Municipal Elections	18.04%

### Bond Rating

Debt Certificates, Series 2007	(Moody's)	Aaa
Taxable General Obligation Bonds Series 2009 (Waterworks and Sewerage & Capital Improvements Alternate Revenue Sources)	(Standard & Poor's)	AA+
General Obligation Refunding Bonds Series of 2009A	(Standard & Poor's)	AA+
General Obligation Refunding Bonds Series of 2009B (Waterworks and Sewerage Alternate Revenue Source)	(Standard & Poor's)	AA+

### Data Sources:

Village of Barrington reports from the following departments:

- Financial Services
- Public Works

Barrington Head Librarian

Barrington Park District Personnel

Village of Barrington Deputy Village Clerk

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## GUIDE TO USING THE BUDGET DOCUMENT

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The goal of the Budget Document is to describe how the resources available to the Village will be used to provide services to the community during the budget period. The budget document illustrates the Village's projected revenues, operational and capital expenditures, and expected financial results during the budget year. The document also serves as a legal document that provides the appointed officials of the Village (i.e., Village Staff) with the authority to expend Village funds. Finally, the budget document serves as a goal setting and policy document and includes goals, policies, and procedures approved by the Village Board as part of the budget authorization process.

To fulfill these multiple functions, the budget document must strike a balance between ease of use for readers who may not be familiar with Barrington or experienced in municipal finance and usefulness for experienced readers and municipal officials. The document must be intelligible to a lay person but include detailed information about the operations, capital expenditures, and financial outcomes that will result from the authorized legal budget.

To accomplish the goal of balancing usability and utility, the budget document is presented in a format that provides several levels of financial and operational detail. There are two methods of accessing information in the document. The first is to utilize the table of contents and/or the index to go to those sections of the document that are of particular interest. The second method is to work through the budget document section by section. The document has been arranged so that it will guide a reader unfamiliar with Barrington or municipal budgets from one section to the next. Each section enhances the reader's understanding of the Village, its operations, and its finances and provides information to assist the reader in understanding subsequent sections.

This budget is a financial plan relating proposed Village services for 2012, to the estimated means of financing them. It is prepared on a basis sufficient to accommodate accounting, legal, and management requirements. The following descriptions provide information about how to use each section of the document to understand the Village's annual budget for 2012.

### **Table of Contents and Index**

The Table of Contents lists the major subjects and their associated page numbers. The index, located at the back of the document, provides a comprehensive, alphabetically arranged listing of subjects and their associated page numbers. The index offers the reader a quick, comprehensive reference to individual subjects.

### **Transmittal Letter**

Encompassing the first 11 pages of the budget document, the Transmittal Letter provides a summary of the information included in the overall document. The letter also describes some of the challenges facing the Village and details the Village's strategic goals and objectives.

### **Introduction to Barrington**

This section is a community and demographic summary and provides a synopsis of Barrington, its history, its residents, and the services provided by the Village and other local governments and organizations.

### **The Budget Process and Public Involvement**

This section provides an explanation of the Village's budget process and a description of each step in that process. A calendar, with all of the tasks included in the budget process and the time frame in which they are completed, is also included in this section. This section also describes the extent of resident involvement in the budget process.

## **The Basis of Budgeting**

This section describes the basis upon which the budget is formulated. The Village's budget is generally based on standards set forth in Generally Accepted Accounting Principles (GAAP) and any deviations from these principles are noted. This section also describes similarities and differences between the financial reporting requirements in the Village's Comprehensive Annual Financial Report (CAFR) and the method of presenting financial information in the budget document.

## **Financial and Budgeting Policies**

This section illustrates the financial and budgeting policies that guide the development of the budget and provide the framework for internal financial controls that maintain the integrity of the Village's finances. This section includes descriptions of the Village's policies on budgeting, fund balances, revenues, operating expenditures, capital projects, debt, and financial reporting.

## **Evaluation of Financial Condition**

It is important to understand the Village's financial condition at the beginning of the budget period in order to effectively evaluate the Village's operations and finances in 2012. This section investigates the Village's financial condition at the beginning of the 2012 Budget period by calculating financial ratios, providing brief explanations of the ratios and their meaning, and comparing the Village to other comparable communities.

## **Revenue Descriptions, Historical Trends, and Projections**

This section begins with a review of recent economic events that have impacted the Village and an explanation of the economic assumptions underlying the projections in the budget. This section then provides descriptions, historical trends, and projections for the major revenue sources in each Fund. Major revenues sources are defined as those sources of revenue in a Fund that provide more than 10% of total revenues or produce more than \$500,000 in revenues.

## **Financial Summary Tables and Budgets by Fund**

The Charts and Financial Tables at the beginning of this section provide an overview of the estimated revenues, operational and capital expenditures/expenses, net transfers, and ending Fund Balances/Net Assets for the governmental, enterprise, and fiduciary funds.

The Budgets by Fund section follows the Financial Summary Tables. Each Budget by Fund includes a written budget summary and tables that present the estimated revenues, operational and capital expenditures/expenses, transfers, and changes in Fund Balance (or Net Assets for the Enterprise and Fiduciary Funds) for the period from 2009 through 2012. The written budget summary includes a written summary of the revenues, expenditures, transfers, and changes in Fund Balance that will occur in the budget period. The information about each Fund's finances is presented in tables that display the 2009 actual, 2010 actual, 2011 revised budget, 2011 nine month actual, a 2011 projected actual, and the 2012 Budget in a six-column format. The tables can be used as tools to analyze the financial impact of the authorized budget on each accounting fund. The basis of presentation in each accounting fund is dependent on the measurement focus of each fund (described in the Basis of Budgeting section on Pages 26 – 27 for a complete description of the measurement focus for each fund).

## **Budgets by Department**

The 2012 Budget includes Department summaries which provide an overview of all of the functions of the Village. There are 72 budgetary units which incur expenditures/expenses on behalf of the Village. A budgetary unit is defined as a series of accounts that combined, represent total expenditures related to a particular function of the Village. For example, Financial Services includes multiple accounts for all of the expenses related to the management of the Village's finances, including all accounting and budgeting functions. A Department, which is utilized as a management tool by the Village, combines multiple budget units into a related functional area that is intended to accomplish a portion of the Village's core functions. An example is the Police Department, which includes five budget units: Police Administration, Investigations, Patrol Operations, School & Community Programs, and Parking Enforcement that combined accomplish the Village's core function of ensuring public safety by preventing and resolving criminal activities. Departments can be part of a single accounting fund, such as the Fire Department which is only in the General Fund, or can be part of multiple funds, such as Community & Financial Services which is part of the General Fund, the Water and Sewer Fund, the Recycling and Refuse Fund, and the Parking Fund. The format for the Departmental Summaries includes:

- Mission and Strategic Objectives – Provides information about the long-term overall objective of the Department, why it was created, and what it is trying to accomplish by providing services to residents.
- Overview – Provides background information about the Department; discusses any major challenges facing the Department in the current budget program; and provides a brief overview of the services provided by the Department to the community.
- Objectives for 2012 – Details the goals and objectives of the Department for the current budget year and describes how those goals and objectives fit in to the overall Village strategic goals and objectives.
- 2011 Budget Accomplishments – This section provides descriptions of accomplishments realized during the 2011 budget period.
- Budget Analysis – Provides an overview of the expenditures for each Department and describes any major changes from the prior year in the annual budget.
- Sources of Funding – Describes which accounting funds and revenue sources provide resources to fund the Department's operations.
- Employees – Provides a description and a chart of the number of staff in each Department, the change over time, and the number of staff assigned to each Division.
- Budget Unit Descriptions – Each Department includes multiple budget units that focus on a particular subset of Departmental responsibilities. The final section of each Departmental summary includes budget unit summaries that provide a brief overview and a table displaying the budgeted expenditures/expenses in 2012.

## **Capital Improvements**

The Capital Improvements section begins by providing an overview of Village capital improvements and an illustration of the Village's capital improvement revenues and expenditures from 2010 through 2017. The section continues by describing each capital improvement program area (i.e., Street and Highway Improvements), and discussing the work that will be performed and highlighting the projects that will occur in each program area. Each program area description illustrates the expenditures and funding sources for the projects that will occur during the budget period and describes the potential effect of these projects on the Village's operational budgets. Service area descriptions also include a projection of expenditures and funding through 2017 and a projection of projects that will be completed during this period of time.

## **Legal Budget Documents**

This section includes the Ordinance adopting the document, the legal budget document that is submitted to Cook and Lake Counties, and the Official Village Compensation Plan for 2012.

## **Appendices**

The appendices include the Five Year Financial Forecast and an analysis of Village Personnel and associated expenditures. This section also includes official Village policies to be utilized as reference information and a summary of various historical statistics about the Village's finances.

## **Glossary**

The Glossary provides a definition of many of the words and phrases that are unique to municipal financial reporting and budgeting.

Additional information on the financial condition of the Village is available in the Comprehensive Annual Financial Report (CAFR) which can be reviewed at Village Hall or at the Barrington Area Library. Interested readers can also review previous budget documents and CAFRs at Village Hall or the Barrington Area Library. Community & Financial Services staff is also available to answer questions from residents that pertain to the Village's finances. Please contact:

Village of Barrington  
Community & Financial Services  
200 South Hough Street  
Barrington, Illinois 60010  
(847) 304-3400  
<http://www.barrington-il.gov>

A primary source of easily accessible information about the Village operations and finances is the Web Site; this Budget Document as well as the Comprehensive Annual Financial Reports can be accessed on the Web Site.

## THE BUDGET PROCESS

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The Village's annual budget includes the authorization and documentation of the estimated revenues, expenditure budgets, and operating transfers for all Accounting Funds subject to appropriation for each fiscal year beginning January 1 and ending December 31. The Village's budgetary operations are governed under the provision of the Budget Act as established by Illinois Statute (65 ILCS 5/8-2-9.1 to 9.11). The budget process is coordinated by the Director of Community & Financial Services under the direction of the Village Manager. In accordance with the Budget Act, the Village is required to adopt an annual budget document prior to the beginning of the year in which the expenditures/expenses occur. The Village adopts expenditure budgets for governmental funds, enterprise funds, and Pension Trust Funds. An expenditure budget is not adopted for the Village's agency fund, the Escrow and Deposits Fund. This section describes the budget process and provides the budget calendar that illustrates the key dates included in the process.

### **Review and Development**

In the first half of the year preceding the beginning of a new budget period, the Village Board holds a budget workshop to review and refine the Village's strategic goals and develop guidelines for the budget process. Based on these goals and guidelines, budget instructions and worksheets are provided to Department Heads at the beginning of July. Departments finalize their budget requests and submit them to the Community & Financial Services department by the end of July. A tentative budget is completed by the middle of August and Department Heads meet with the Village Manager and the Director of Community & Financial Services to discuss their respective Department's budget requests. Adjustments necessary to balance the budget and/or more effectively meet the objectives established by the Board are initiated during this review process. The tentative budget document is then finalized and presented to the Village Board for review in late September/early October. At the beginning of November, copies of the proposed budget are available for public review and comment at Village Hall, the Barrington Area Public Library, and on the Village's website.

### **Adoption of the Budget**

The public has several weeks to review the tentative budget before the public hearing on the annual budget in November. A notice of the public hearing is published at least ten days in advance in at least one general circulation newspaper. A public hearing on the budget provides residents with the opportunity to comment upon and make suggestions about the budget to the Village Board. After the public hearing is held, the Budget may be revised and passed without any further inspection, notice, or hearing. Based on the current language of the Budget Act, the budget is usually considered and approved by the Board in late November.

### **Amendments and Transfers**

The Village's Budget Officer may approve transfers of money between accounts within an Accounting Fund at his/her discretion as long as these transfers do not result in a change to the total expenditure amount included in the approved budget for the respective Accounting Fund.

If it becomes necessary to increase or decrease the total expenditure dollars budgeted in a particular Accounting Fund, an amendment to the budget can be made following the approval, by a two-thirds vote of the members of the Corporate Authorities then holding office (65 ILCS 5/8-2-9.6), of an ordinance amending the budget for the respective Accounting Fund.

## **Budget Calendar**

<u>Description of Activity</u>	<u>Completion Date</u>
Committee of the Whole Initial Review of 2012 Budget Process, Revenues, Five Year Financial Forecast, and Goals	Jun 6, 2011
Revenue estimate finalized by Community & Financial Services	Jun 13, 2011
Projected personnel expenditures completed by Community & Financial Services and Human Resources and submitted for review to Village Manager.	Jun 24, 2011
Budget request sheets and issue paper requests issued to all Departments by Community & Financial Services.	Jul 1, 2011
Budget request sheets and issue paper requests completed and returned to Community & Financial Services	Jul 29, 2011
Completion of data entry of Department budget requests and generation of budgets for funds, departments, and divisions.	Aug 5, 2011
Letters sent to non-profit organizations with instructions for requesting funding from the Village, with a due date of August 31, 2010.	Aug 1, 2011
Discussion of departmental budget requests between Village Manager, Director of Community & Financial Services and Department Heads	Aug 15 - 19, 2011
Strategic Plan and Financial Policies Reviewed with Village Board	Sep 5, 2011
Proposed 2011 Budget submitted to the President and Board of Trustees	Sep 23, 2011
Committee of the Whole Budget meetings.	Oct 3 – Oct 7, 2011
Village Board establishes tentative dates for the public hearing on the 2011 budget. Board also establishes dates for the adoption of the budgets	Oct 24, 2011
Proposed budget available for public inspection at Village Hall, the Barrington Library and on the Village Web Site	Nov 1, 2011
Proposed Fire Department Budget presented to the Barrington-Countryside Fire Protection District Board	Nov, 2011
Public hearings before the Village Board on the Annual Budget, Village Board adoption of the Annual Budget	Nov 28, 2011
Production of Printed Budget Document.	Nov 22, 2011 – Feb 1, 2012
Deadline to file approved budget for 2011. Certified copy of the Ordinance and Certificate of Estimate of Revenues must be filed with each County Clerk (must be filed no later than 30 days after passage of the Budget by the Board).	Dec 28, 2011
Deadline to send printed budget document to GFOA for review under the Distinguished Budget Awards Program.	Feb 24, 2012

## BASIS OF BUDGETING

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The Village's budget process is governed by the provisions of the Budget Act as established by Illinois Statute (65 ILCS 5/8-2-9.1 to 9.11). The financial portion of the Legal Budget for the Village of Barrington is presented in three parts starting with the Estimate of Revenues on Pages 170 – 177, continuing with the Expenditure Budget on Pages 178 – 194, and ending with the Summary of Transfers on Pages 195 – 196. The Estimate of Revenues for all accounting funds is presented on an account level basis (i.e., each individual revenue source is presented in the Estimate). The revenue estimate is organized by accounting fund, then by revenue source grouping (e.g., Property Taxes), and then by individual revenue source (e.g., General Corporate Property Tax).

The expenditure budget is established, authorized, and presented at the sub-class level for all accounting funds. The Village defines the sub-class level of expenditures as an interrelated grouping of individual expenditure accounts (i.e., the Professional Development sub-class is an interrelated group of accounts that includes Training, Expense Reimbursement, Membership Dues, Subscriptions, and Tuition Reimbursement). Establishment of the expenditure budget at the sub-class level provides departments with greater flexibility in meeting operational needs. Accounting for expenditures at the sub-class level also provides the Village Board with better information about transfers between major sub-classes versus transfers between related line items within a sub-class. The expenditure budget is organized by accounting fund, then department, then budget unit, and finally sub-class.

Transfers from one accounting fund to another are presented at the account level (i.e., each individual transfer from one fund to another is displayed). Transfers are organized by accounting fund, transfers in or transfers out, and then transfer account.

To enhance the reader's understanding of the Village's budget, the Legal Budget is presented in several formats throughout the document. These formats include the Budget Summary Information on Pages 72 – 77; the Fund Summaries beginning on Page 78 which include tables that summarize the revenues, expenditures, transfers, and changes in fund balance or net assets for each fund; Department budget sections beginning on Page 104 which include tables that summarize budgeted expenditures and funding sources at both the Department and the budget unit levels. The presentation of expenditures/expenses for each budgetary unit (please review the Guide to Using the Budget Document on Pages 20 – 23 or the Glossary on Pages 250 – 256 for an explanation of a budgetary unit) is reflected on a gross budgetary basis. This means that included within each budget unit are all costs, including benefit costs and any interfund charges related to that unit. In order to associate costs with services, expenditures for pensions and other fringe benefits are budgeted by unit percentage and allocated to the appropriate department.

The revenues, expenditures, and transfers for the Village's Governmental Funds (General Fund, Capital Improvement Fund, Tax Increment Financing Fund, and Debt Service Fund) in the Legal Budget and in all table presentations of the Legal Budget, are prepared on a modified accrual basis consistent with Generally Accepted Accounting Principals (GAAP). The revenues, expenses, and transfers for the Village's Enterprise Funds and Fiduciary Funds in the Legal Budget and in all table presentations of the Legal Budget, are prepared according to full accrual accounting principals consistent with GAAP, with some exceptions as noted below.

The modified accrual form of accounting is a change in measurement focus from the full accrual form of accounting. Under modified accrual accounting, revenues are recognized when measurable and available and expenditures are recognized when the related fund liability is incurred. Under full accrual accounting, revenues are recognized in the accounting period in which they are earned while expenses are recognized in the period they are incurred. There are a few instances in which the Village's budget deviates from GAAP. These include:

- For all accounting funds, compensated absences, which are not recognized in the Legal Budget, are accrued under GAAP and reported in the Village's Comprehensive Annual Financial Report as a long-term liability.
- The budget document does not convert all funds to a Village-wide Statement of Net Assets and Statement of Activities (and the accompanying Reconciliations) as required under GASB Statement Number 34.
- Budgetary Enterprise Fund deviations from GAAP in the Legal Budget include, a) recognizing capital outlays and debt financing as expenditures and revenues respectively, rather than adjusting the appropriate balance sheet accounts in accordance with GAAP, and b) depreciation is not included in the budget even though it is recorded as an expense under GAAP.
  - These deviations from GAAP in the Legal Budget are corrected in the Chart displays in the Fund Summary Section. To provide a basis for comparison, the charts in the Fund Summaries convert the Legal Budget to the format used to present the Village's finances in the Comprehensive Annual Financial Report (CAFR). The Charts for Enterprise and Fiduciary Funds capitalize expenses appropriately (they are not displayed as expenses) and reflect them as an increase in the Invested in Capital Assets portion of Fund Net Assets. Depreciation in these columns is presented as an expense in accordance with GAAP. The Village makes these conversions so a reader has a basis for analyzing how the budget will impact the Village's financial position at the end of the budget period once the financial statements are prepared.

The Village's accounting system is maintained on a basis consistent with the adopted budget. This enables departments to monitor their budget by utilizing the inquiry functions of the financial software system. At the end of each fiscal year, the Village undertakes appropriate adjustments to bring the accounting system of the Village in line with GAAP (including the requirements of GASB Statement Number 34). These adjustments allow the Village to convert its financial structure from the budget format to a format that is appropriate for meeting the requirements of financial reporting required in the Comprehensive Annual Financial Report (CAFR). All year-end adjustments are carefully reviewed by the Village's outside auditor to ensure their propriety.

### **Non-Appropriated Accounting Funds**

The Village's financial system includes several accounting funds that are not appropriated and are therefore not included in the budget document. There are three of these non-appropriated funds, they include the Escrow Fund, GASB 34 Adjustment Fund, and the BACOG Fund. The Escrow Fund is utilized by the Village to account for monies that are deposited with the Village for various purposes, primarily as deposits to offset the Village's expenses for review and inspection of construction or development projects. The GASB 34 Fund is utilized by the Village to account for Governmental Fund fixed assets that are not recognized at the Fund level but are included in the Statement of Net Assets and Statement of Activities in the annual Comprehensive Annual Financial Report. Finally, the BACOG Fund is utilized by the Village to account for the activities associated with the Village's support of the local coalition of government organization, the Barrington Area Coalition Of Governments (BACOG). The Village processes BACOG's payroll and provides benefit coverage to BACOG employees for which BACOG reimburses the Village.

None of the transactions in these Funds are considered revenues or expenditures of the Village and there is no appropriated budget for these Funds so they are excluded from the Budget document.

## BUDGET AND FINANCIAL POLICIES

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The budget and financial policies are the basic guidelines for the management of the Village's financial operations and were developed within parameters set by Illinois Statute and the Barrington Municipal Code. The policies assist the Village Board and Management in preparing the budget and managing the Village's fiscal affairs throughout the budget period. The policies are reviewed during the budget process and modified as appropriate to accommodate changing fiscal conditions, environmental challenges, and Village Board policy initiatives.

### **Budget Policies**

1. The fiscal year of the Village of Barrington will begin on January 1 of each calendar year and end on December 31 of the same calendar year. All accounting and budgeting functions of the Village will occur in conjunction with this fiscal time period.
2. The Budget will be prepared on a basis consistent with Generally Accepted Accounting Principals (GAAP). Any exceptions to preparing the budget on a basis consistent with GAAP will be disclosed in the Basis of Budgeting Section (located on Pages 26 – 27 of this document).
3. The Budget Officer of the Village, prior to November 1 of the forthcoming budget year will submit to the Village Board a budget document that includes the Legal Budget and the following supplementary information:
  - a. A transmittal letter describing the previous budget period's accomplishments, the Village's strategic goals, and the non-strategic organization wide budget period goals. The Transmittal Letter should also provide a summary of the revenues, expenditures, changes in Fund Balance or Net Assets, and changes in Personnel included in the proposed budget.
  - b. An estimate of all revenues for each Fund, prepared on a realistic basis at the account level and taking into account all available information. The revenue estimate will be conservative but avoid underestimating revenues for the forthcoming budget period (recognizing that an underestimate may lead to unnecessary reductions in programs and services and an overestimate may lead to an expansion of services and programs that cannot be supported with available resources).
  - c. A section that describes major revenue sources, illustrates historical trends, and establishes projections that form the basis for the revenue estimate. This section will also include an analysis of the assumptions underlying each projection.
  - d. An accounting of expenditures/expenses in each Fund by Department and budget unit according to categories established for operating expenditures. The Legal Budget will include two previous years of actual expenditures, the current amended annual budget, a nine-month actual for the current fiscal year, a projected actual for the current fiscal year, and the budget approved for the forthcoming budget year.
  - e. Specific objectives for every operating Department. These objectives will be consistent with strategic organizational goals as described in the transmittal letter and will be explicitly linked to these goals in an explanatory paragraph.
  - f. A Capital Improvements section that describes each major category of projects, analyzes the work to be performed in the budget period, illustrates the expenditure budget for the budget period, and forecasts future capital project funding needs.
4. The annual Budget submitted to the Village Board will include a balanced budget, as defined by Village Policy in each Fund. The transmittal letter will highlight and explain any circumstances in which a budget in any Fund is not balanced.
5. Public hearings for the Budget will be held before the Village Board. The public hearing format will provide Village residents with the opportunity to express their opinions regarding estimated revenues, proposed fee or

tax increases, and proposed expenditures/expenses. Residents will have the opportunity to express their reasons for wishing to increase or decrease any expenditures/expenses. The notice of public hearing will be published in newspapers circulating in the community not less than seven days in advance of the date of the public hearing (ILCS 5/8-2-9.9).

6. The Budget Document will be published in a format that satisfies all criteria of the Government Finance Officer's Association Distinguished Budget Program. The final budget document will be published no later than 90 days following the adoption of the budget and will be made available to the public on the Village's web site.
7. The Budget Officer of the Village may approve the transfer of money between accounts within an Accounting Fund at his/her discretion as long as these transfers do not result in a change to the total expenditure amounts included in the approved budget for the respective Accounting Fund. If it becomes necessary to make a change that impacts total expenditures budgeted in a particular Fund, the change can only be made following the approval, by a two-thirds vote of the members of the Corporate Authorities then holding office (65 ILCS 5/8-2-9.6), of an Ordinance amending the budget for the respective Accounting Fund.

### **Minimum Fund Balances and Balanced Budgets**

1. The Village will avoid the appropriation of fund balance for recurring operating expenditures. If at any time the utilization of a fund balance to pay for operating expenditures is necessary to maintain the quality or level of current services, an explanation of the circumstances of the utilization of fund balance and the strategy to arrest the future use of fund balance will be included in the Transmittal Letter.
2. If appropriation of fund balance for recurring operating expenditures occurs in more than one year or if an accounting fund falls below the minimum fund balance requirement, the Village Board will hold a special session as part of the Budget process to discuss the long term financial prospects for the accounting fund that is having problems. As part of this special session, the Village Budget Officer will be required to submit a plan for balancing revenues and expenditures in the Fund to the Board. This plan must present realistic options for arresting the deterioration in the fund balance, including the possibility of personnel and service reductions if necessary to balance revenues and expenditures.
3. The Village will maintain a minimum Unassigned General Fund Balance that is sufficient to provide financial resources for the Village in the event of an emergency or the loss of a major revenue source. Therefore, the Village has set the minimum Unassigned Balance for the General Fund at an amount equal to three months of General Fund operating expenditures. Any General Fund Balance that the Village has designated as a contingency reduces the amount of Unassigned Balance that must be maintained in accordance with this policy (the formula is: Three months budgeted operating expenditures – any General Fund Balance designated as a contingency).
4. The only minimum Fund Balance established for the Capital Improvement Fund is the Fund Balance Assigned for Vehicle and Equipment Replacement. This Assigned Fund Balance will be equal to 50% of the amount needed to replace all Village vehicles and equipment as determined by the Vehicle & Equipment Replacement schedules maintained by the Community & Financial Services Department. The maximum Fund Balance allowable in the Capital Improvement Fund is equal to 3% of the equalized assessed value of the taxable real property located in the corporate boundaries of the Village (ILCS 5/8-2-9.5). Based on the Village's 2010 equalized assessed value of \$670,645,364, this limit was equal to \$20,119,360 at the end of 2011.
5. No minimum Fund Balance has been established for the TIF Fund. This Fund was established to account for the revenues and expenditures associated with capital infrastructure improvements and redevelopment efforts within the TIF District. Throughout the majority of its existence, it is likely the TIF Fund will have a negative Unassigned Fund Balance because capital projects within the Fund required more resources than have been generated in TIF Increment. The TIF Fund, in order to pay for these capital projects, may receive loans from other accounting funds of the Village and these loans will lead to a negative Fund Balance until they are repaid by the TIF Fund.

6. No minimum Fund Balance is set for the Debt Service Fund. The Fund collects Property Tax Revenue for the payment of General Obligation Bonds that have been authorized by referendum. The amount of Property Tax collected is set at the time the General Obligation Bonds are issued and is directly tied to the amount needed to pay the debt related to the bonds during any particular fiscal year. Therefore there is no need to set a minimum Fund Balance as the Property Tax revenue should always offset expenditures in the Fund.
7. The minimum Unrestricted Net Assets for the Enterprise Funds are established at three months of operating expenditures. Enterprise fund revenues are traditionally stable and predictable; establishing minimum Net Assets at three months of operating expenditures should provide sufficient security for operating activities in these Funds.
8. The Pension Trust Funds minimum fund balances are established by actuarial projections. The Village will strive to provide enough resources to fully fund current estimates of future pension liabilities.
9. The definition of a balanced budget for each accounting fund for which budget appropriations occur shall be:
  - a. General Fund – A General Fund balanced budget is determined by the positive or negative results of the Unassigned Fund Balance. The expenditures associated with General Fund operating activities are supported by the revenues and accumulated resources of this category of Fund Balance. Increases or decreases in this Fund Balance category are indicative of the General Fund’s ability to support continuing operations.
  - b. Capital Improvement Fund – A balanced budget in the Capital Improvement Fund is determined by whether the Assigned Fund Balance remains above \$0. The Capital Improvement Fund is expected to vary considerably year to year as the Village accumulates and then expends resources for capital infrastructure improvements. As long as the Assigned Fund Balance remains above \$0, the Capital Improvement Fund is not drawing resources from the operating funds.
  - c. Tax Increment Financing Fund – A balanced budget in the TIF Fund is determined by the Fund’s ability to provide resources for anticipated projects. An analysis of a balanced budget for the TIF Fund must therefore focus on the cash balance of the Fund and its ability to provide funding for future projects.
  - d. Debt Service Fund - A balanced budget in the Debt Service Fund has been established by Village Policy as a positive Net Change in Fund Balance (i.e., a Net Change in Fund Balance greater than \$0). A positive Net Change in Fund Balance indicates that the Fund is receiving sufficient revenues to pay the Village’s obligations.
  - e. Water & Sewer Fund - A balanced budget in the Water and Sewer Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund’s ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund’s budget is considered to be balanced.
  - f. Recycling & Refuse Fund - A balanced budget in the Recycling and Refuse Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund’s ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund’s budget is considered to be balanced.
  - g. Motor Vehicle System Parking Fund - A balanced budget in the Motor Vehicle Parking System Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund’s ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund’s budget is considered to be balanced.

## **Revenues**

1. To ensure the Village's continuing financial health, the Village will strive to maintain a diversified and stable revenue system so that fluctuations in any one revenue source will not have a devastating effect on the Village's ability to continue providing services.
2. The Village shall utilize property taxes as a "stop gap" Revenue source. For each tax levy, the Village will determine the level of service it wishes to provide to its residents and the cost of providing this level of service. The cost of those services will be compared to projected revenues, excluding property tax. The shortfall between projected revenues and estimated expenditures is the amount to be considered for the property tax levy.
3. The Village will establish user charges and fees at a level that attempts to recover the full cost of providing the service, including the construction, rehabilitation, and maintenance of the capital assets necessary to provide the service..
4. User Fees, particularly utility rates, should identify the relative costs of serving different classes of customers.
5. The Village will consider rates and fees charged by comparable units of local government providing similar services when establishing user charges and fees.
6. The Village will attempt to maximize its financial resources by investing excess funds in a manner that provides the highest investment return while maintaining the maximum security of invested funds and meeting the daily cash flow demands of the Village. The Village will invest funds in a manner conforming to Illinois Statute and local regulations governing the investment of public funds. The rules and regulations required by Statute are detailed in the Village's Investment Policy which was adopted by the Village Board on December 3, 1999 and is included in this document in Appendix V on Pages 238 – 242.

## **Operating Expenditures**

1. The Village will fund all operating expenditures in a particular Fund from the operating revenues generated by the Fund. In developing the budget, recommendations will be made regarding services level adjustments that may be necessary to meet this objective. Services will not be expanded beyond the Village's ability to utilize current revenues to pay for the expansion of those services.
2. The Village will continually assess its organization and service provision efforts in order to provide service enhancements by increasing efficiency or effectiveness. The Village shall also constantly strive to provide the same quality and quantity of services at lower cost. During each budget process the Village will assess its current organization and service provision strategy and make adjustments if the analysis demonstrates that a particular enhancement would improve operations.
3. The Village will establish Personnel budgets that are necessary to continue to provide high quality services to residents. To attract and retain quality employees, the Village will maintain a compensation and benefits package that is competitive with other public sector employers.
4. The Village will provide sufficient resources to train Employees and thereby develop the specialized knowledge and expertise necessary to maintain and improve the quality of Village services.
5. The Village will strive to adopt new technologies and techniques that will allow the Village to maintain and improve the level of services provided to residents while maintaining or reducing (if possible) its workforce. To achieve this objective, the Village will investigate, fund, and implement information and communication technology solutions that allow for the automation of functions.

6. Operating Expenditures will be budgeted, accounted for, and reported in the following major categories:

**I. Personnel Services**

Salaries  
Benefits

**II. Operations**

Professional Development  
Contractual Services  
Commodities  
Programs  
Miscellaneous

**III. Capital Expenditures**

Contractual Services  
Capital Outlays

7. The Village will attempt to maximize its financial resources by encouraging Intergovernmental Cooperation. The establishment of intergovernmental service agreements with other units of local government allows the Village to provide residents higher levels of service at a reduced cost. It is the objective of the Village to continue to maintain and improve these intergovernmental agreements while evaluating whether there are other service areas that could be enhanced through intergovernmental cooperation.

**Capital Projects**

1. The Village will develop a multi-year plan for capital projects. This plan will identify projects likely to be constructed within a five year time period and will also identify the likely source of funding for the project.
2. To maintain its excellent debt standing, the Village will attempt to support capital projects with recurring revenues or excess fund balances in the Capital Improvement, TIF Redevelopment, and Water and Sewer Fund.
3. The Village will set utility rates that are sufficient to provide funding for future capital improvements necessary to maintain utility infrastructure. Rates shall be set at a minimum to maintain sufficient cash resources to fund capital expenditures on a pay as you go basis. This minimum level will be set through the use of the Village's Water and Sewer Rate Analysis.
4. Capital maintenance expenditures will be sufficient to address the deterioration of the Village's capital infrastructure to protect the community's quality of life. Capital maintenance expenditures will be sufficient to ensure a relatively stable level of expenditures in every budget year.

**Debt**

1. The Village will issue debt or utilize low interest loans only for projects that cannot be reasonably funded through recurring revenues. Past examples include the Village Facilities Project (construction of Village Hall and the Public Safety Facility), the construction of the Station Street Reservoir and the Iron Removal Facility, the renovation of the Wastewater Treatment Plant, and the 2009 and 2010 annual Street Improvement program (when the deterioration in revenues in 2008 and 2009 made it necessary to fund this program by issuing debt).
2. The Village will not issue debt or undertake low interest loans that will last beyond the useful life of the asset for which the debt is to be issued.
3. To minimize interest payments on assumed debt, the Village will strive to maintain or improve upon its bond rating of AA+ (Standard & Poor's) when issuing bonds. When considering loans, the Village will utilize, to the extent available, low interest loans (with interest rates below current rates of interest) such as Illinois

Environmental Protection Agency (IEPA) loans for Water and Sewer Infrastructure construction and rehabilitation.

### **Financial Reporting**

1. Following the conclusion of the fiscal year, the Village will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB). The CAFR shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
2. Included as part of the CAFR shall be the opinion prepared by independent certified public accountants designated by the Village Board to audit the Village's financial statements.
3. The Village will capitalize projects in compliance with the Capitalization Policy established in conjunction with the conversion of the Comprehensive Annual Financial Report to the GASB Statement #34 format (this Policy is included in this document in Appendix IV on Pages 235 – 237).
4. On a quarterly basis, the Community & Financial Services Department will prepare and present to the Committee of the Whole quarterly financial reports that will include revenue and expenditure summaries and a cash and investment report for each Fund. These reports will not necessarily be presented to the Committee at the end of the quarter (it takes approximately 20 days after the end of the month for Financial Services to make all concluding entries for a month), but the Committee will have the opportunity to review the financial reports for each quarter in as soon as the final accounting entries have been completed.

## Evaluation of Financial Condition

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Understanding the financial condition of the Village is an important precursor to developing the Budget. It is critical for municipal officials to monitor, analyze, and respond to changing social, demographic, economic, and financial trends so the municipal budget is financially viable and responsive to community needs.

Trend analysis allows the Village to monitor changes and anticipate future challenges by identifying factors that may impact the community and the Village's finances. The environmental and financial indicators analyzed and measured in this section are used to assess the Village's financial condition prior to the development of the budget. This assessment provides a basis from which the budget can be developed with an understanding of how any changes in Fund Balances or Net Assets brought about by the Budget will affect the Village's financial condition at the end of the budget period. The assessment also assists municipal officials with setting priorities for service provision efforts in the forthcoming budget year by identifying trends in the community.

Trend analysis is based on the development of financial ratios and environmental trends from Village financial documents as well as relevant economic and demographic data from a variety of sources. The ratio and trend indicators included in this section are grouped into six categories, these include:

- Community Needs and Resource Indicators
- Revenue Indicators
- Expenditure Indicators
- Operating Position Indicators
- Debt Indicators
- Comparative Indicators

Multiple indicators are provided for each one of these categories to provide sufficient information to analyze the Village's underlying financial condition. Each individual indicator is rated on a one to five star system (with five stars being the best) in order to provide an understanding of how the Village is doing in that particular area.

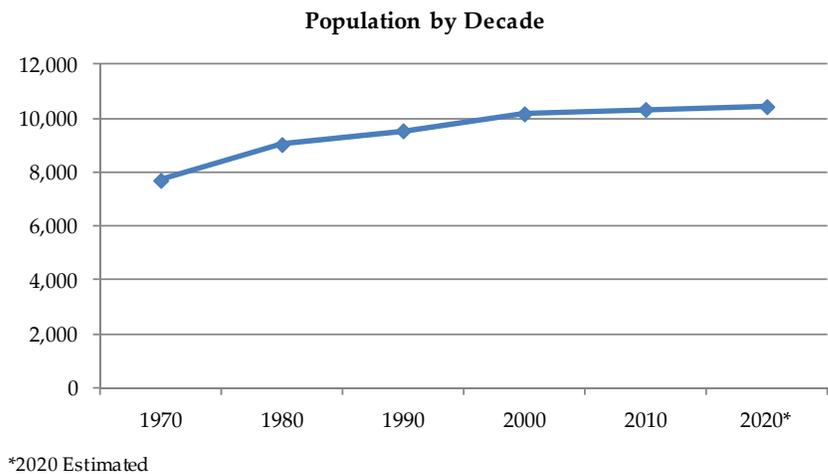
## Community Needs and Resource Indicators

These indicators encompass the economic and demographic characteristics that determine the resources available to the community (i.e., revenues that can be generated within a community to finance service provision efforts) as well as the service demands that may be required by the community (i.e., demands for public safety, capital improvements, and social services).

### **Population Change by Decade, 1970 - 2020**

A rapidly increasing population in a community can be stressful as demand for services typically increases at a rate faster than the population. Decreases in population can also be stressful because a community's ability to provide services decreases but the demand for services often remains constant. In addition, the Village's population has financial consequences because many of the tax revenue sources received from the State of Illinois are based on population. For instance, Motor Fuel Taxes and the municipal portion of the Illinois Income Tax are distributed on a per capita basis. The population count for these revenue sources are based on an official census count certified by the Bureau of the Census.

Measurement: The population of the Village is determined by the United States Census for previous years. Future years are estimated from information provided by the Chicago Metropolitan Agency for Planning (CMAP) which uses Census information to estimate future populations for communities in the Chicago Metropolitan Area.



Warning Signs: A stable trend is a positive sign for a municipality. A rapid increase or a decrease in population often puts stress on a municipality's ability to continue to provide adequate services to residents. In addition, rapid changes in population trends often have a pronounced negative effect on a community and may require additional services to compensate for the negative social and demographic effects of rapid population change.

Performance Rating: ★★★★★

Analysis: The Village's Population has been increasing at a sustainable pace over the past two decades. The 1970s were the last decade in which the population increased at a rate greater than 10%. The Village anticipates a continuation of this slow pace of growth in population over the next couple of decades as the amount of land available for residential development in the community is limited. It is anticipated that the Village's population will increase slowly through 2020 to a total of approximately 10,500.

### **Percent of Poverty Households, 1970 - 2000**

This indicator measures the percent of households in the community with a total household income that falls below the poverty line established by the Federal Government. Communities with a significant percent of poverty households face difficulties due to an inability to generate resources combined with a high demand for municipal and social services.

Measurement: Measured by U.S. Census results.

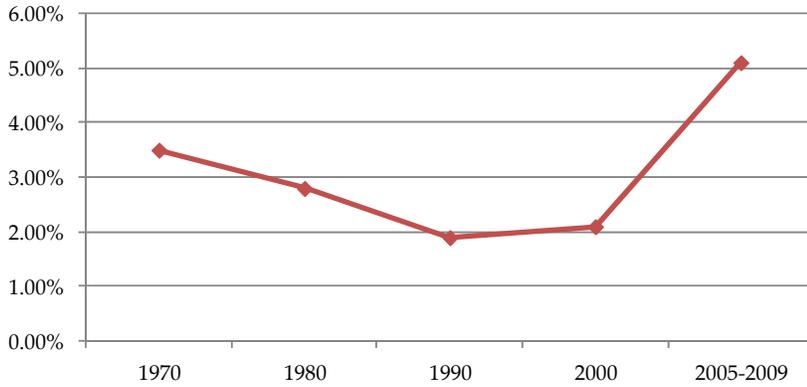
**Warning Signs:** The lower this number is the better it is for the community, both in terms of the ability to generate resources and in terms of the services needed by the community. An increasing trend would be a signal that the Village faces future additional service demands as more households cope with the problems associated with

financial stress combined with fewer resources that can be generated by the community for municipal service provision efforts.

**Performance Rating:** ★★★★★

**Analysis:** The Village has very few households below the poverty line. However, the effect of the 2007-2009 recession is very apparent as there was an increase in the number of households with incomes below the poverty line in the community from

**Percent of Households in Poverty**



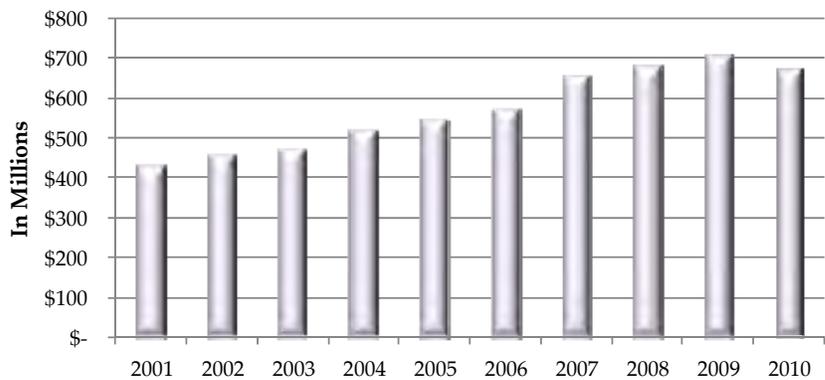
2000 to the 2005 - 2009 American Community Survey Results. The Village continues to be a prosperous place as the median household income in the 2010 census was \$102,370 which is 93.46% higher than the State of Illinois median income of \$55,735 and 98.36% higher than the national median income of \$51,914. If the trend of more households in poverty in the community continues to increase, this could presage a future increase in demands for municipal services.

**Percent Change in Equalized Assessed Value**

Positive changes in the Equalized Assessed Value (EAV) of a municipality indicate property values in the community are continuing to increase. This is an important indicator of the community’s ability to generate resources for municipal services. Growth in the EAV is also indicative of a healthy community that is an attractive place to live and do business (increases in property values are caused by demand for properties in a community or by residential or commercial development in the community).

**Measurement:** The EAV of the Village is adjusted annually by the Cuba or Ela Township Assessor’s Office for properties located in Lake County or by the Cook County Assessor’s Office for properties located in Cook County. The Village is notified of the EAV of properties within Lake County in early Spring when the tax bills are mailed. The Village is notified of the EAV of properties within Cook County in the Fall when the tax bills for the second installment are mailed.

**Equalized Assessed Value**



**Warning Signs:** A plateau or drop in the EAV of the Village would indicate a lowering of demand for real estate located in the Village. This would be a prime indicator of economic and social challenges in the future for the Village.

Performance Rating: ★★★★★

Analysis: In the past ten years the equalized assessed value of property in the Village has increased 55.52% from approximately \$456 million to \$670 million (an average increase of 5.55% per year, higher than the rate of inflation). However, 2010 was the first time in decades that the EAV of the community declined. If this develops into a trend of decreases, it could be a negative indicator for the community. Barrington remains a desirable place to live and operate a business but the economic headwinds from 2007 to 2010 are having an impact on property values in the community.

### Crime Rate

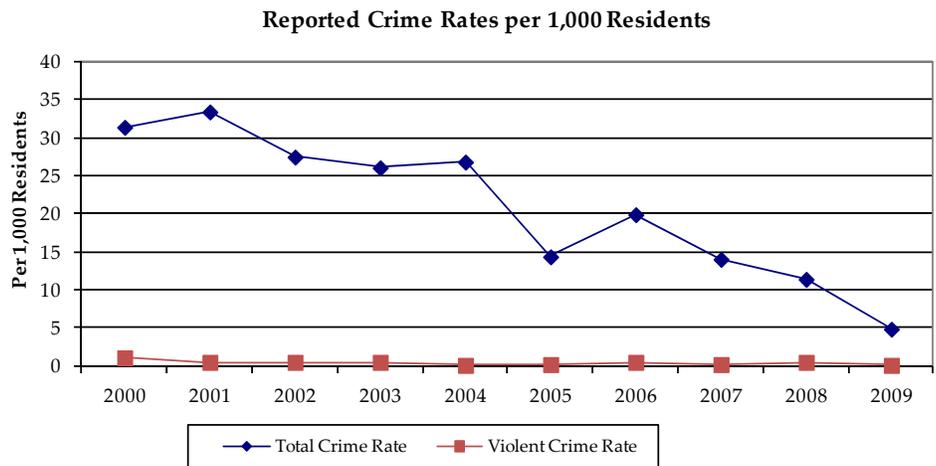
The crime rate in the community is the number of misdemeanor and felony offenses that occur within the corporate boundaries of the Village. The crime rate in the Village is strongly indicative of future demands for police services as well as the social and economic health of the community.

Measurement: The Crime Rate is measured from the Village's Uniform Crime Report file with the State of Illinois each year.

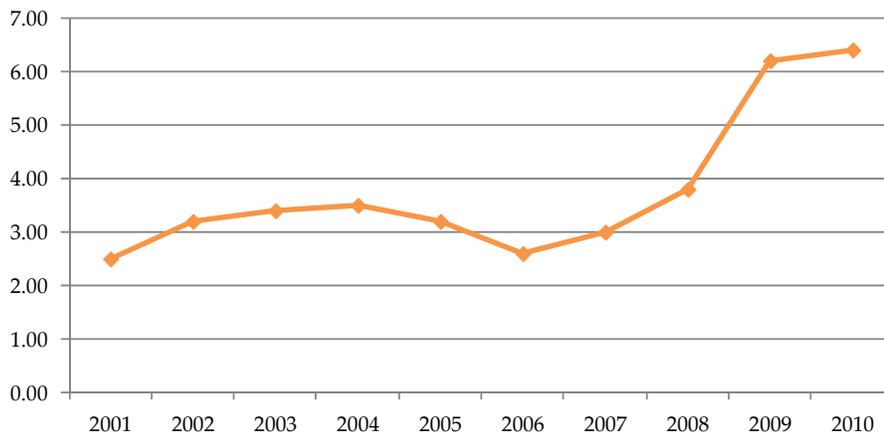
Warning Signs: An increase in the number of misdemeanor or felony offenses.

Performance Rating: ★★★★★

Analysis: In 2009, the Village's overall crime rate, at 4.84 incidents per 1,000 residents, is very low and remains substantially lower than the rate in Cook County, Illinois, or the United States. In addition, violent crime in the Village is rare with less than 1 incident per 1,000 residents per year in every one of the past ten years except for 1999 and 2000. The low crime rates are an indicator of the overall social and economic health of the community. Similar to national trends, the crime rate in the community has been declining throughout the last decade.



### Unemployment Rate



### Unemployment Rate

The unemployment rate in the community is another indicator of the overall health of the community. A high unemployment rate indicates that residents of the community will be facing financial challenges and may not be able to contribute resources towards municipal services. In addition, a high unemployment rate produces social stress in the community and among families as financial challenges for those who are unemployed mount. Social stress can increase the demand for

services and may have an impact on a community's crime rate.

**Measurement:** The unemployment rate in the Village is measured by the Illinois Department of Labor and is provided to the Village every year.

**Warning Signs:** A sustained increase in the unemployment rate that is not reflective of the trends in the national or regional economy may indicate that residents of the community have lost some competitiveness in comparison to residents of the Chicago Metropolitan Area. Also, an unemployment rate that is higher than State or National averages would indicate that residents of the community are facing difficulties in comparison to overall averages.

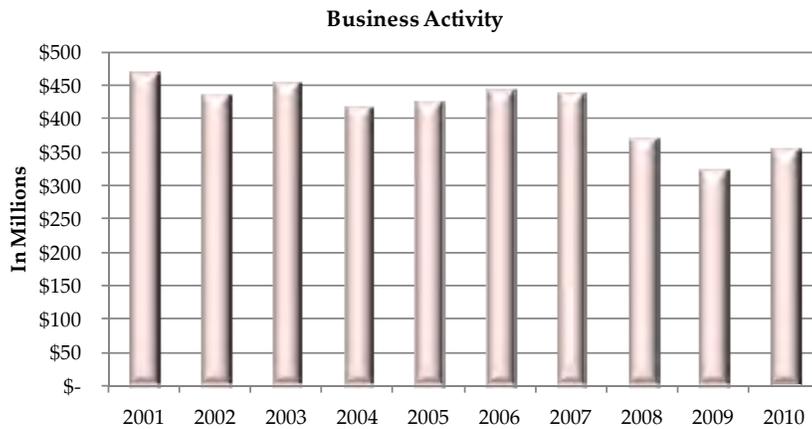
**Performance Rating:** ★★★★★

**Analysis:** The unemployment rate in the Village is much lower than either State of Illinois or National averages (10.05% and 9.28% respectively in 2010 as compared to the Village's rate of slightly more than 6.40%). However, Village residents have been affected by the economic turbulence of the last few years and the unemployment rate for residents has increased from approximately 3.00% in 2007 to more than 6.00% in 2010. Although income levels of residents on average remain relatively high when compared to State or National averages, this upward trend in unemployment is an indicator that a growing number of residents face economic challenges.

### Business Activity

Business activity in the community provides a measure of the economic health of the community. In a thriving community, business activity is vibrant as residents spend their disposable income in the community. A decline in business activity may be an indicator of either a poor business environment in the Village or a decline in the disposable income of Barrington area residents (a decline may also be an indicator of both of these factors).

**Measurement:** Business activity is measured by the receipt of Sales Tax by the Village. The Village receives 1% of the retail sales of goods and services in the Village. By dividing the Village's Sales Tax receipts by 1%, the total amount of goods and services sold at retail in the Village can be measured.



**Warning Signs:** Drops in the total amount of goods and services sold at retail in the Village; this is an especially important indicator if those drops are not reflective of trends in the regional, state, or national economies.

**Performance Rating:** ★★★

**Analysis:** In the 1990s, businesses were able to continuously increase the amount of business activity in the Village. However, from 2000 to 2010, business activity in the

Village has been negatively impacted by the turbulent economy and by development in the areas surrounding the Village. In 2001 and 2002, business activity declined due to the recession that occurred during those years. From 2003 through 2007, business activity remained within a narrow range but then declined again in 2008 and 2009 as a result of the most recent recession. The performance rating for this indicator is low because the Village seems to have experienced a structural decline in the economic activity in the community. The trend since 2000 has been a lower level of economic activity in the Village and this has negative consequences for the Village and the community. However, in 2010 there was a positive increase in the business activity in the Village and if this turns into a trend it could indicate a more positive business environment in the community.

## Revenue Indicators

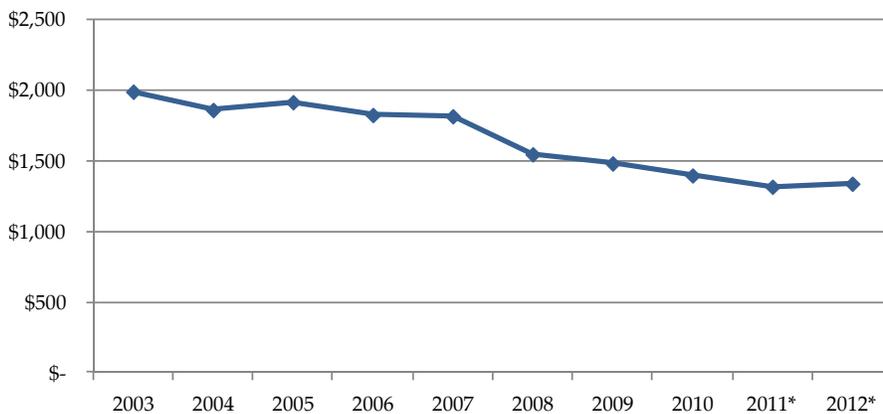
These indicators analyze the capacity of a municipal government to provide services and highlight the growth, flexibility, elasticity, dependability, and diversity of the Village's revenue base.

### Village Revenues per Capita

Village Revenues per Capita measure the change in revenues relative to changes in population over time. This is an important measure of a municipality's financial condition because a decline in Revenues per Capita means that the municipality has fewer resources per resident to maintain existing services.

**Measurement:** This ratio is measured by dividing all Village operating revenues (defined as all revenues except transfers, interfund charges, and borrowing) by the Village's population. This number is then converted to a constant dollar basis and indexed to the year 2000 by using the Chicago Area Consumer Price Index produced by the U.S. Department of Labor.

Operating Revenues Per Capita



\*2011, 2012 projected, dollars indexed to 2000 via Chicago MSA CPI

**Warning Signs:** A declining trend line would indicate that the Village's revenue base is declining on a per resident basis which may indicate that the Village will not be able to maintain its current level of services due to a decline in the resources available to support those services.

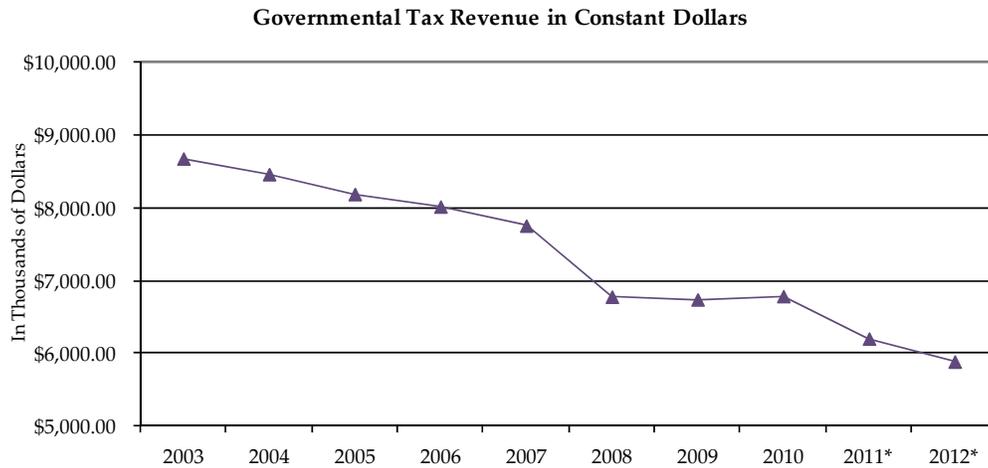
**Performance Rating:** ★★★

**Analysis:** As demonstrated in the graph, Village revenues per capita have decreased since 2003, from

approximately \$2,000 per resident in 2003 to approximately \$1,350 per resident in 2012 (in the 2012 revenue estimate). Although total Village revenues have increased from 2003 to 2012, once the effect of inflation and population increases are factored in, actual Village revenues are not keeping pace with the increase in demand for services and the cost for those services. This is indicative of the economic challenges the Village has faced since 2003 as the Village's receipt of elastic revenues, especially sales tax, has been significantly reduced when compared to earlier in decade.

## Tax Revenues in Constant Dollars, Governmental Funds

Measuring constant tax revenues in the Governmental Funds provides an indicator of the expansion in the Village's resource base and its ability to maintain or improve upon the services it provides to residents. In addition, this statistic provides information about the Village's ability to maintain and invest in the capital infrastructure in the community (i.e., streets, sidewalks, street lights, sewers, bikeways, etc.).



**Measurement:** This ratio is measured by summing all of the tax revenue received in the Governmental Funds (i.e., General, Capital Improvement, TIF, and Debt Service) for the past ten years. These totals are adjusted to a constant dollar basis and indexed to the year 2000 by using the Chicago Area Consumer Price Index produced by the U.S. Department of Labor.

\*2011, 2012 projected, dollars indexed to 2000 via Chicago MSA CPI

**Warning Signs:** A decrease in Tax Revenues in Constant Dollars would indicate that the Village's ability to maintain governmental services and invest in capital infrastructure in the community is eroding.

**Performance Rating:** ★★

**Analysis:** Total tax revenues (only Governmental Funds receive tax revenues) decreased from 2003 to 2012 when adjusted for inflation. This decrease has been primarily caused by the stagnation of the Village's elastic tax revenues such as Sales Tax and Income Tax. In 2010, this trend was briefly interrupted as the Village generated more tax revenue from the increase in the Village's Utility Taxes. However, without a corresponding increase in some elastic revenue sources such as Sales Tax or Income Tax, the trend of tax revenue in constant dollars decreasing is likely to continue as the purchasing power of the revenue the Village receives is eroded due to inflationary pressures. This is particularly acute in the last couple of years as the tax revenues have declined and the Consumer Price Index has increased.

## Elastic Revenues as a Percent of Total Revenues, Governmental Funds

Elastic revenues are defined as those revenue sources that expand or contract readily in response to national and regional economic trends. Elastic revenue as a percent of total revenue is an important indicator of the Village's reliance on volatile revenue sources that may contract rapidly in response to a decline in economic activity.

**Measurement:** This ratio is measured by dividing all Village elastic revenue sources (the major elastic revenue sources include Sales Tax, Income Tax, Local Use Tax, Replacement Tax, Hotel/Motel Tax, Utility Taxes, and Interest Income) by total Village revenues (not including transfers, interfund charges, or borrowing).

Warning Signs: The goal of the Village should be to maintain a stable percentage of elastic revenue sources as a portion of total revenues over time. An increase in the percent of elastic revenue sources as a portion of total revenues means the Village is becoming more reliant on volatile revenue sources that may contract suddenly. A decrease in the percent of elastic revenue sources as a portion of total revenues may indicate financial stress if the decrease is in response to economic events. A decrease may also indicate a structural decline in the Village's

elastic revenue sources and this would mean that the Village is becoming more dependent on inelastic revenues. An enhanced reliance on inelastic revenues can be detrimental because they do not expand rapidly in response to economic events and this decreases the Village's ability to offset increasing operating costs in times of economic inflation.

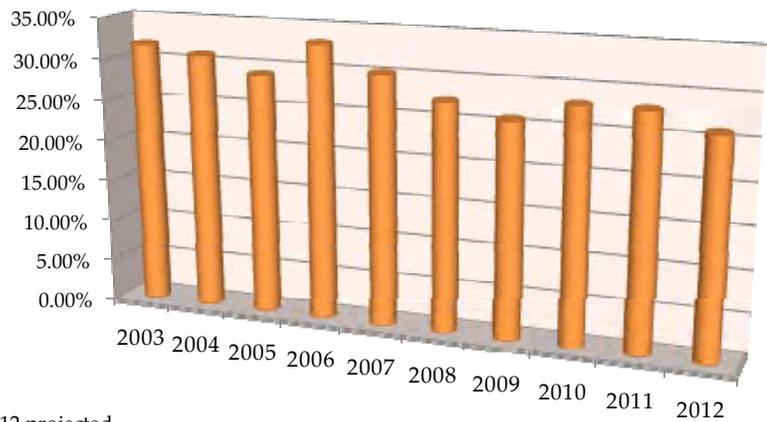
Performance Rating: ★★

Analysis: Elastic revenues as a percent of total revenues have declined since the early part of the 2000s as several of the Village's elastic revenue sources have decreased in that time period. An average rating for this ratio is appropriate as the Village has maintained a relatively stable range of 25% to 30% from 2007 through 2012 and the decrease in elastic revenues has not had a negative impact due to the low inflationary environment that has occurred during this time period. However, if there is not an increase in elastic revenues when the economy begins to improve, there may be a real negative impact on the Village's long term finances as the ability to offset larger increases in salaries and benefits will be depleted due to the lack of increases in elastic revenues such as Sales Tax.

**Special Revenues as a Percent of Total Revenues, Governmental Funds**

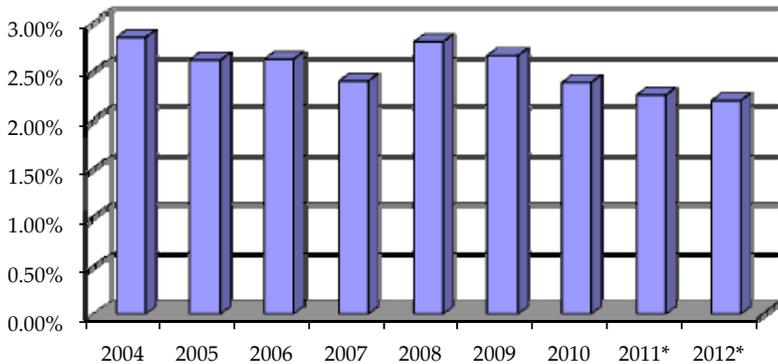
Special revenues as a percent of total revenues is an important indicator of the Village's Unrestricted revenue sources. Special revenues are those revenues that are restricted for a particular purpose. If these comprise a significant percentage of the total revenues in the Governmental Funds, this may indicate a lack of flexibility in future service provision efforts as the Village's ability to meet challenges is constrained by a low amount of unrestricted revenues.

**Elastic Revenue % of Total Revenue**



\*2011, 2012 projected,

**Special Revenues as a Percent of Total Revenues**



\*2011 and 2012 Revenues are estimated

towards less unrestricted revenue which potentially could undermine the Village's ability to meet changing service needs.

Measurement: This is measured by totaling both special revenues and total revenues in the Governmental Funds and then dividing the special revenues by the total revenues.

Warning Signs: An increase in the percent of special revenues may indicate a trend

Performance Rating: ★★★★★

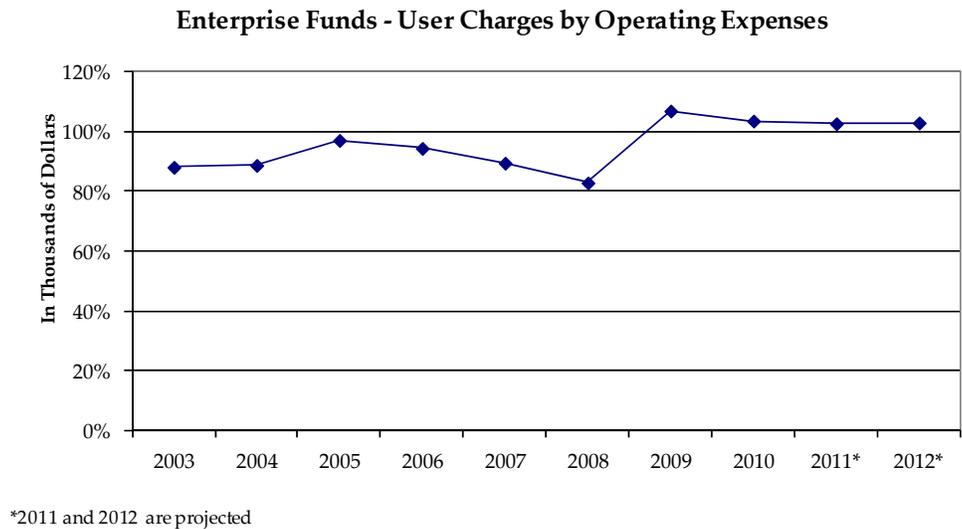
Analysis: Special revenues as a percent of total revenues have been decreasing since 2004. The Village's receipt of special revenues has fluctuated during this period but other revenue sources have increased. This indicates that a smaller portion of the Village's overall revenues are restricted in terms of their use and this is a positive trend for the Village.

### User Charges by Operating Expenses, Enterprise Funds

User charges divided by operating expenses in the Enterprise Funds measures the Village's ability to offset Enterprise Fund expenses with operating revenues. This is an important indicator of the long term financial viability of the Village's enterprise funds and indicates the ability of the Village to maintain the infrastructure of the Enterprise Funds Plant.

Measurement: Measured by totaling Charges for Services revenue in the Enterprise Funds and dividing by operating expenses.

Warning Signs: A decreasing trend (i.e., user charges are offsetting less and less operating expenses over time) is indicative of future



challenges and may indicate the need to generate additional revenue to ensure the future viability of the enterprise operation. Keeping this indicator above 100% is important because investments in capital infrastructure have to be financed by the Enterprise Funds and Depreciation Expense (which is a measure of the amount the Village should be investing in its capital infrastructure each year) is incorporated into Operating Expenses. As long as the Funds are generating revenues that are sufficient to offset total operating expenses including depreciation, the Enterprise Funds should have sufficient cash flow to invest in the capital infrastructure of the system.

Performance Rating: ★★★★★

Analysis: This ratio has improved since 2009 and remains above 100% from 2010 to 2012. Prior to 2009, however, the Village was spending more than it was generated in operating revenues which was a negative trend.

## Investment Income and Return on Beginning Assets, Pension Funds

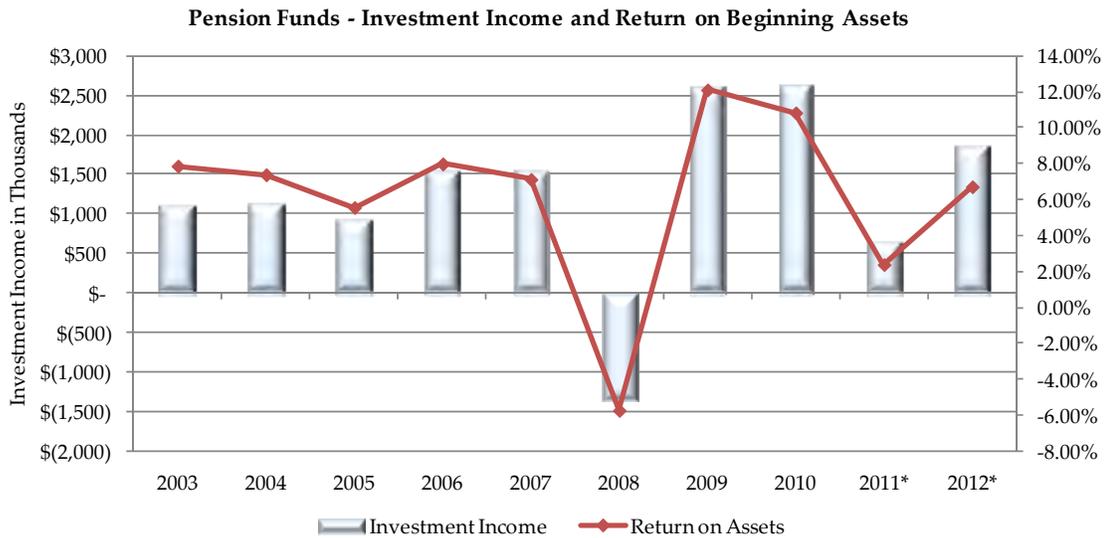
Investment Income in the Pension Funds is an important indicator of the Village’s financial health because it has a significant impact on the Village’s contribution to the Pension Funds. The greater the investment income in the pension funds, the less the Village needs to contribute to make sure the pension funds are fully funded (all future pension liabilities are offset by future assets as determined by an actuary).

Measurement: The total investment income earned by the Pension Funds by year.

Warning Signs: A sustained decline in Investment Income or negative investment income in one year.

Performance Rating: ★★

Analysis: The early part of this decade was a tough investment environment for the Pension Funds. In 2002, the Pension Funds actually had a negative return which increased the Village’s contribution amount to the Pension Funds. However, from 2003 to 2007, the pension funds investment returns were fairly positive but not sufficient to make up for the losses in 2001 and 2002. In 2008, the investment return was significantly negative due to the decline in the stock market which had a tremendous impact on pension’s assets invested in stocks. In 2009 and 2010, the Pension Funds had very strong investment returns and helped make up for the losses in 2008. 2011 was another difficult year, although the investment returns were positive, they were not as strong as in the previous two years. In 2012, the Village is anticipating a return of approximately 7% as the stock market is forecast to increase by a majority of stock analysts. This ratio is rated at only two stars due to the negative performance in 2008 and the difficulty in making up for those losses.

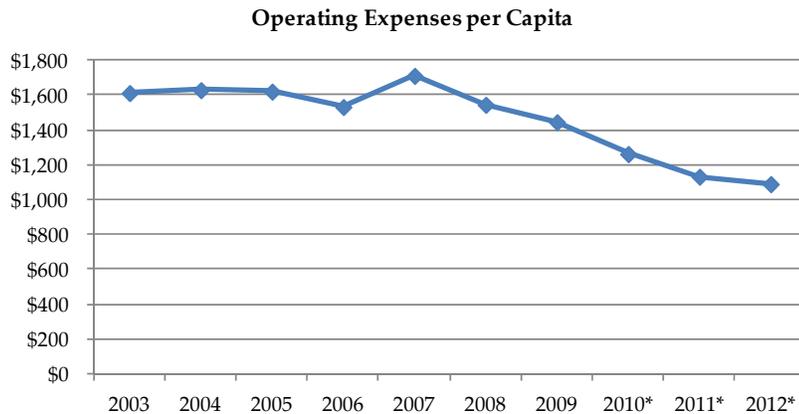


## Expenditure Indicators

Expenditures roughly measure the Village's service provision efforts and are an important indicator of financial condition.

### **Operating Expenditures per Capita**

Expenditures per capita measure the amount the Village is expending per resident of the Village. This provides information that can be used to compare current and projected expenditure patterns to previous years and to provide a basis for analyzing increases or decreases in expenditures.



\*2011, 2012 Projected, dollars indexed to inflation via Chicago MSA CPI

Measurement: Total Operating Expenditures for each of the past ten years are indexed to the year 2000 by using the Chicago Area Consumer Price Index produced by the U.S. Department of Labor and then divided by the Village's estimated population for each year (estimated population is determined by taking the total increase that occurred during the 2000s and dividing it by the number of years to get an average increase per year and then adding that average increase to the base year).

Warning Signs: Substantial increases or decreases in any one year or a sustained trend of increases or decreases (unless the decreases do not correspond to a decrease in service levels). An increase in expenditures, if not prompted by an increase in services, may indicate that municipal service provision efforts are becoming less efficient. A decrease in expenditures may indicate the Village is experiencing challenges in maintaining service levels.

Performance Rating: ★★★★★

Analysis: Operating expenditures per capita, adjusted for inflation, have declined since 2007. In 2007, expenditures per capita increased significantly as a result of the costs associated with the fight against the EJ&E railroad acquisition. Expenditures have been decreasing since 2007, which was the peak of expenditures, as the causes of the spending in 2007 have dissipated. In addition, the Village has actively worked to reduce its expenditures in response to the decrease in revenue experienced during the 2008 – 2009 recession. As a result, the Village is significantly more efficient as the decline in operating expenditures has not corresponded to a decrease in service levels. Since 2008, the Village has been able to reduce expenses without significantly impacting services provided to the community.

### **Operating Expenditures by Function**

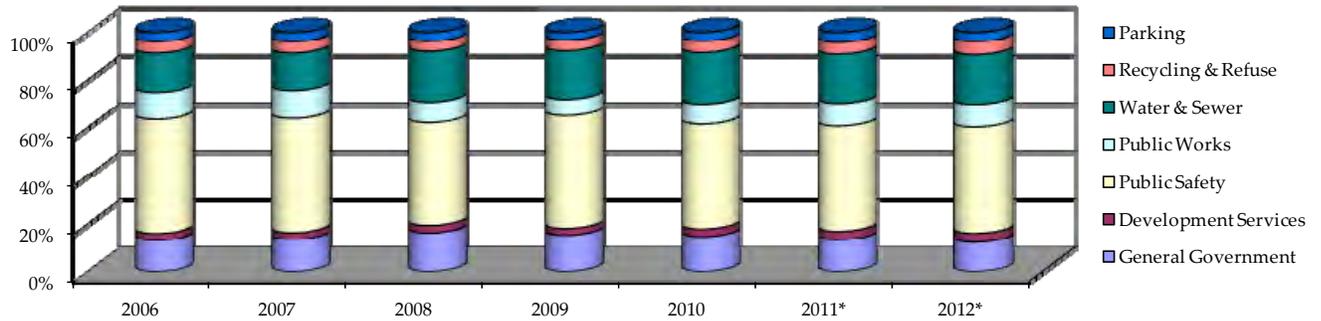
This ratio measures how the Village is allocating its resources in its service provision efforts. A change may be indicative of a change in the way the Village is choosing to provide services.

Measurement: This is measured by comparing seven year total operating expenditures for each of the major operating expenditure categories.

Warning Signs: Substantial increases or decreases in any one year or a sustained trend of increases or decreases in any function. Shifts in expenditures from one function to another, especially if expenditures shift towards general

government, may indicate that the Village is having a difficult time meeting all of its obligations and is shifting resources to more high priority areas.

**Operating Expenditures by Function**



**Performance Rating:** ★★★★★

**Analysis:** As clearly demonstrated in this chart, the Village continuously expends the majority of its resources on public safety and public works (including Water & Sewer). This is an important indicator of the Village’s commitment to providing a high level of service to residents. General government expenditures (those associated with administration) have traditionally been approximately 11% to 16% of total expenditures in the Village.

**Capital Expenditures as a Percent of Total Expenditures**

This is an important indicator of the Village’s commitment to maintaining its capital assets. An inability to properly maintain capital assets is an indicator of future severe financial consequences as deteriorated capital assets become more expensive in the future as their condition worsens and the cost of construction increases at a pace faster than the general rate of inflation.

**Measurement:** Total capital expenditures as a percent of total expenditures.

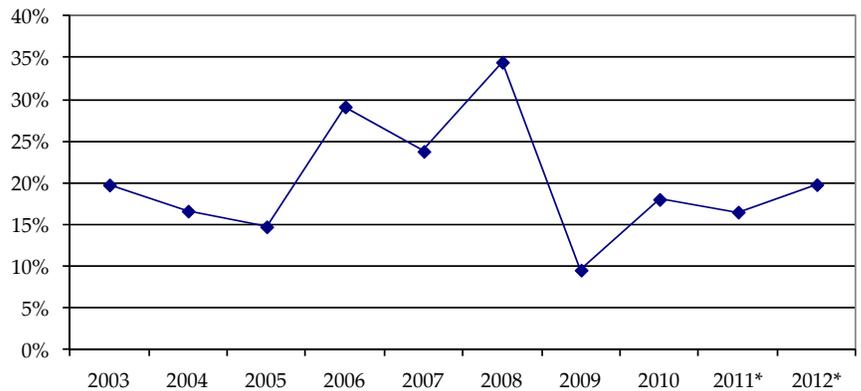
**Warning Signs:** A trend of decreases in capital expenditures as percent of total expenditures.

**Performance Rating:** ★★★★★

**Analysis:** In general, the Village maintains a high level of funding for capital projects; this has been enabled by the passage of the utility and telecommunications taxes which increased the resources available for capital projects; this has been enabled

by the passage of the utility and telecommunications taxes which increased the resources available for capital projects. Prior to the passage of these taxes, there was no dedicated revenue source for capital projects and the Village had a difficult time maintaining an adequate level of resources for capital projects. The Village has actually been increasing its capital spending since 2009 (which was the nadir of capital spending).

**Capital Expenditures as a Percent of Total Expenditures**



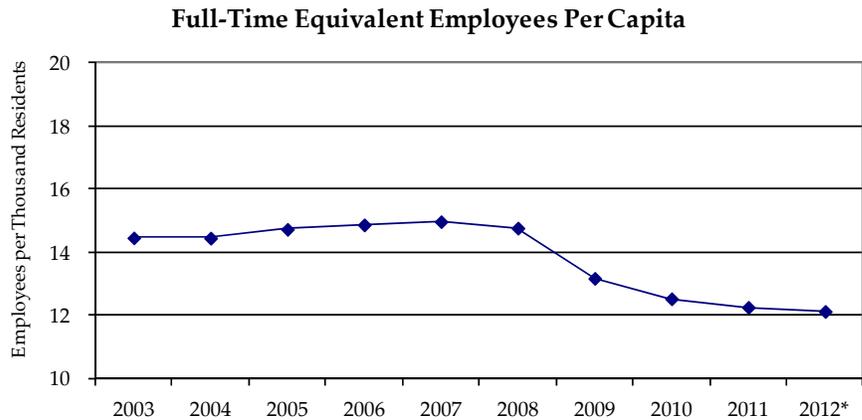
\* 2011 and 2012 are projected based on 2012 Budget

## Employees per Capita

The employees per capita statistic ratio is an important indicator of operating expenditures as 70% of the Village's costs are typically personnel related. If the employees per capita increases, this may indicate difficulty in balancing revenues and expenditures in the future unless new revenue sources are obtained to finance the additional employees.

**Measurement:** This ratio is calculated by dividing the Village's total estimated population for each year by the total number of full time equivalent employees (estimated population is determined by taking the total increase that is estimated to have occurred from 2000 to 2010 and dividing it by the number of years and then adding this to the total established by the 2000 census).

**Warning Signs:** Substantial increases or decreases in a year or a sustained trend of increases or decreases. Increases may indicate that the cost of providing municipal services is going to increase and the Village may have difficult financial challenges ahead if revenues do not also increase. A decrease may indicate that the Village will have a difficult time sustaining current levels of service.



\*2012 number equals the authorized personnel in the budget.

**Performance Rating:** ★★★★★

**Analysis:** This ratio remained relatively constant from 2003 to 2008 but a decrease occurs in each year from 2009 to 2012. A reduction in force occurred in 2009 to compensate for a decrease in revenue due to the recession and the loss of the contract to provide police services to the neighboring Village of Inverness. Additional small reductions occurred in 2010, 2011, and 2012 due to the elimination of several open positions. These decreases have not resulted in a decrease in services provided to the community and the improvement in efficiency is the reason this indicator is rated four stars.

### Fixed Costs as a Percent of Net Operating Expenditures/Expenses

The operating expenditures of the Village are partly comprised of mandatory, fixed expenditures over which Village officials have limited control. These fixed costs include expenditures for which the Village is legally obligated (i.e., debt service and pension obligations) and expenditures imposed by higher levels of government (mandates). The higher the level of fixed expenditures, the less flexibility Village officials have to adjust spending in response to fiscal challenges.

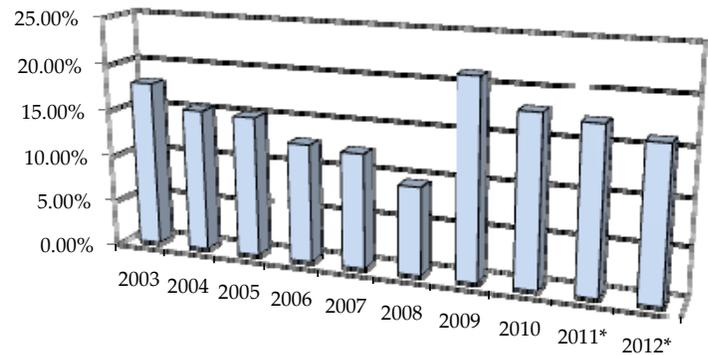
**Measurement:** Fixed expenditures include debt service expenditures, Pension Fund benefit expenditures, liability insurance expenditures, the emergency dispatch service contract, Water and Sewer Debt Service, and the Recycling and Refuse collection and disposal contract. These fixed expenditures/expenses are divided by total Village expenditures/expenses.

**Warning Signs:** A trend of increasing fixed expenditures as a percent of total expenditures. This may indicate a decrease in the level of financial flexibility for the Village and future difficulties in balancing the budget in financially challenging times.

**Performance Rating:** ★★★

**Analysis:** Fixed costs were typically between 10% to 15% of total expenditures/expenses from 2003 through 2008, providing the Village with the ability to respond to changes in revenues by reducing variable costs. These costs increased significantly in 2009 and remain elevated through 2012 due to increases in debt service and in pension obligations. However, since 2009 fixed expenditures as a percent of total expenditures have been decreasing; as a result, the Village’s rating for this ratio is three stars as the improvements since 2009 are a positive trend.

**Fixed Expenditures/Expenses as a Percent of Total**



\* 2011 and 2012 are projected based on 2012 Budget

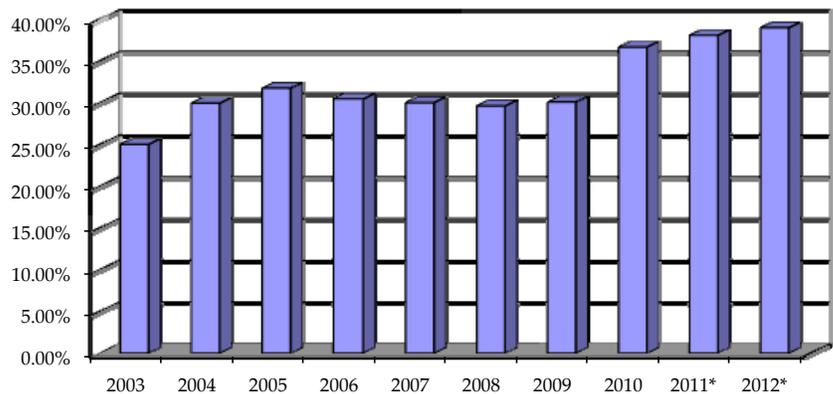
### Fringe Benefits as a Percent of Salaries

Fringe benefits as a percent of salaries is an important statistic because it provides information about the Village’s ability to sustain operating expenditures/expenses with current revenues. This ratio provides information about trends in fringe benefit costs as these costs typically increase at rates exceeding the general rate of inflation.

**Measurement:** Total fringe benefit costs divided by total salary costs.

**Warning Signs:** A trend indicating fringe benefit costs as a percent of salary costs are on the rise. This indicates that the Village’s ability to offset operating expenditures/expenses across all funds is being eroded because fringe benefit costs are increasing at a rate that is greater than the rate of increases in salaries.

**Fringe Benefits as a Percent of Salary Costs**



\*2011 and 2012 are projected based on 2012 budget

Performance Rating: ★★

Analysis: Fringe benefits as a percent of salary costs remained fairly stable from 2004 to 2009 but increased significantly in 2010 and 2011. The primary cause of this increase is the increase in the cost of pension contributions for the Police and Firefighter's pension funds. As a percent of salary, the Village's required pension contributions have increased to 33% of salaries for Police Officers and 19% of salaries for Firefighters. If this trend continues, it may have a substantially negative impact on the Village's budget in the future.

**Operating Position Indicators**

Operating position refers to the Village’s ability to balance its budget on a current basis, maintain reserves for emergencies, and have sufficient liquidity to pay its bills on time.

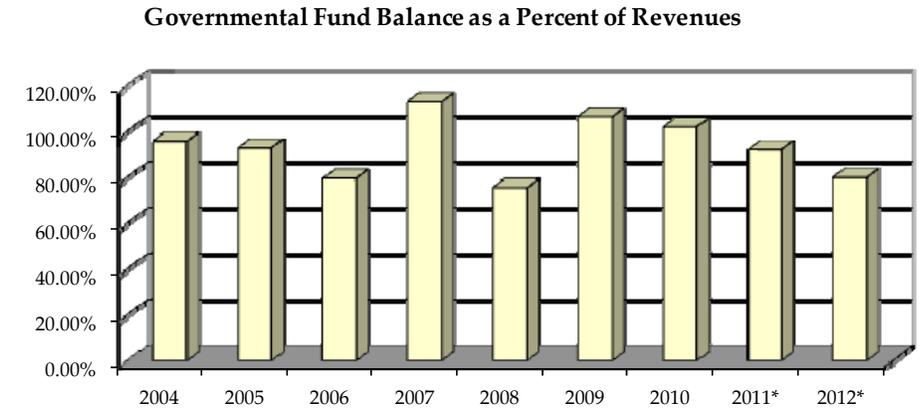
**Fund Balances as a Percent of Net Operating Revenues, Governmental Funds**

This statistic measures the amount of resources available to meet Village obligations in the Governmental Funds in comparison to annual revenues in these Funds.

Measurement: Total Governmental Fund Balances divided by total Governmental Fund revenues.

Warning Signs: A substantial decrease in any one year or a trend of decreases. This would indicate that the Village’s ability to meet its obligations if revenues declined drastically in any one year was being eroded.

Performance Rating: ★★★



\*2011 and 2012 are projected based on 2012 budget

Analysis: Fund Balance as a percent of Net Operating Revenue has remained relatively stable but a trend of decreases began in 2010. However, the Village has a very healthy level of Governmental Fund Balance (never falls below 60% of annual revenues and is usually significantly above 80% of annual revenue) which provides sufficient resources to respond to emergencies or the loss of a major revenue source.

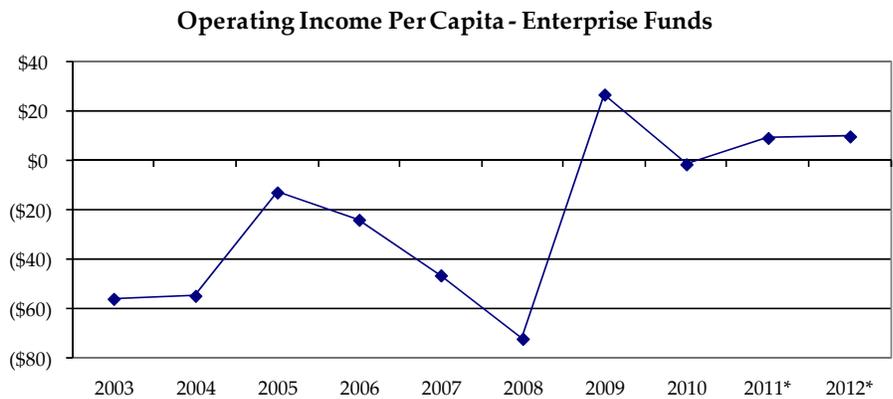
**Operating Income in Constant Dollars, Enterprise Funds**

This indicator provides information about the ability of the Enterprise Funds to generate sufficient operating revenues to offset operating expenses

Measurement: Operating revenues less operating expenses in constant dollars

Warning Signs: A substantial decrease in operating income in one year or a trend of decreasing operating income over several years. Either of these situations would indicate that the ability of the Enterprise Funds to continue operations is being eroded.

Performance Rating: ★★★



\*2010, 2011 Projected, dollars indexed to inflation via ChicagoMSA CPI

Analysis: Operating income per capita in constant dollars for the Enterprise Funds has steadily improved since 2003. The period

from 2003 to 2008 included several large, non-capital projects that produced deficits in operating income during this time period (including the train station renovation and the rehabilitation of water and sewer mains). However, beginning in 2009, operating income improved significantly and a positive trend has developed which improves the future viability of the enterprise funds.

### Village Liquidity

Liquidity measures an organization's financial condition in the short term by demonstrating an ability to meet current obligations with current assets.

Measurement: Cash and short term investments less current liabilities

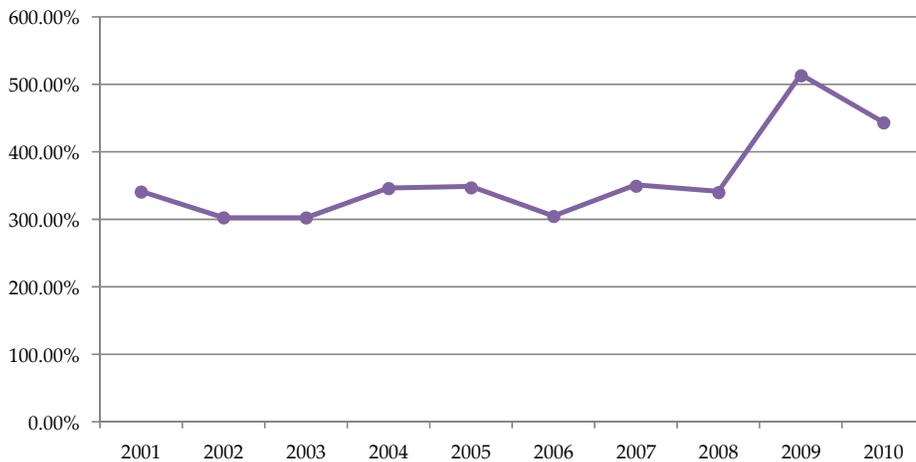
Warning Signs: A substantial decrease in one year or a trend of decreasing liquidity may indicate that the Village will have trouble meeting its obligations in the future.

Performance Rating: ★★★★★

Analysis: The Village has a high level of liquidity and this is reflected by the Village's ability to meet current operating expenditures without having to resort to short-term borrowing, especially in recent years. Several local governments in Cook County

engaged in short term borrowing in recent years due to the decrease in revenues combined with delays in property tax payments. The Village has been able to easily meet its operating expenses without having to resort to short term borrowing due to its high level of liquidity.

Liquidity (Cash / Current Liabilities)



## Debt Indicators

Debt is an effective way to finance Capital Improvements but must be closely monitored to avoid serious financial problems.

### Current Liabilities as Percentage of Net Operating Revenues

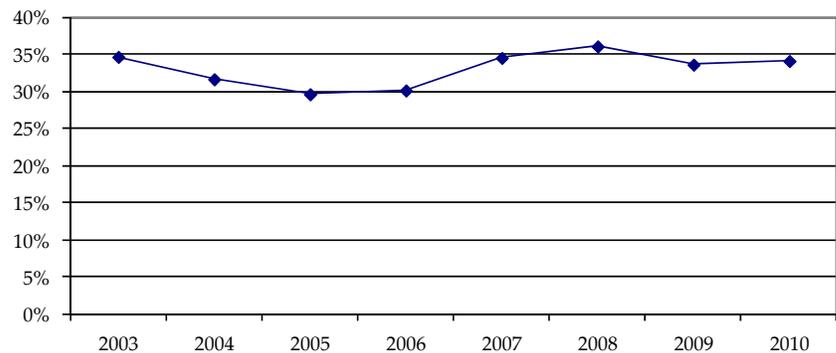
This ratio indicates the ability of the Village to meet its future liabilities with operating revenues. Current liabilities are those that the Village has an obligation to pay within one fiscal year.

Measurement: Current liabilities divided by net operating revenues

Warning Signs: A trend of increases in current liabilities as a percent of net operating revenues may indicate that the Village will not be able to meet its future liabilities due to the lack of sufficient revenues.

Performance Rating: ★★★★★

Current Liabilities as a Percent of Revenues



Analysis: This ratio declined from 2003 to 2005, and then began increasing in 2006. In 2008 it peaked at approximately 35% and has begun to decline again. The Village's current liabilities as percent of revenues has always remained below 40% which means that Village revenues were always more than two and a half times the amount of its current liabilities.

### Long Term Debt as a Percent of Assessed Valuation

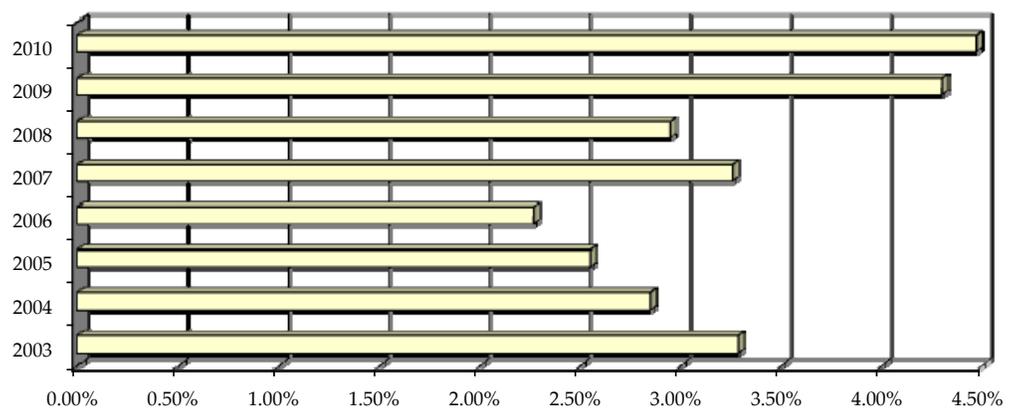
This statistic compares the Village's EAV to total debt. This information provides an analytical measure of the Village's ability to service its current debt obligations as well as measuring the Village's ability to incur further debt if necessary.

Measurement: Total outstanding bonded debt divided by the Village's EAV.

Warning Signs: A trend of increases in bonded debt as a percent of EAV may indicate that the Village will have trouble meeting its future debt obligations and will not be able to incur further debt.

Performance Rating: ★★★

Total Debt as a Percent of Equalized Assessed Value



Analysis: Bonded debt as a percent of equalized assessed value is restricted by State statute to a maximum of 8.625% (please review Appendix B: Legal Debt and Schedules of Existing Debt). The Village issued debt in 1998

and 1999 for Village Hall and the Public Safety Building; in 2002, 2003 and 2004 for the construction of an iron removal facility for the water system; in 2007 for TIF Projects; and in 2009 for capital projects in the Capital Improvement Fund and the Water & Sewer Fund and for refunding of the 1998 and 1999 bonds. The Village has no plans to issue debt in the foreseeable future and therefore this ratio should decrease over the next couple of years (the Village's EAV decreased in 2010 causing the spike in this percent, assuming EAV remains stable or increases, this ratio will decrease in future years).

**Firefighter's and Police Pension Plan Assets as a Percent of Benefits Paid**

This statistic provides information about the Village's ability to sustain benefit payments to retirees of the pension funds.

Measurement: Total benefits paid divided by total Pension Fund assets.

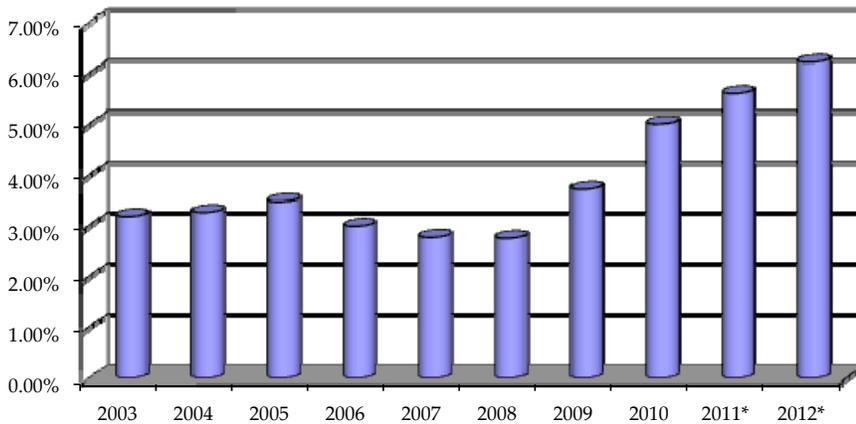
Warning Signs: A substantial increase in any one year or a trend of increases. This would indicate pension fund assets are less able to provide future benefit payments.

Performance Rating: ★ ★

Analysis: Payments as a percent of assets remain relatively low but the trend of increases since 2009 is an early warning sign of future challenges. The increases are caused by higher benefit payments as more Village employees retire from service combined with losses in pension assets due to negative investment returns. 2009 was a key year

for this statistic because many employees retired as a result of the reduction in force (caused by the reduction in revenues from the recession) and the loss of the Inverness contract. This ratio is likely to continue to increase in the future as the pension benefit payments increase due to the 3% automatic cost of living adjustment included in pension benefits and as more employees retire, especially from the Fire Department. However, if investment returns continue to improve as they have in the 2009 –

**Pension Benefits Paid as a Percent of Pension Assets**



\*2011 and 2012 are projected based on 2012 Budget

2011 time period (average return for the two pension funds of 8.60%), this ratio may moderate as the asset base increases.

## Comparative Indicators

This section utilizes the ten point test of financial condition to compare the financial condition of the Village for multiple years. This provides a benchmark analysis of the Village's financial condition compared to other municipalities with a similar size population.

### **Ten Point Test of Financial Condition**

The ten point test of financial condition was developed to provide a benchmark indicator about the financial condition of a municipality. The ten ratios included in the test were originally developed by Kenneth Brown, a government finance expert and then updated in an article in the Government Finance Review in 2009 (Maher, Craig S. and Nollenberger, Karl. "Revisiting Kenneth Brown's "10-point test": updating Brown's famous 10-point test with ten indicators of financial condition for 2003 through 2006 provide finance officers with another way to measure financial condition" Government Finance Review, October 1, 2009). The authors of the 2009 article used a Government Finance Officer's Association database of hundreds of Comprehensive Annual Financial Reports from municipalities to develop benchmark statistics for municipalities of differing sizes. By calculating these ratios for the Village of Barrington and comparing them to the benchmark statistics provided in the cited article, the Village's financial performance can be compared to multiple other municipalities of similar size.

Measurement: Explained in the following chart.

Warning Signs: A poor performance in comparison to the benchmark statistics.

Performance Rating: ★★ ★

Description of Ratio	Desired Tendency	2006 Median for Cities of 15,000 Pop.	Barrington				
			FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Governmental Revenues per Capita	Low	\$1,055	\$1,847	\$1,927	\$1,888	\$1,751	\$1,707
General Fund Intergovernmental Revenues by Total Revenue	Low	10.15%	2.97%	3.03%	2.85%	5.30%	1.25%
General Fund Property Tax Revenue by Total Revenue	Low	38.17%	15.53%	15.39%	17.11%	16.46%	17.35%
Governmental Expenditures per Capita	Low	\$1,148	\$1,456	\$1,628	\$1,783	\$1,667	\$1,617
General Fund Surplus/(Deficit) by Revenues	High	4.19%	9.12%	-10.35%	-10.60%	0.01%	0.19%
General Fund Balance by Revenue	High	40.36%	88.48%	74.63%	64.92%	64.04%	64.76%
Enterprise Fund Working Capital Coverage	High	3.64	5.63	5.78	3.84	11.53	9.38
Long-Term Debt by Equalized Assessed Value	Low	25.60%	2.41%	3.38%	3.06%	4.42%	4.47%
Debt Service by Governmental Revenues	Low	7.75%	6.80%	6.76%	5.70%	7.64%	9.85%
Funded Ratio of Postemployment Benefits	High	80.80%	89.91%	91.23%	91.34%	75.37%	74.44%

Analysis: Despite all of the challenges the Village has encountered during the past five years, the organization continues to maintain a relatively healthy fiscal position in comparison to municipalities of similar size. In all years, the Village would be rated in the top 25% of all municipalities below 15,000 in population on the majority of these ratios with the primary exceptions being Governmental Revenues Per Capita, Governmental Expenditures Per Capita, and General Fund Surplus/(Deficit) by Revenue.

The Village scores poorly on the Governmental Revenues Per Capita and Governmental Expenditures Per Capita because it has relatively high revenues for its size due to its significant Sales Tax Receipts (resulting from several car dealerships being located in the Village). This high level of revenue provides the Village with the ability to provide excellent municipal services, leading to the higher Governmental Expenditures Per Capita, but the Ten Point Test of Financial Condition assumes the high ratio means the Village has maxed out its ability to generate revenue due to a high tax burden and also assumes the Village has maxed out its ability to expend resources due to its high tax burden. Barrington is an exception to this ratio as the taxes assessed by the Village are relatively low but revenues are high due to the Sales Tax receipts.

The Village's performance on the General Fund Surplus/(Deficit) by Revenue ratio has been subpar in the last couple of years due to some extraordinary expenditures incurred in 2007 and 2008. The Village was engaged in a legal process to contest the purchase of the EJ&E Railroad (which runs through the Village) by Canadian National Railroad. The Village expended significant resources on this process causing the deficits in 2007 and 2008. Despite this, the Village maintains a significant reserve in its General Fund as indicated by its continued performance on the General Fund Balance by Revenue statistic which is 24% higher than the median for all cities of 15,000 population.

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## ANALYSIS OF MAJOR REVENUE SOURCES BY FUND

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One of the first steps in the budget process is an assessment of national, state, and local economic forecasts and the completion of revenue projections for every accounting fund. The revenue projections are based on an analysis of historical trends, internal knowledge about changes in the environment that may impact those trends, and a review of economic forecasts to assess the potential impact of the economy on Village revenues.

Once the revenue projections have been completed and accepted by the Village Board, they are used to set expenditure budget limits for the operating departments. This process of projecting revenues and setting spending limits based on those projections is a key component to maintaining fiscal discipline. A balance between conservatism and optimism is necessary when estimating revenues to avoid overspending due to a high estimate or reductions in services due to an underestimate that does not provide operating departments with the resources they need to provide services to residents.

Projections of major revenue sources for each accounting fund are included in the following pages. The Village considers a revenue source to be major if it provides a Fund with at least 10% of its total financial resources or has generated more than \$350,000 in revenue in the past. A description of each revenue source is provided and an analysis of the basis for each projection is detailed. Trend information for the previous seven years for each revenue source is provided along with a projection for the 2012 budget year. Each revenue source is then further projected for fiscal years 2013 to 2017 to provide the revenue basis for the Five Year Financial Projection (Included in the budget document as Appendix I on Pages 205 – 220).

### **Economic Analysis and Assumptions**

There can be little argument that the previous eleven (11) years, 2000 to 2010, was one of the most tumultuous economic periods in the history of the United States. The decade began with the last gasps of the incredible bull stock market of the late 1990s which propelled stocks to unprecedented valuations. These extreme valuations led to the bear market of 2001 to 2003 in which the stock market declined anywhere from 40% to 60% (depending on the market). The stock market decline combined with the terrorist attacks of September 11, 2001 to have a significant impact on the real economy and led to a recession and slow economic recovery from 2001 to 2004. In response, the Federal Government and Federal Reserve Bank began a series of economic stimulus programs including reductions in the federal tax rate and the federal funds rate (the federal funds rate is the basis for the majority of interest rates on consumer loans).

The combination of fiscal and interest rate stimulus led to a fairly robust economic recovery from 2004 through 2007. However, much of this recovery was tied to an extreme increase in real estate values fueled by low interest rates and lax lending standards in the private sector banking industry and at government sponsored enterprises such as the Federal National Mortgage Association (Fannie Mae) and the Federal Home Loan Mortgage Corporation (Freddie Mac). In late 2007, the combination of lax lending standards, over-utilization of non-traditional mortgage products such as Adjustable Rate Mortgages (ARMs), and increasing interest rates (overall interest rate increases caused interest rate resets on ARMs that became unmanageable for many homeowners) led to an increase in foreclosures. The spike in foreclosures caused a drop in the average price of homes throughout the United States. This became a crisis in fall of 2008 when the securitization of mortgages combined with the drop in value of those securities led to the collapse of Lehman Brothers, Bear Stearns, AIG, Fannie Mae, and Freddie Mac.

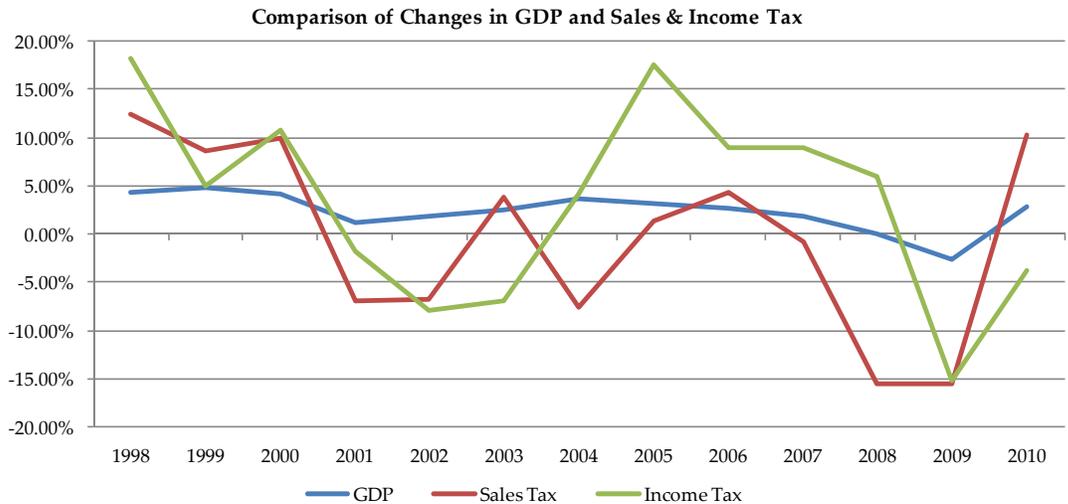
The crisis and collapse of large organization led to extreme fear and a virtual cessation of activity in the credit markets. The severe restriction in lending activity began to severely impact the real economy. Large and small businesses as well as consumers could no longer access credit and this led to an extreme slow down in consumption. As a result, from the fall of 2008 through 2009 job losses spiked and the unemployment rate went to

10% at the end of 2009. The United States endured a severe recession the likes of which had not been encountered for many decades.

In the last two quarters of 2009, the economy began to recover as the extreme fiscal and interest rate stimulus policies of the Federal Government and Federal Reserve Bank began to take effect. The economy grew at a 5.7% rate in the last quarter of 2009 and continued to grow throughout 2010. However, the recovery in 2010 and 2011 has been relatively slow and uneven, with periods of slow growth such as from May to September, 2010 and from January to September 2011. The majority of forecasts portend a continued slow recovery in the unemployment rate and sluggish consumer spending continuing through the end of 2012. It is likely the Federal Government and Federal Reserve Bank will continue the stimulus policies through the end of 2012 to ensure a robust economic recovery has taken hold before the withdrawal of economic stimuli. Projections for 2012 and beyond continue to call for a continued slow growth recovery, however, the sovereign credit crisis in Europe combined with high unemployment in the United States make these forecasts extremely murky.

Economic events are extremely consequential for the Village’s finances because some of the Village’s largest revenue sources are very elastic, including Sales Tax and Income Tax. An elastic revenue source expands or contracts as a result

of external economic events. The elasticity of these revenues is demonstrated in the chart to the right which plots the change in the Gross Domestic Product of the United States with the percent change in the Village’s receipt of Sales and Income Taxes. Although there is not an exact



correlation, the chart clearly demonstrates that declines in the rate of growth of the nation’s GDP lead to decreases in two of the major revenue sources of the Village. As a result, the ability to fund ongoing operations in the General Fund from operating revenues is predicated upon continued growth in the overall economy of the United States and the State of Illinois. Assessing the impact of economic growth on the Village’s revenue sources is one of the keys to successfully projecting future revenues due to the relationship between economic growth and these major Village revenue sources.

The following economic assumptions are built into the revenue projections for 2012 and are based on current economic forecasts:

- Economic growth of 2.5% in 2012 and average growth of 2.5% from 2013 to 2017;
- No increase in interest rates until 2013, small increases in 2013 and beyond until rates increase to approximately 2.5% sometime in 2015. Average interest rates of 2.5% from 2015 to 2017;
- An average increase in the Consumer Price Index of 2.5% from 2012 through 2016;
- A slow reduction in the unemployment rate to approximately 7% by 2014.

These assumptions impact the Village’s projected revenues and five year financial forecast in a number of ways. The projected economic growth leads to forecasted increases in both Sales and Income Taxes from 2012 through 2017 until both of these revenue sources return to pre-recession levels in 2017. The increase in interest

rates is important for the Village’s ability to earn interest on its cash assets. The Village has significant cash assets and interest earnings can be a significant revenue source when interest rates are normalized. The assumption of increasing interest rates impacts the Village’s forecast for interest earnings.

The assumed increase in CPI and the reduction in the unemployment rate impacts both revenues and expenditures. The CPI increase and unemployment reduction is projected to impact Sales and Income Tax as more employed people combined with higher prices will have a positive impact on both income and consumption, leading to increases in these revenues. These assumptions also impact the Village’s personnel costs and are therefore built in to the personnel projections for the next five years.

**General Fund**

The General Fund is the largest Fund of the Village, receiving the highest amount of revenue from the widest variety of sources. The pie chart below demonstrates the variety of revenue sources received by the General Fund with the four largest sources being Charges for Services, Sales Tax, Property Taxes, and Other Taxes. The revenue sources discussed in the following pages comprising 91% of total General Fund revenues and include Property Taxes, Sales Tax, Utility Taxes, Income Tax, Licenses & Permits, the Barrington-Countryside Fire Protection District Intergovernmental Agreement, Interfund Charges, Village Property Usage, and Investment Earnings.

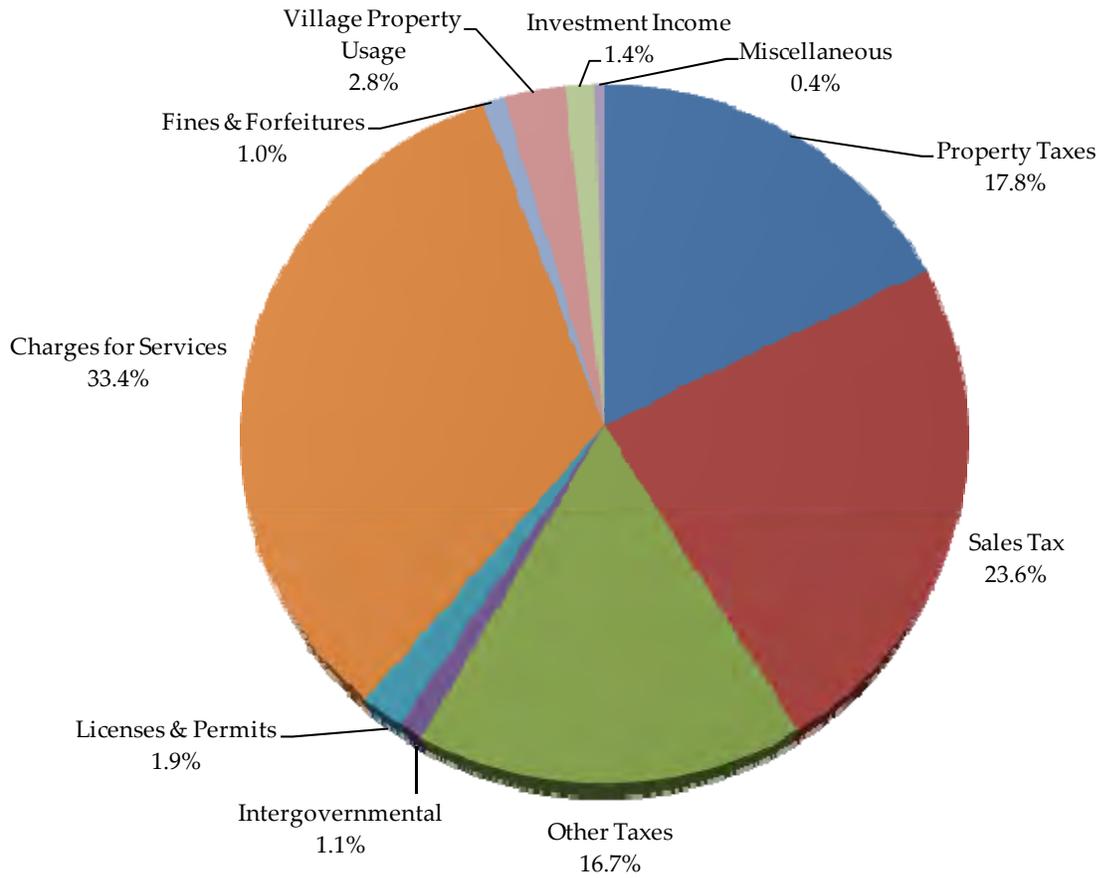
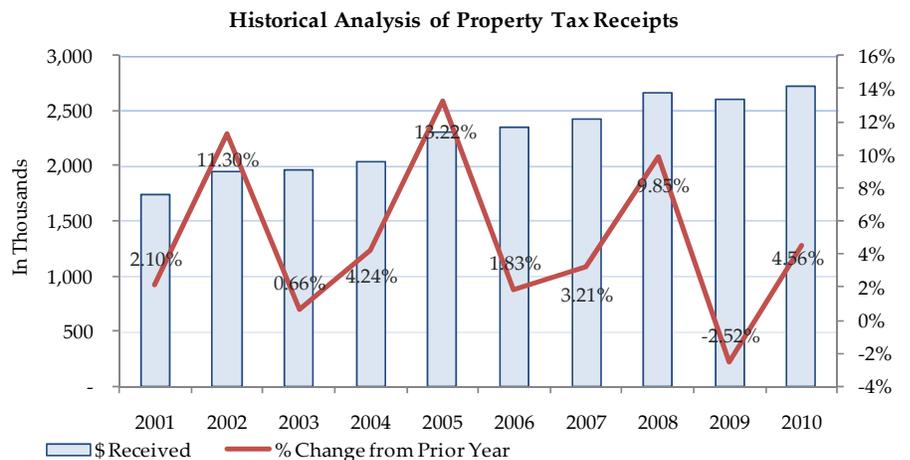


Chart is based on revenues estimated in 2012 Budget

## Property Taxes

The Village levies a tax on all taxable real property located within the corporate limits of the Village. The property tax system in Illinois is complex and Barrington's situation is more complicated because it is located in two counties. In general, each County assesses the property value of all taxable real estate located in the Village. The Village can then levy an amount needed to fund its operations, however, the increase in this amount is limited by State law to the lesser of the Consumer Price Index (CPI) or 5%. New property is exempted from this limitation which allows the Village to increase its property tax revenue if new developments occur in the Village. One positive aspect of the Illinois property tax system is its stability. Property taxes are fairly inelastic because they do not decrease even in times of decreasing property values as the tax system is based on the levy of the taxing bodies rather than being tied directly to the assessed value of the property.

The Village's receipt of property taxes has steadily increased over time, as demonstrated in the Historical Analysis of Property Tax Receipts Chart. In 2001, the Village received approximately \$1.745 million in property taxes which increased to \$2.715 million in 2010. The increases during this period are a combination of the annual allowable increase (the lesser of the CPI or 5%) and development in the community. Barrington has been fortunate to have steady but moderate development in the community throughout the past ten years. In particular, the Garlands of Barrington, a retirement living community, has added significantly to the Village's property tax base.



The projection for the future indicates a continued steady increase in property tax revenues for the Village, with no major increases or decreases. The projection is based on the current analysis of future increases in the CPI discussed earlier combined with projected development in the community. The Village cannot currently forecast any development that would add significantly to the Village's property tax base outside of the TIF District. However, if an annexation or large development were to occur it could significantly increase revenues in the future.

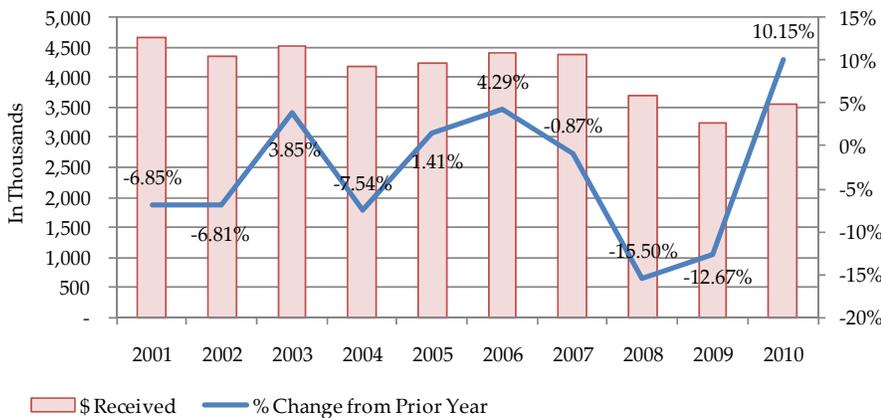
Projected Property Tax Revenue										
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	2,663,475	2,596,464	2,714,823	2,755,800	2,845,000	2,885,000	2,955,000	3,010,000	3,070,000	3,115,000
% Change	8.97%	-2.58%	4.36%	1.49%	3.14%	1.39%	2.37%	1.83%	1.95%	1.44%
Projection Range										
High				2,810,096	2,900,116	2,941,900	3,012,700	3,069,100	3,130,200	3,176,400
Low				2,701,504	2,789,884	2,828,100	2,897,300	2,950,900	3,009,800	3,053,600

## Municipal Sales Tax

Sales tax is assessed on the sale of all tangible personal property for use or consumption (“goods”) by businesses located within the corporate boundaries of the Village. Barrington receives a portion of the sales tax which is equal to 1% of the sales price of the goods sold in the Village. The Village’s portion is collected by the State of Illinois and remitted to the Village three months after the sale was actually made. The Village utilizes its sales tax revenue to support its general government services and the revenue is not designated for any particular purpose. Sales tax revenue is extremely elastic and is subject to increases or decreases as a result of economic activity in the Village, which in turn is influenced by the regional and national economic trends.

The Village’s sales tax peaked in 2000 at a little more than \$5.000 million but then declined in 2001 to \$4.670 million as a result of the recession in the early 2000’s. Sales tax decreased another 6.8% in 2002 to a total of \$4.352 million and remained stagnant in a range between \$4.000 and \$4.500 million from 2002 to 2007. The recession that began in December of 2007 had a severe negative impact on sales tax and revenue decreased in 2008 to \$3.702 million (a 15.50% decrease) with a further decrease to \$3.229 million (a 12.67% decrease) in 2009. In 2010, the rebounding economy led to an increase of 10.15% in Sales Tax revenue to a total of \$3.561 million. The stagnation (from 2002 to 2007) and then decline in sales tax revenue (in 2008 and 2009) has had a particularly negative impact on the Village’s finances when analyzed against the increases in costs for the Village’s operations. In general, the

**Historical Analysis of Sales Tax Receipts**



The Village’s costs have increased between 5% and 7% annually during this period. In order to maintain the same purchasing power the Village’s sales tax should have increased by this much each year. Despite the increase in 2010, the decline of this revenue source has negatively impacting the Village’s ability to finance operations and provide sufficient resources for infrastructure improvements.

The projection for future sales tax revenue is for a steady increase back to the level of the mid 2000’s (approximately \$4.000 to \$4.500 million) by 2017. This corresponds to the majority of economic forecasts and the Village’s assessment of future economic conditions. The actual/projected row indicates the estimated or projection amount in the 2012 budget and the 2013 to 2017 five year financial plan. The projection range provides an expected maximum and minimum range within which revenues are likely to occur unless an extraordinary circumstance occurs.

### Projected Sales Tax Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	3,702,421	3,229,464	3,561,253	3,625,000	3,700,000	3,850,000	3,950,000	4,150,000	4,250,000	4,350,000
% Change	-18.35%	-14.65%	9.32%	1.76%	2.03%	3.90%	2.53%	4.82%	2.35%	2.30%
Projection Range										
High					3,881,250	4,035,000	4,142,500	4,347,500	4,457,500	4,562,500
Low					3,337,500	3,480,000	3,565,000	3,755,000	3,835,000	3,925,000

## Municipal Utility Taxes

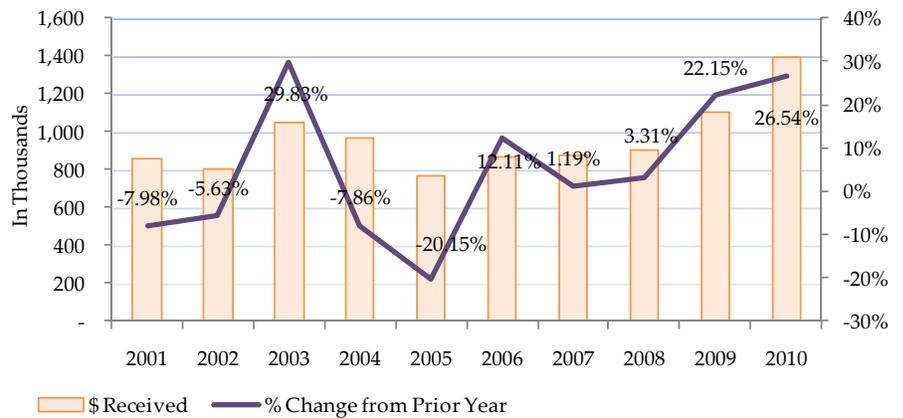
Illinois Statute provides Barrington with the authority to assess a tax on resident's and business' utilization of utilities, including telecommunications and electricity. The tax rates for these taxes are equal to 6% of the monthly bill for telecommunications and 5% of the monthly utility bill for electricity. Utility Taxes have been a fairly steady source of revenue with relatively moderate increases or decreases. The one exception occurred in 2005 when a lawsuit prompted the State of Illinois to change the statute governing Telecommunications Tax and caused an interruption of revenue for approximately six months. Based on this history, the Village considers utility taxes to be an inelastic revenue source as they are based on fundamental services that residents and businesses in the Village need regardless of economic events. In the last couple of years, the Village has been utilizing these revenues as a funding source in the General Fund to support municipal services. However, the General Fund transfers any of this revenue source left over at the end of a fiscal year to the Capital Improvement Fund to be used for future capital projects.

Utility tax revenues remained within a fairly predictable range of approximately \$800,000 to \$1.0 million from 2001 through 2008 (with the exception of 2005 due to a change in State Law). Utility taxes have been a fairly reliable revenue source but have not increased over time (usually if one of these taxes is less in one year, another tax is more, smoothing out increases and decreases). As a result, on an inflation weighted basis, this revenue source is actually decreasing over time, especially with personnel and construction costs increasing faster than the rate of inflation.

With this in mind, and in response to the economic downturn in 2008 and 2009, the Village Board increased the utility tax rates to their current level effective July 1, 2009. In previous years, the Village's rates were equal to 3.5% of the monthly utility bill. This rate increase explains the increase in revenue in 2009 and in 2010 when the first full year of the rate increase was received.

The projection for future revenues is based on the projection for utility tax revenue in 2011. Due to the past history of fairly stable revenues, with no real increases, the Village is predicting this revenue source will stabilize at approximately \$1.325 million from 2012 through 2017. Revenues are likely to vary in a range of approximately \$50,000 around the projected level of revenue.

Historical Analysis of Utility Tax Receipts



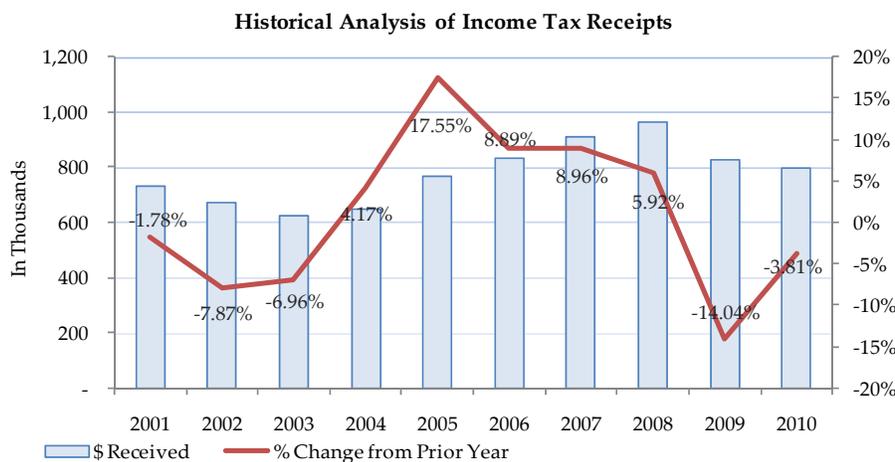
### Projected Utility Taxes Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	903,494	1,103,636	1,396,576	1,300,000	1,320,000	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000
% Change	3.31%	22.15%	26.54%	-6.92%	1.54%	0.38%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High					1,352,500	1,358,000	1,358,125	1,358,125	1,358,125	1,358,125
Low					1,287,500	1,292,000	1,291,875	1,291,875	1,291,875	1,291,875

## Income Tax

The State of Illinois assesses a 5% tax on the annual income of residents and businesses in the State. The income tax is paid through payroll taxes and by individuals and businesses in April of each year. The State shares approximately 8% of the total income taxes received with municipalities on a per capita basis. In the previous ten years Barrington has received between \$600,000 and \$1,000,000 from the State based on the per capita formula. As demonstrated in the Historical Analysis of Income Tax Receipts Chart, Income Tax receipts by the Village are very sensitive to economic events. The State's receipt of this revenue is strongly correlated with corporate profits and individual incomes and increases or decreases in response to the economic environment. Barrington's receipt of this revenue varies along with the State's Income Tax receipts due to the formula for sharing this income being calculated on a percentage basis. The Village does not designate a particular purpose for Income Tax revenue; it is treated as general revenue and utilized to support services in the General Fund.

In analyzing historical receipts, the Village's receipt of Income Tax has varied with the economic conditions in the State and Nation. In 2001, Income Tax receipts were equal to \$729,000 but declined for the next three years as the recession of 2001 to 2003 took a toll on corporate profits and individual incomes. In 2004, Income Tax began a



five year period of increases as the economic conditions in the State and Country improved and corporate profits and individual incomes increased; in 2008 the Village received \$964,000 in Income Tax revenue. In 2009, Income Tax revenue declined dramatically to a total of \$826,000 and this trend continued in 2010 as economic conditions have been unfavorable to profits and income and this revenue declined to \$795,000.

The projection for Income Tax calls for a steady increase from the 2010 amount due to the lag between Income Tax receipts and actual economic conditions (Income Tax does not recover quickly even when economic conditions improve). The Village anticipates a small increase in 2011 and stable revenues of approximately \$800,000 in 2012 and 2014. In 2015 through 2017, the Village projects this revenue source will increase to approximately \$900,000. However, the high end of the Projection Range shows the potential should Income Tax receipts recover quicker than anticipated.

Projected Income Tax Revenue										
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	961,415	824,461	794,998	805,000	800,000	800,000	800,000	825,000	850,000	900,000
% Change	5.59%	-16.61%	-3.71%	1.24%	-0.63%	0.00%	0.00%	3.03%	2.94%	5.56%
Projection Range										
High				844,750	840,250	840,000	840,000	865,000	891,250	942,500
Low				765,250	759,750	760,000	760,000	785,000	808,750	857,500

## Licenses and Permits

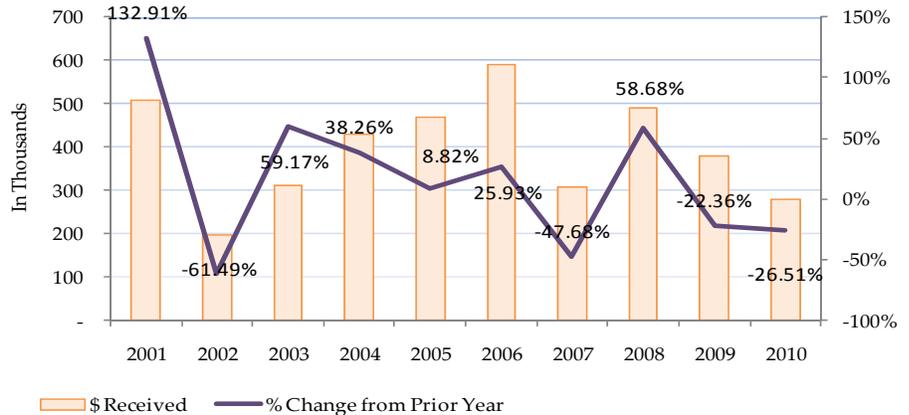
The Village is authorized by Illinois Statute to regulate certain activities that occur within the corporate boundaries of the Village and to charge permit and license fees for the expenses incurred from regulating those activities. The activities regulated by the Village include business activities such as liquor, food, and tobacco sales as well as the building of structures and land use within the corporate boundaries of the Village through zoning and planning regulations. Finally, various miscellaneous activities such as owning a pet, having a block party, or sound amplification are regulated by the Village.

All of these activities require a permit or license for which the Village charges a fee. As illustrated in the Historical Analysis of License and Permit Receipts graph, this revenue source has some significant variations on an annual basis. These variations are based on increases or decreases in the Village's receipt of Building, Zoning, and Planning permit revenues. When there is a lot of

development activity occurring in the Village, Building, Planning, and Zoning permit revenues can provide significant revenues. These permit types are based on a percentage of the value of the development activity that is occurring, therefore large developments can generate significant revenues for the Village. This causes large variations in revenue making this revenue source somewhat difficult to predict. The other types of revenues, business and miscellaneous permits are fairly predictable. The Village utilizes this revenue source to support the services necessary to provide the regulation of the related activity (for instance, Building Permit revenues are used to fund the Building and Property Enforcement Division of Development Services).

The projection for future revenues is for a steady increase in the average receipts from the \$372,000 estimate in 2012 to \$407,000 in 2017. Currently there are no large developments that have been proposed for the foreseeable future in Barrington and therefore no significant spikes in this revenue are anticipated. Instead, the Village anticipates the steady increase in revenue as the economy recovers and more building activity begins to occur in the Village.

Historical Analysis of License & Permit Receipts



### Projected Licenses & Permits Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	490,148	380,561	279,684	390,900	372,000	382,000	407,000	407,000	407,000	407,000
% Change	58.68%	-22.36%	-26.51%	39.76%	-4.83%	2.69%	6.54%	0.00%	0.00%	0.00%
Projection Range										
High					381,773	391,300	416,550	417,175	417,175	417,175
Low					293,820	307,600	330,600	325,600	325,600	325,600

## Barrington-Countryside Fire Protection District Intergovernmental Agreement

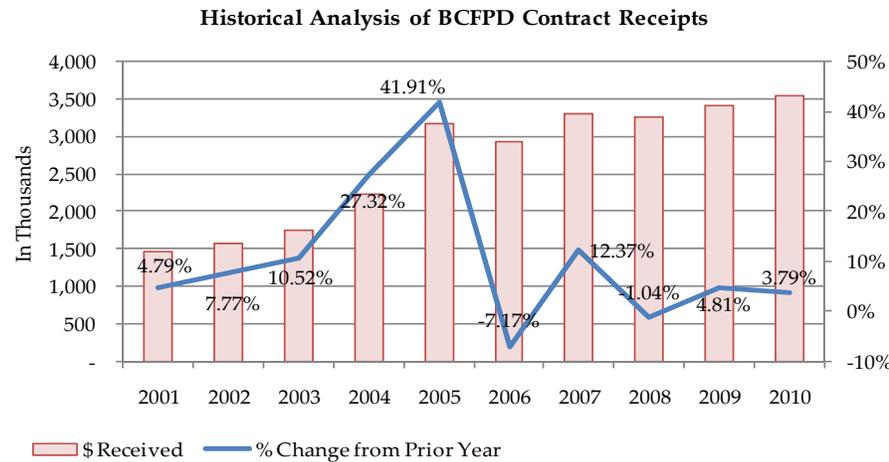
The Village of Barrington has a contract to provide fire suppression and prevention and emergency medical services to the Barrington-Countryside Fire Protection District (BCFPD). BCFPD is a fire protection district that encompasses a 48 square mile area surrounding the Village of Barrington. The Village and District have a long history of cooperating in providing fire and emergency medical services to residents of the Village and surrounding area. The provision of these services by a single organization, the Village, provides cost benefits to both the Village and the District through consolidation and sharing of administrative and equipment expenses. The revenue received by the Village from the District is based on a cost sharing formula that incorporates the number of stations and the area served by the Department. Based on this formula, the District pays approximately two-thirds of the labor cost for the operations staff but splits the cost of the management staff, commodities and

contracts, and equipment with the Village, 50% Village and 50% District.

The Village's receipt of revenues from the BCFPD contract has increased substantially over the past ten years as the number of personnel and the size of the budget in the Fire Department has increased in response to the District's opening two fire stations in areas outside of the Village. The increase in personnel was necessary to adequately staff the

fire stations and reduce response times to residents in the District. In the past couple of years, on average, approximately 38% of the costs for the Fire Department were paid by the Village with the remaining 62% paid by the District. This has been shifting over time as the District increases its services it is also incurring more of the cost for the Department. In 2010, total expenditures for the services provided by the Fire Department were equal to \$5,541,309 (including fire related expenses in other budgets such as risk management, vehicle maintenance, and information technology expenses) with the District paying \$3,549,428 (64.05%) of the costs and the Village paying \$1,991,881 (35.95%) of the costs.

The projection for this revenue source in the future is for a continuation of the percentage of costs seen in 2010, approximately 65% District and 35% Village. The estimate of future revenues utilize the Fire Department's projected future budgets and divide the cost according to the percent noted in the preceding sentence.



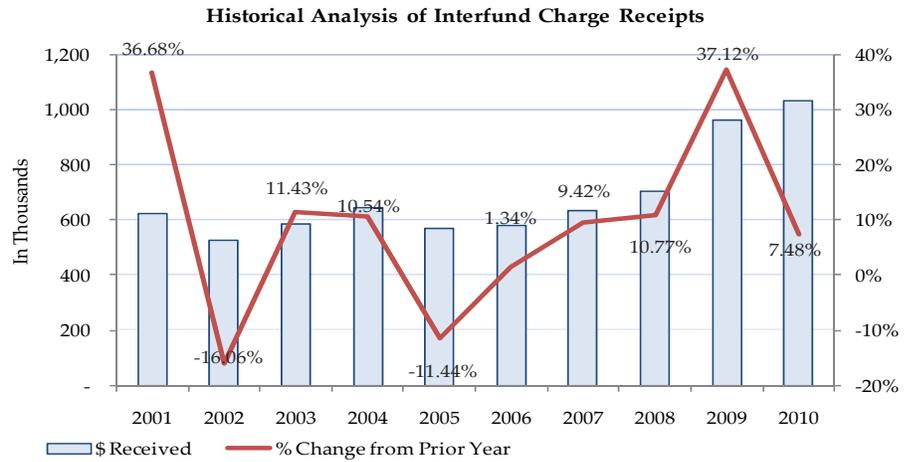
Projected BCFPD Contract Revenue										
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	3,262,906	3,419,777	3,549,428	3,555,500	3,790,000	3,885,000	4,000,000	4,120,000	4,252,000	4,376,000
% Change	-1.05%	4.59%	3.65%	0.17%	6.19%	2.45%	2.88%	2.91%	3.10%	2.83%
Projection Range										
High					3,967,775	4,074,500	4,194,250	4,320,000	4,458,000	4,588,600
Low					3,434,450	3,506,000	3,611,500	3,720,000	3,840,000	3,950,800

## Interfund Charges

The General Fund receives payment for services it provides to several of the Village's other Funds, including the Water and Sewer, Refuse and Recycling, and Parking System Funds. The interfund charge for services provided to other funds is based on the idea that staff and resources from the General Fund provide managerial, administrative, and financial services to those funds and therefore should be compensated for those services. Primary examples include the time spent by the Village Board, Village Manager, Financial Services, and Human Resources Departments on issues and services related to Water & Sewer, Recycling & Refuse, and Parking. In addition, the three accounting funds are also charged for Risk Management, Dispatch Services, Information Systems, and Central Garage services provided by the General Fund.

The General Fund revenues from this source are based on a percent of the expenditures in the Budget units that are providing services. The Water and Sewer Fund pays the General Fund an Interfund Charge that is based on 20.93% of the total costs of the Village Board, Village Manager's Office, Information Systems, Financial Services, Human Resources, Risk Management, Dispatch Services, and Central

Garage budgetary units. Recycling and Refuse pays an interfund charge equal to 3.80% of the costs of the budgetary units and the Parking System pays an Interfund Charge equal to 4.45% of the costs of the units. Based on these formulas, Interfund Charge revenue has ranged from \$456,000 in 2000 to \$1,034,000 in 2010.



The revenue estimate in 2012 is 3.19% higher than the amount received in 2011. From 2014 through 2017, these revenues are projected to remain stable as the Village will reduce the percentage of budgets paid by the other Funds as a method of reducing costs in the other Funds (no increase is effectively a reduction as inflation reduces the impact of a stable amount). The range for the projection is fairly small with a potential 1% higher or lower than the projection as the revenues are predictable unless there is an unexpected spike in budget unit expenditures.

### Projected Interfund Charges Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	701,613	962,048	1,034,040	989,820	1,022,385	1,022,385	1,022,385	1,022,385	1,022,385	1,022,385
% Change	-234.82%	27.07%	6.96%	-4.47%	3.19%	0.00%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High				1,000,160	1,032,283	1,032,609	1,032,609	1,032,609	1,032,609	1,032,609
Low				979,480	1,012,487	1,012,161	1,012,161	1,012,161	1,012,161	1,012,161

## Village Property Usage

The Village receives payments from various external organizations for the use of Village assets. There are two primary revenues received by the Village, payments from Cellular companies for placing cellular antennas on Village water towers and other structures and payments from cable companies for utilizing the Village's right of way for the cable that provides cable service to Village residents.

This revenue source ranges from a high of \$501,000 in 2008 to a low of \$346,000 in 2001. The spikes in this revenue source come from one-time payments made by cellular companies when they initially agree to a contract

Historical Analysis of Village Property Usage Receipts



to place a cellular antenna on Village owned property. The Village is able to receive a large one-time payment at the initial start of the contract to offset infrastructure improvements which increases the revenues received in one year from this source. The Village's receipt of the right of way payment from cable companies is based on a percent of revenues and therefore increases in conjunction with increases in subscriber revenue.

The revenue projection for 2012 is equal to \$450,000, a small increase from the prior year. Small increases are then anticipated from 2013 through 2017. This revenue source is fairly predictable unless an additional cellular location were to be built on Village owned property.

### Projected Village Property Usage Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	445,874	427,183	444,648	435,000	450,000	450,000	460,000	465,000	465,000	475,000
% Change	-32.42%	-4.38%	3.93%	-2.22%	3.33%	0.00%	2.17%	1.08%	0.00%	2.11%
Projection Range										
High					471,750	472,500	482,500	488,000	488,250	498,250
Low					428,250	427,500	437,500	442,000	441,750	451,750

## Investment Income

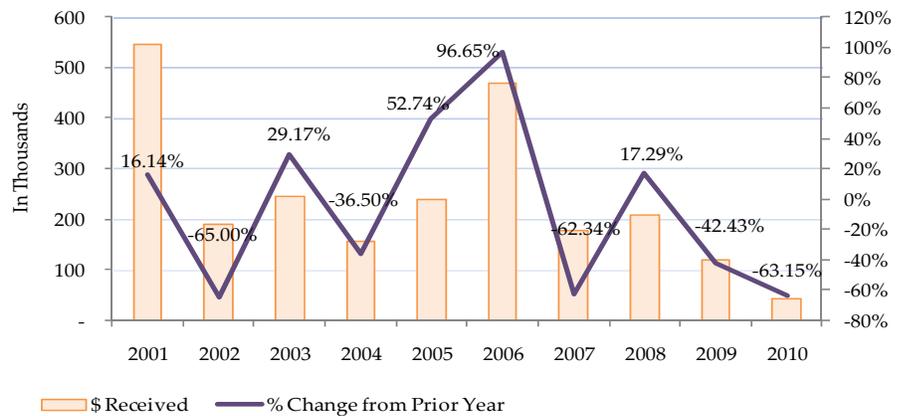
The Village has a relatively large Fund Balance in the General Fund (projected at \$10.2 million at the end of 2012) and is therefore able to earn significant revenues from investing this fund balance. The Village is prevented from investing in risky assets such as the stock market by Illinois Statute but is able to invest in Government Securities, Certificates of Deposit, and local government investment pools. In addition, the General Fund Balance Assigned for Insurance is invested on the Village's behalf by the Intergovernmental Risk Management Association (IRMA) or the Intergovernmental Personnel Benefit Cooperative (IPBC), both of which have the ability to make some investments in the stock market and thereby generate greater returns.

This revenue source ranges from a high of \$545,000 in 2001 to a low of \$44,000 in 2010. This is a highly variable revenue source with the variability caused by changes in interest rates in the overall economy. The Village has traditionally purchased government securities with laddered maturities but in 2009 all of the securities were called by the various agencies as they refinanced to take advantage of low interest rates. The Village has

reinvested the principal from these called securities into Certificates of Deposit but at much lower interest rates. Unfortunately, investment earnings in the General Fund have been less during the 2000's due to the low interest rate environment that has existed for the majority of the decade. During the 2000s, the General Fund has had a Fund Balance larger than in previous decades but has been unable to turn that balance into investment income due to the low interest rates.

The projection for this revenue source projects stabilization for this revenue source at approximately \$217,425 in 2012 and 2013 with an increase of 23% in 2014 as higher interest rates begin to take effect. Increases are projected to continue through 2016 as further interest rate increases are anticipated. The range of high and low values for the projection is fairly wide (20% of projected revenue) due to the historical variability of the revenues.

Historical Analysis of Investment Receipts



### Projected Investment Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	207,510	119,468	44,020	253,325	217,425	217,425	267,425	317,425	367,425	367,425
% Change	-81.08%	-42.43%	-63.15%	475.48%	-14.17%	0.00%	23.00%	18.70%	15.75%	0.00%
Projection Range										
High					268,090	260,910	310,910	370,910	430,910	440,910
Low					166,760	173,940	223,940	263,940	303,940	293,940

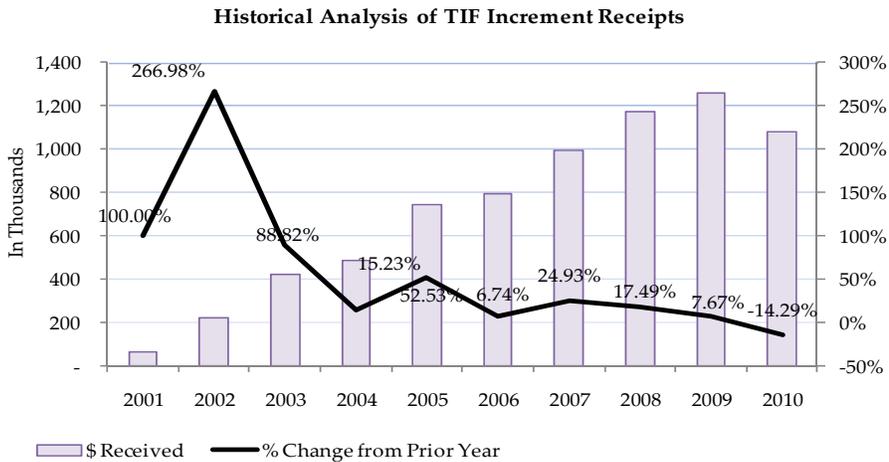
**Tax Increment Financing (TIF) Fund**

The Village’s TIF District was established in 1999 and incorporates a substantial portion of the Village’s central business district. The District provides the Village with the ability to encourage redevelopment and reuse of the properties in the District by providing incentives to bridge the gap between the costs of development in the District and costs of development for a Greenfield development project. The District also provides the Village with the resources necessary to upgrade the infrastructure in the District. The TIF increment revenue profiled below is equal to 99.56% of total revenues in the Fund as estimated for the 2012 Budget.

**TIF Increment (Property Taxes)**

The TIF increment represents the difference between the frozen real estate valuation of the TIF District, established upon creation of the District, and the increase in real estate values since the establishment of the District due to development activity or inflation in property values. The property taxes on the frozen real estate valuation continue to go to other taxing bodies. All property taxes derived from the increase in property values in the District are remitted to the TIF Fund of the Village and can be used for particular activities that are intended to promote redevelopment in the District.

As demonstrated in the Historical Analysis of TIF Increment Receipts Chart, the TIF Increment has increased substantially in the last ten years from no receipts in 2000 to \$1.258 million in 2009. The increase in this revenue source is the result of substantial private sector investment that has occurred in the TIF District as well as the increases in the value of properties in the District. The historical percent increases are substantial due to the low values of revenue receipts in the early years of the TIF District; the large percentage increases slow in the latter half of the decade as the District matured and revenue increases start from a higher base. The decrease in 2010 was caused by a decrease in the



As demonstrated in the Historical Analysis of TIF Increment Receipts Chart, the TIF Increment has increased substantially in the last ten years from no receipts in 2000 to \$1.258 million in 2009. The increase in this revenue source is the result of substantial private sector investment that has occurred in the TIF District as well as the increases in the value of properties in the District. The historical percent increases are substantial due to the low values of revenue receipts in the early years of the TIF District; the large percentage increases slow in the latter half of the decade as the District matured and revenue increases start from a higher base. The decrease in 2010 was caused by a decrease in the

EAV of the TIF District due to the decline in real estate values in the District.

The projection for future years is based on an assumption of stable property values in the TIF District through 2017. However, the best case scenario incorporates potential revenues that could be recognized in the District if one of the redevelopment projects in the District occurs. The proposed project at the corner of Hough and Main Streets would substantially increase the real estate valuation in the TIF District and would lead to a large increase in TIF Increment revenue for the District.

Projected TIF Increment Revenue										
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	1,169,320	1,258,895	1,078,952	1,375,000	1,150,000	1,150,000	1,150,000	1,200,000	1,400,000	1,400,000
% Change	6.59%	7.66%	-14.29%	27.44%	-16.36%	0.00%	0.00%	4.35%	16.67%	0.00%
Projection Range										
High				1,218,750	1,207,500	1,380,000	1,430,000	1,640,000	1,680,000	
Low				1,115,625	1,121,250	1,121,250	1,171,250	1,370,000	1,365,000	

## Debt Service Fund

The Village's Debt Service Fund is utilized to pay the debt service on bonds issued for governmental, non-TIF and non-enterprise Fund projects. The Fund pays debt service on one General Obligation Refunding Bond and one Alternate Revenue Source Bond. The property tax revenue profiled below is equal to 88.35% of total revenues in the Debt Service Fund as estimated for the 2012 Budget.

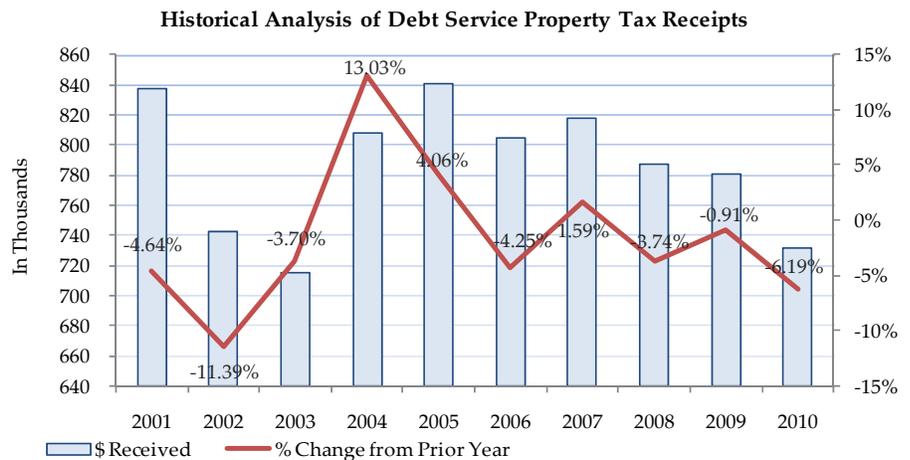
### Property Taxes

The Debt Service Fund receives the majority of its revenues from property taxes which were approved by referendum in 1998 and 1999 for the reconstruction of the Village Hall and Public Safety Building. The two bonds were refunded by the Village in 2009 to take advantage of lower interest rates. The property taxes will be received in an amount equal to the bond payment and will be received through 2018.

As demonstrated in the Historical Analysis of Property Tax Receipts Chart, the revenues from this source are fairly stable as they correspond to the bond payments required to service the 1998 and 1999 debt. The increase that occurred in 2004 and 2005 corresponded to an increase in the bond payments.

The projection for future years is based on the debt service schedule for the 2009 refunding

bond. There was a dip in revenue in 2010 and 2011 as the refunded bond schedule decreased but revenue will begin increasing again in 2012. The range of variability around the projected amounts is very small because this is a predictable revenue source and the Village traditionally receives 99% or 100% of its entire property tax levy.



### Projected Debt Service Property Tax Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	787,204	780,077	731,791	740,000	790,000	785,000	794,800	777,400	808,700	810,500
% Change	-198.42%	-0.91%	-6.60%	1.11%	6.33%	-0.64%	1.23%	-2.24%	3.87%	0.22%
Projection Range										
High				747,318	797,400	792,900	802,650	785,348	816,474	818,587
Low				732,682	782,600	777,100	786,950	769,452	800,926	802,413

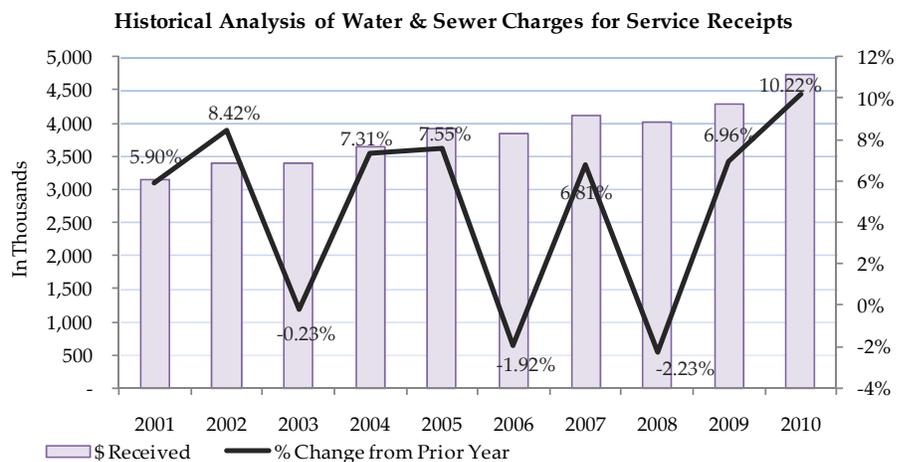
## Water & Sewer Fund

The Village's Water & Sewer Fund provides water and wastewater treatment services to residents of the Village as well as customers in surrounding communities. These services are funded by charges for services to the users of the water and wastewater treatment services. The revenues of the Fund support the administration, operations, infrastructure improvements, and debt service needed to provide the service.

### Charges for Services

The Water & Sewer Fund receives the majority of its funding (95% in the 2012 Budget) from charges for water and sewer services. Service users include all residences and businesses in Barrington as well as several subdivisions of Inverness and Barrington Hills. The residential rate for Water & Sewer for a residential ¾" meter service in 2012 is \$8.13 per 1,000 gallons of consumption with a minimum charge of \$31.58 per month. Customers outside of the Village are charged at 1.5 times this rate due to the increased cost of constructing and maintaining infrastructure in these outlying areas.

As demonstrated in the Historical Analysis of Water & Sewer Charges for Service Receipts Chart, revenues have been steadily increasing from a little more than \$3.0 million in 2001 to \$4.7 million in 2010. Consumption has remained relatively constant during this period, fluctuating around 400,000,000 gallons per year with 2007 being a high consumption year (451,000,000 gallons consumed) due to drought conditions in the Barrington area. The total number of gallons billed in 2010 equaled 407,618,000, a 1% increase from the previous year. The increase in revenue that occurred in 2010 was caused by a rate increase of 8% in 2009 followed by a further increase of 5% in 2010. The increases in this revenue source over the past decade are largely attributable to rate increases with the notable exception of 2007 when consumption was high. However, the Village has been inconsistent in applying rate increases and this is evident in the chart as several years show relatively flat or decreased revenues when no rate increases went into effect.



The projection for future revenue for the Water & Sewer Fund indicates a steady increase in revenues of approximately 3.0% per year through 2017. This is the result of a change in philosophy toward rate increases by the Village. Beginning in 2011, instead of raising rates erratically and in large increments (e.g., 8% increase in 2009); the Village will begin raising rates on an annual basis in amounts that are consistent with increases in inflation. However, the range of revenues has been set at 5% higher or lower than the projection to provide for the possibility of spikes or dips in consumption.

#### Projected Water & Sewer Charges for Service Revenue

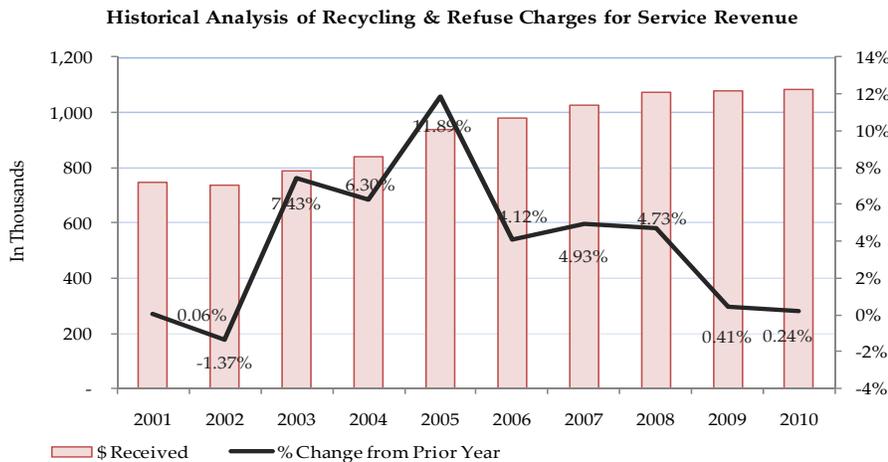
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	4,009,982	4,289,092	4,727,280	4,575,000	4,800,000	4,944,000	5,092,320	5,245,090	5,402,442	5,564,516
% Change	4.43%	6.96%	10.22%	-3.22%	4.92%	3.00%	3.00%	3.00%	3.00%	3.00%
Projection Range										
High				4,811,364	5,028,750	5,184,000	5,339,520	5,499,706	5,664,697	5,834,638
Low				4,338,636	4,571,250	4,704,000	4,845,120	4,990,474	5,140,188	5,294,394

## Recycling & Refuse Fund

The Village's Recycling & Refuse Fund provides recycling and refuse collection and disposal services to residents of the Village. These services are funded by user charges. The revenues of the Fund support the administration and operations necessary to provide the services.

### Charges for Services

The Recycling & Refuse Fund receives the majority of its funding from the charges for services from users of its services. The users include the single family residences in the Village as well as some multifamily units. Businesses in the Village contract separately for these services. The rate for these services for residences is \$28.79 per month with senior or disabled residents receiving a reduced rate if they qualify for the State of Illinois Circuit Breaker program.



As demonstrated in the Historical Analysis of Recycling & Refuse Charges for Service Receipts Chart, revenues have been steadily increasing from approximately \$745,000 in 2001 to a little less than \$1.1 million in 2010. The majority of the increases in revenue are the result of increases in rates tied to increases in the cost of providing the service. The Village contracts for both collection and disposal services and sets rates for customers that are intended to offset the cost of the

services. As demonstrated in the chart, rates were held relatively stable from 2000 to 2003 and increased from 2004 through 2008 as the cost of the service provider contracts increased. The number of customers for the services has remained relatively constant throughout the ten year period at approximately 3,400.

The projection for future years indicates 5% increases from 2013 to 2015 followed by approximately 3% increases in years thereafter. The Village is negotiating a new contract with the service provider that collects recycling and refuse and anticipates a higher cost in the future. The rate increases programmed into the revenue projection are intended to provide sufficient resources to offset the increased costs. The rate increases should increase revenue to approximately \$1.2 million by 2013. The projection range is estimated to be 2.5% higher or lower than projected revenues as the number of customers is relatively stable making the projection of revenues fairly predictable.

### Projected Recycling & Refuse Charges for Service Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	1,075,482	1,079,893	1,082,495	1,134,000	1,135,000	1,191,750	1,251,338	1,313,904	1,353,322	1,393,921
% Change	-71.99%	0.41%	0.24%	4.76%	0.09%	5.00%	5.00%	5.00%	3.00%	3.00%
Projection Range										
High				1,161,062	1,163,350	1,220,125	1,281,132	1,345,187	1,386,170	1,427,754
Low				1,106,938	1,106,650	1,163,375	1,221,544	1,282,621	1,320,474	1,360,088

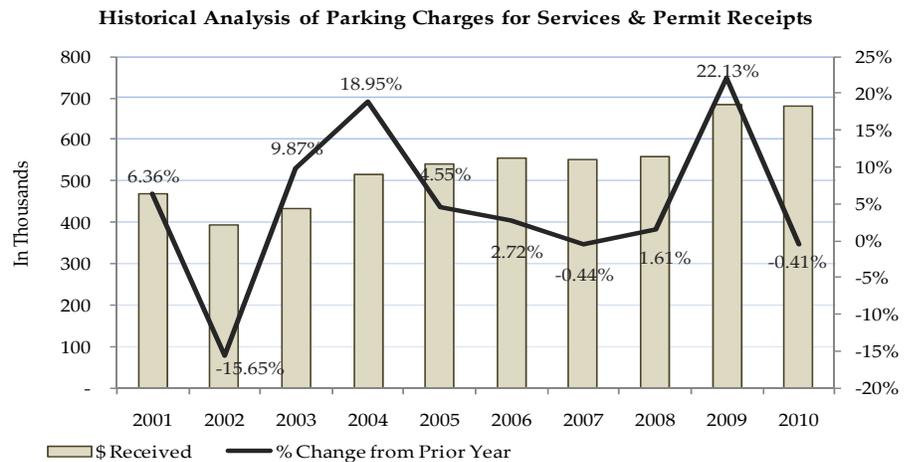
## Parking System Fund

The Village's Parking System Fund provides parking facilities throughout the Village Center and at the Village Train Station. The Village owns or leases multiple parking facilities in the downtown and at the train station and charges users of the parking facilities for the right to park during a certain period of time. The majority of these charges are derived from the Village's parking lots surrounding the commuter train station which provides commuter rail service to downtown Chicago.

### Charges for Services and Permits

The Parking System Fund receives the majority of its funding from parking permits or charges for services from users who wish to park in the commuter train station parking lots. There are two ways the Village charges these users, on a quarterly basis via a parking permit or on a daily basis via fareboxes located at the train station. In 2010, an average of 873 cars parked during weekdays at the Village's commuter parking facilities. The fare for parking on a daily basis is \$3.00 per day with a quarterly parking permit costing \$180 per quarter. The Village also charges for overnight parking at \$10 per night.

As demonstrated in the Historical Analysis of Parking Charges for Service and Permits Receipts Chart, revenues are relatively stable except for those years when the Village increases its parking charges causing spikes in revenue. In 2000, the Village received approximately \$440,000; this increased to approximately \$540,000 in 2005 as a result of a rate increase and increased again in 2009 to \$684,000 due to a further rate increase. The increases in revenues are driven by rate increases because the number of spaces available at the Village's commuter parking facilities is fixed at 943. Therefore only moderate changes in use of these spaces occur on an annual basis. This makes it necessary for the Village to increase its rates periodically to offset the increases in the cost of maintaining the parking facilities.



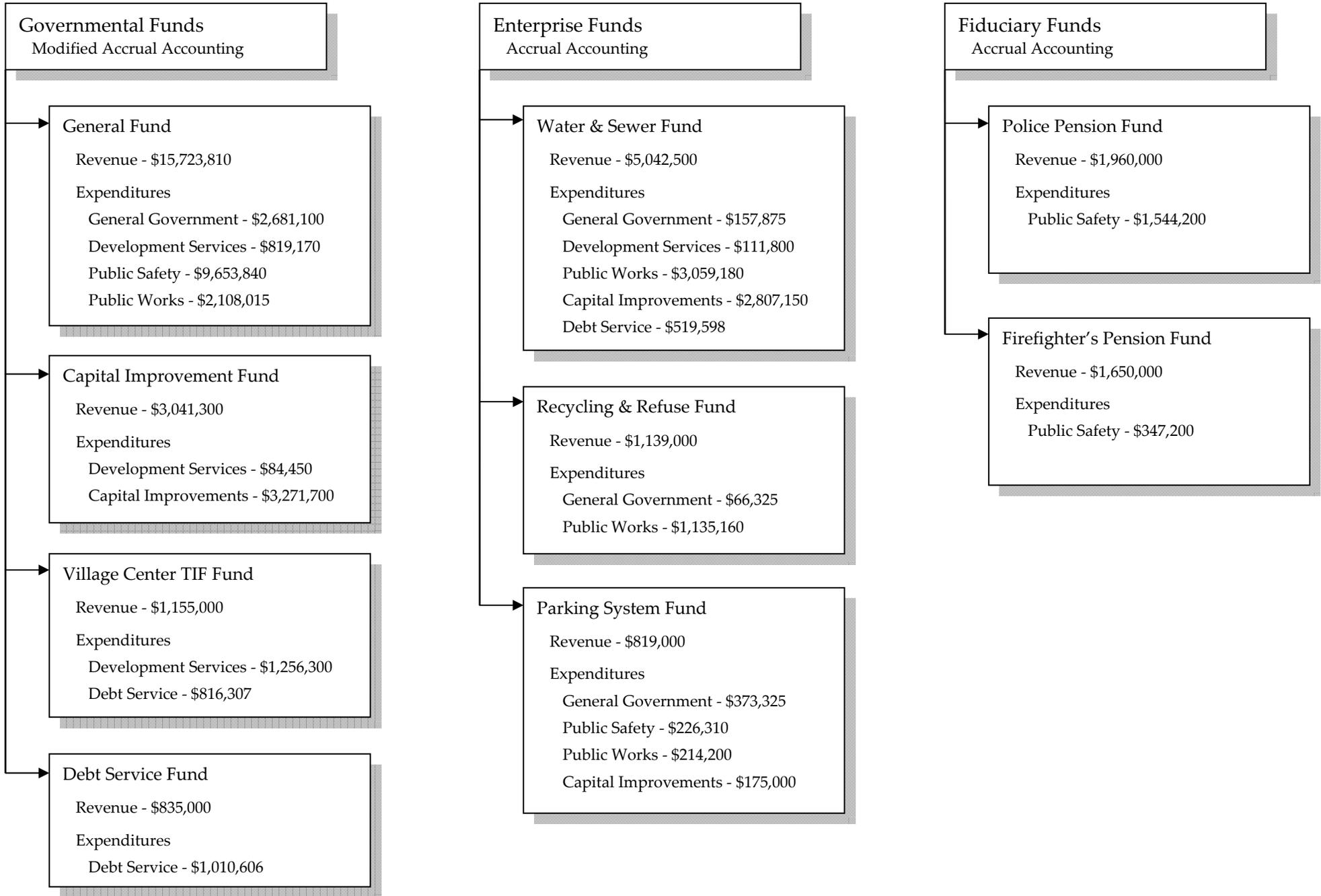
The projection for future years indicates stable revenues from 2012 through 2017 as no future rate increases are anticipated. The projection range is at 5% to provide for the possibility of increases or decreases in the use of the Village's commuter parking facilities. One of the major projects the Village anticipates happening in the future is the construction of a parking deck at the commuter train station. If this does occur, the number of parking spaces available would increase substantially thereby providing additional revenue.

#### Projected Charges for Services and Permit Revenue

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	559,979	683,912	681,084	676,000	710,000	710,000	710,000	710,000	710,000	710,000
% Change	1.16%	22.13%	-0.41%	-0.75%	5.03%	0.00%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High				710,054	743,800	745,500	745,500	745,500	745,500	745,500
Low				641,946	676,200	674,500	674,500	674,500	674,500	674,500

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Village of Barrington, Illinois - Fund Structure for 2012 Budget



**Governmental Funds**  
Modified Accrual Accounting

**General Fund**  
Revenue - \$15,723,810  
Expenditures  
General Government - \$2,681,100  
Development Services - \$819,170  
Public Safety - \$9,653,840  
Public Works - \$2,108,015

**Capital Improvement Fund**  
Revenue - \$3,041,300  
Expenditures  
Development Services - \$84,450  
Capital Improvements - \$3,271,700

**Village Center TIF Fund**  
Revenue - \$1,155,000  
Expenditures  
Development Services - \$1,256,300  
Debt Service - \$816,307

**Debt Service Fund**  
Revenue - \$835,000  
Expenditures  
Debt Service - \$1,010,606

**Enterprise Funds**  
Accrual Accounting

**Water & Sewer Fund**  
Revenue - \$5,042,500  
Expenditures  
General Government - \$157,875  
Development Services - \$111,800  
Public Works - \$3,059,180  
Capital Improvements - \$2,807,150  
Debt Service - \$519,598

**Recycling & Refuse Fund**  
Revenue - \$1,139,000  
Expenditures  
General Government - \$66,325  
Public Works - \$1,135,160

**Parking System Fund**  
Revenue - \$819,000  
Expenditures  
General Government - \$373,325  
Public Safety - \$226,310  
Public Works - \$214,200  
Capital Improvements - \$175,000

**Fiduciary Funds**  
Accrual Accounting

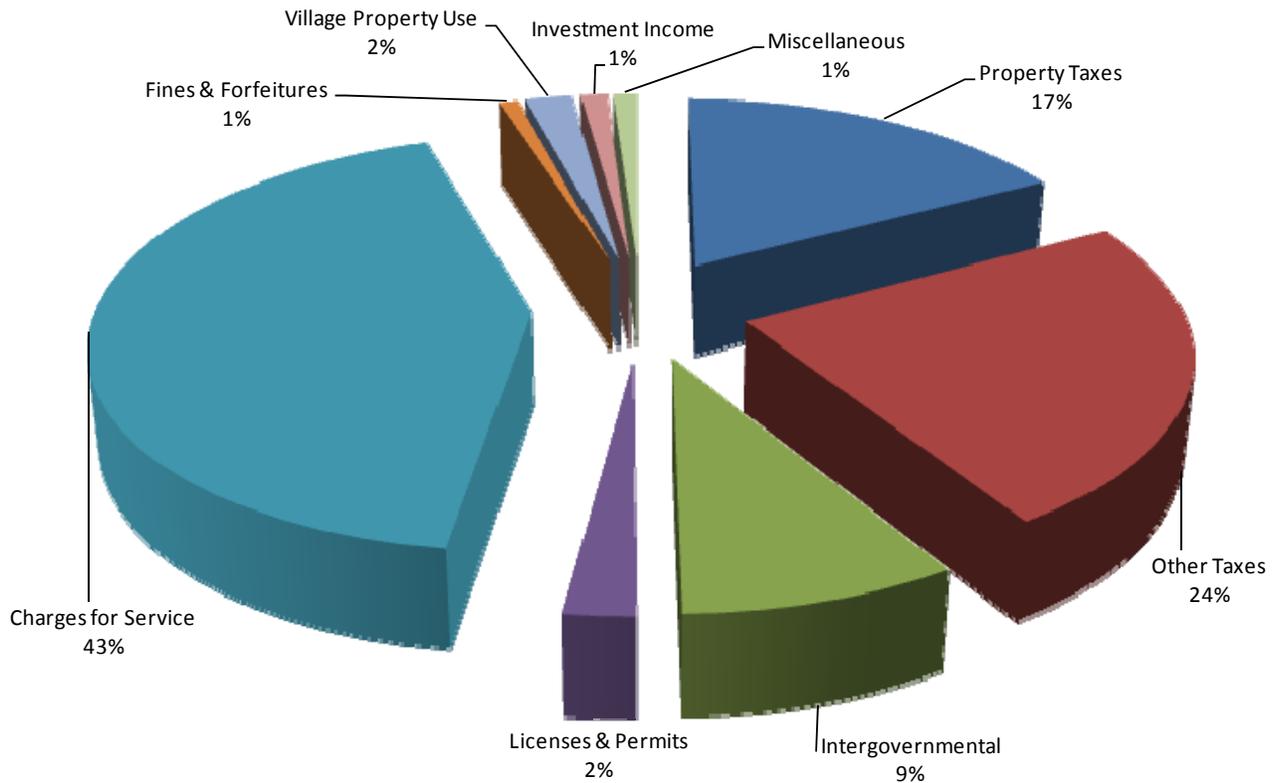
**Police Pension Fund**  
Revenue - \$1,960,000  
Expenditures  
Public Safety - \$1,544,200

**Firefighter's Pension Fund**  
Revenue - \$1,650,000  
Expenditures  
Public Safety - \$347,200

## 2012 Budget Summary Information

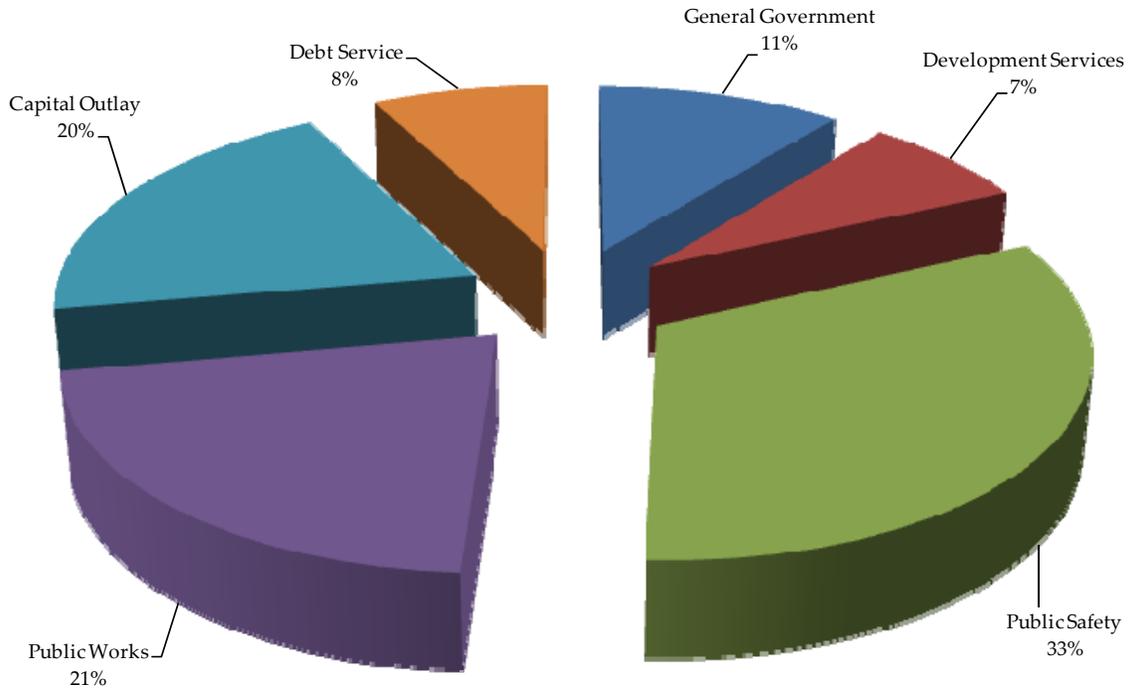
The following pages provide a summary of the Village's finances assuming the 2012 Revenue Estimate, Expenditure Budget, and Budgeted Transfers will occur as projected in the 2012 Legal Budget Document. The pie charts that follow provide an overview of the revenues and expenditures on a Village wide basis and can be used as a quick reference for the Village's financial operations. The final chart provides information about the Village's projected ending pension assets which will be used to provide benefit payments to retirees, a major liability of the Village. The Schedules of Revenues, Expenditures, and Changes in Fund Balances/Net Assets in this section and in the following Fund Summaries are formatted to mirror the Comprehensive Annual Financial Report (CAFR) to facilitate comparisons between the budget document and the CAFR.

### Distribution of Village Revenues



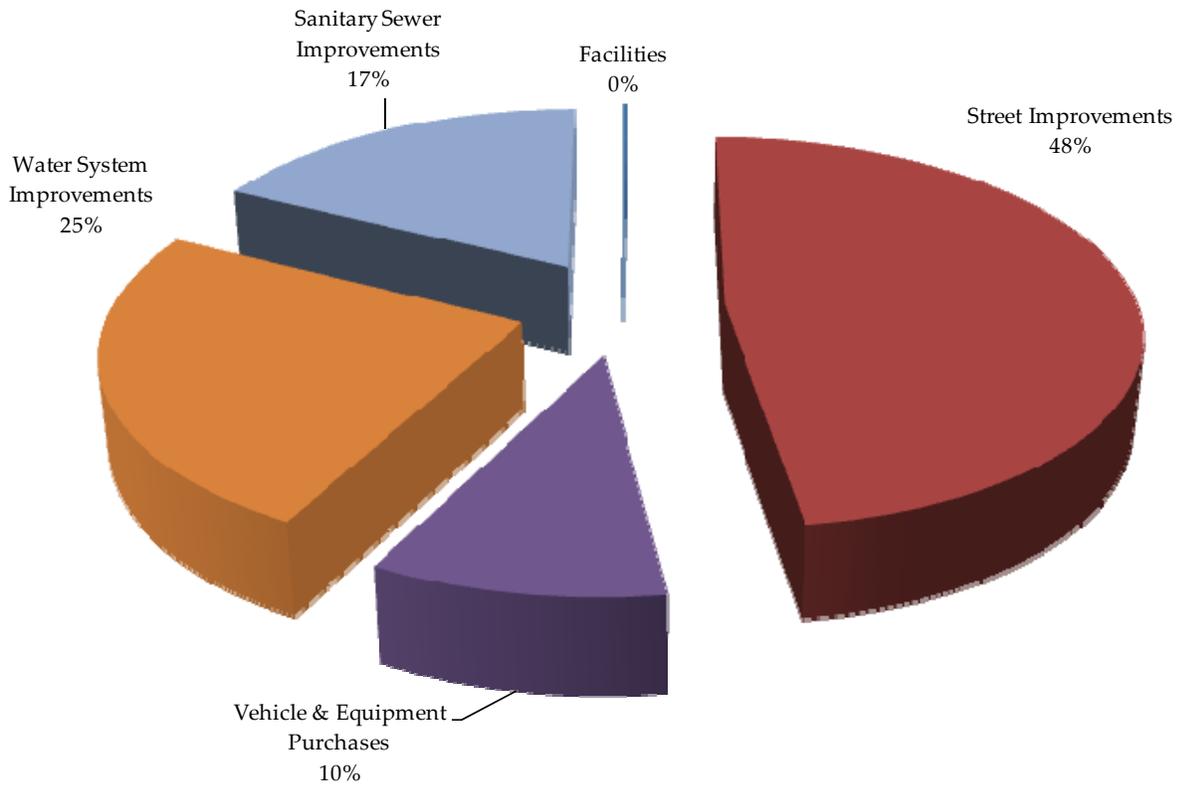
Total 2012 Village Revenues – \$27,755,610

### Budgeted Expenses by Category



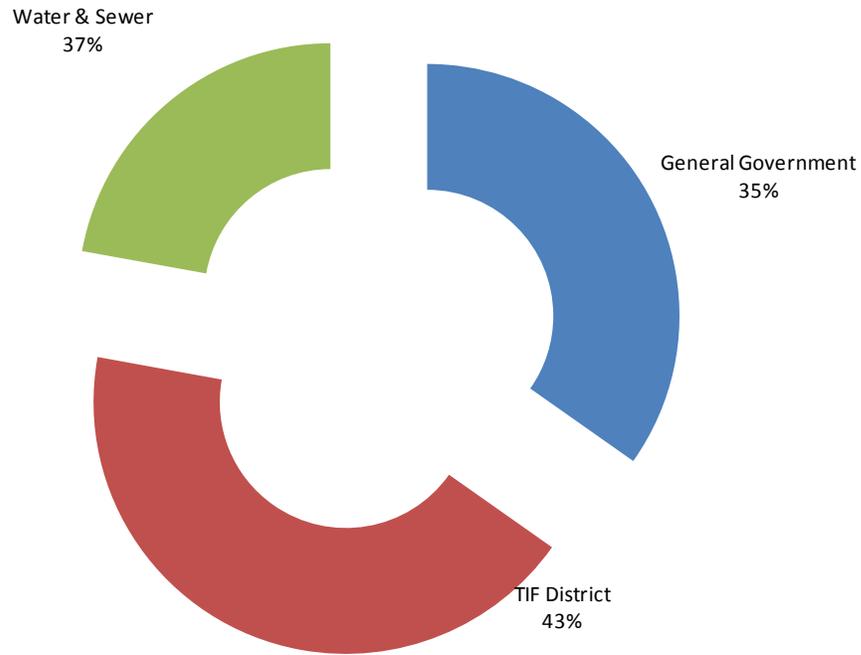
Total 2012 Budgeted Expenses – \$31,451,411

### Capital Expenses by Type



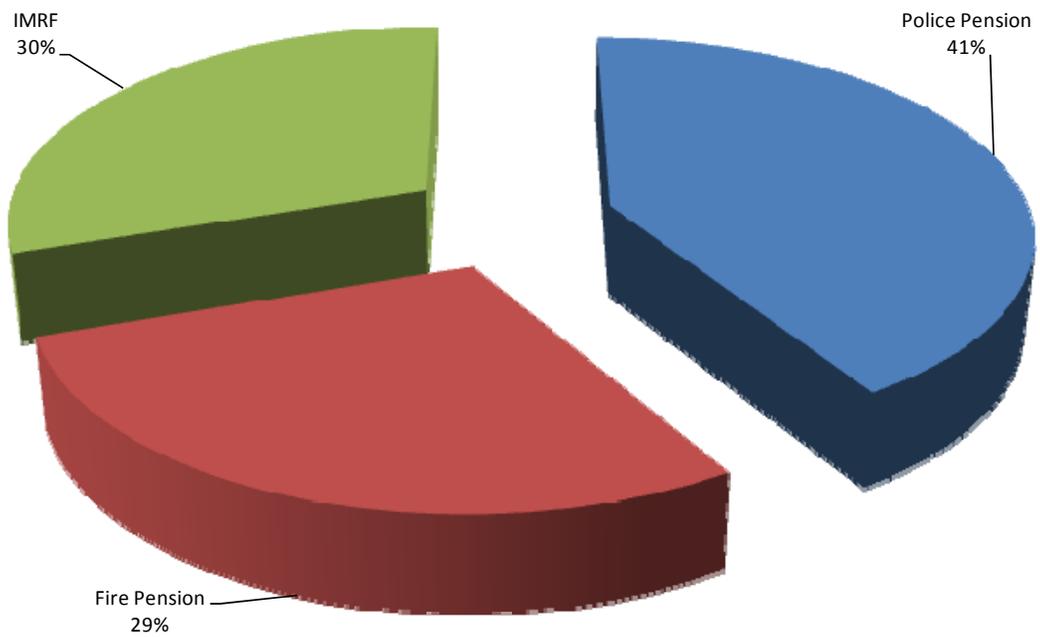
Total 2012 Capital Expenses – \$6,253,850

### Types of Debt Service Expenses



Total 2012 Debt Service Expenses – \$2,346,511

### Projected Pension Assets at End of 2011



Total 2012 Ending Pension Assets – \$41,470,893

Village of Barrington, Illinois  
Schedule of Revenues, Expenditures, and Changes in Funds Balances - Governmental Funds  
As Budgeted for the Fiscal Year Ended December 31, 2012

	General	Debt Service	Capital Improvements	Village Center TIF	Total Governmental Funds
<b>Revenue</b>					
Property Taxes	2,845,000	790,000	-	1,150,000	4,785,000
Other Taxes	6,080,000	-	562,500	-	6,642,500
Intergovernmental	162,500	-	2,250,000	-	2,412,500
Licenses & Permits	372,000	-	-	-	372,000
Charges for Services	5,375,385	-	53,700	-	5,429,085
Fines & Forfeits	133,500	-	-	-	133,500
Village Property Usage	450,000	-	105,000	-	555,000
Investment Income	217,425	5,000	40,100	5,000	267,525
Miscellaneous	88,000	40,000	30,000	-	158,000
<b>Total Revenues</b>	<b>15,723,810</b>	<b>835,000</b>	<b>3,041,300</b>	<b>1,155,000</b>	<b>20,755,110</b>
<b>Expenditures</b>					
<b>Current</b>					
General Government	2,681,100	-	-	-	2,681,100
Development Services	819,170	-	84,450	1,256,300	2,159,920
Public Safety	9,653,840	-	-	-	9,653,840
Public Works	2,108,015	-	-	-	2,108,015
Capital Projects	-	-	3,271,700	-	3,271,700
<b>Debt Service</b>					
Principal Retirement	-	770,000	-	475,000	1,245,000
Interest & Fiscal Charges	-	240,606	-	341,307	581,913
<b>Total Expenditures</b>	<b>15,262,125</b>	<b>1,010,606</b>	<b>3,356,150</b>	<b>2,072,607</b>	<b>21,701,488</b>
<b>Excess/(Deficiency) of Revenues Over/(Under) Expenditures</b>	<b>461,685</b>	<b>(175,606)</b>	<b>(314,850)</b>	<b>(917,607)</b>	<b>(946,378)</b>
<b>Other Financing Sources/(Uses)</b>					
Transfers In	-	100,000	450,000	-	550,000
Transfers Out	(450,000)	-	(100,000)	-	(550,000)
Bond Proceeds	-	-	-	-	-
<b>Net Change in Fund Balances</b>	<b>11,685</b>	<b>(75,606)</b>	<b>35,150</b>	<b>(917,607)</b>	<b>(946,378)</b>
<b>Beginning Fund Balance</b>	<b>10,220,960</b>	<b>132,470</b>	<b>12,874,423</b>	<b>(5,693,817)</b>	<b>17,534,036</b>
<b>Ending Fund Balance</b>	<b>10,232,645</b>	<b>56,864</b>	<b>12,909,573</b>	<b>(6,611,424)</b>	<b>16,587,658</b>

Village of Barrington, Illinois  
Statement of Revenues, Expenditures, and Changes in Net Assets - Enterprise Funds  
As Budgeted for the Fiscal Year Ended December 31, 2012

	Water & Sewer Fund	Recycling & Refuse Fund	Parking System Fund	Total Enterprise Funds
<b>Operating Revenues</b>				
Licenses & Permits	-	-	250,000	250,000
Charges for Service	4,800,000	1,135,000	460,000	6,395,000
Fines & Forfeitures	-	-	90,000	90,000
Village Property Usage	-	-	9,000	9,000
Miscellaneous	7,500	3,000	-	10,500
<b>Total Operating Revenues</b>	<b>4,807,500</b>	<b>1,138,000</b>	<b>809,000</b>	<b>6,754,500</b>
<b>Operating Expenses</b>				
Administration	1,192,595	66,325	373,325	1,632,245
Operations	2,136,260	1,135,160	440,510	3,711,930
Capital Outlay	307,150	-	-	307,150
Depreciation	850,000	-	54,000	904,000
<b>Total Operating Expenses</b>	<b>4,486,005</b>	<b>1,201,485</b>	<b>867,835</b>	<b>6,555,325</b>
<b>Operating Income/(Loss)</b>	<b>321,495</b>	<b>(63,485)</b>	<b>(58,835)</b>	<b>199,175</b>
<b>Non-operating Revenues</b>				
Investment Income	35,000	1,000	10,000	46,000
Connection Fees	75,000	-	-	75,000
Other Income	125,000	-	-	125,000
Property Taxes	-	-	-	-
Interest & Fiscal Charges	(519,598)	-	-	(519,598)
<b>Total Non-Operating Revenues</b>	<b>(284,598)</b>	<b>1,000</b>	<b>10,000</b>	<b>(273,598)</b>
<b>Change in Net Assets</b>	<b>36,897</b>	<b>(62,485)</b>	<b>(48,835)</b>	<b>(74,423)</b>
<b>Net Assets - January 1</b>	<b>23,349,333</b>	<b>389,671</b>	<b>3,853,846</b>	<b>27,592,850</b>
<b>Net Assets - December 31</b>	<b>23,386,230</b>	<b>327,186</b>	<b>3,805,011</b>	<b>27,518,427</b>

Village of Barrington, Illinois  
Pension Funds  
Statement of Revenues, Expenditures, and Changes in Net Assets  
As Budgeted for the Fiscal Year Ended December 31, 2012

	Police Pension Fund	Firefighter's Pension Fund
Additions		
Contributions - Employer	590,000	520,000
Contributions - Employee	220,000	330,000
Total Contributions	810,000	850,000
Investment Income		
Interest	400,000	250,000
Net Change in Fair Value	750,000	550,000
Total Investments	1,150,000	800,000
Less Investment Expenses	(75,000)	(35,000)
Net Investment Income	1,075,000	765,000
Total Additions	1,885,000	1,615,000
Deductions		
Administration	39,200	47,200
Benefits & Refunds	1,505,000	300,000
Total Deductions	1,544,200	347,200
Change in Net Assets	340,800	1,267,800
Net Assets Held in Trust for Pension Benefits		
Beginning	16,766,108	10,595,935
Ending	17,106,908	11,863,735

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## GENERAL FUND

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**Description** The General Fund is used to account for the resources and activities associated with the majority of the 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 municipal government, including general administration, police protection, fire protection, highway and street maintenance, building and zoning code enforcement, and planning and economic development.

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### **Fund Information**

The General Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 26 – 27 for a description of modified accrual accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the General Fund into five categories, these include:

- **Non-Spendable** – Amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.
- **Restricted** – Amounts restricted by laws, regulations, contracts, or commitments imposed by external organizations such as creditors, grantors, contributors, or the Federal Government or the State of Illinois.
- **Committed** – Amounts committed for specific purposes through formal action of the Board of Trustees – usually by passage of an Ordinance or Resolution.
- **Assigned** – Amounts assigned for a specific purpose by the governing body itself or an official with authority – less formal than a commitment by the Village Board.
- **Unassigned** – Amounts of positive residual fund balance.

The Non-Spendable Fund Balance in 2010 is comprised of prepaid expenses, an asset at the beginning of 2011 that is non-spendable because the funds have already been expended. The Restricted Fund Balance in the General Fund is composed of several special revenue sources that include the Motor Fuel Tax, Emergency 911 Tax, Hotel/Motel Tax, Memorial Donations, Special Service Area Taxes, DUI Revenues, and the Foreign Fire Tax. The total Restricted Fund Balance includes the accumulated positive residual equity from each of these special revenues (each year the Village tracks the revenues and expenses for each restricted revenue source and any positive residual equity is included as a Fund Balance in the overall Restricted Fund Balance category). The Assigned Fund Balance in the General Fund includes an assignment for liability and benefits insurance and an assignment for the future purchase of equipment. These assignments are established by the passage of the annual budget but are not specifically established by Ordinance or Resolution.

One difficulty arising from the establishment of these various categories of Fund Balance is determining if the General Fund budget is balanced at the end of a fiscal year. According to Village policy (please see the Budget and Financial Policies section of this document on Pages 28 – 33), a balanced budget in the General Fund is determined by the positive or negative results in the Unassigned Fund Balance. General Fund operating expenditures in a fiscal year are funded by the beginning Unassigned Fund Balance and the operating revenues received in that fiscal year. Increases or decreases in the Unassigned Fund Balance are indicative of the General Fund’s ability to support continuing operations and this is the reason for the focus on the Unassigned Fund Balance.

As a result of this policy, conclusions about positive or negative financial results for a fiscal year are dependent on an analysis of the increase or decrease in the Unassigned Fund Balance. A decrease in the Non-spendable, Restricted, or Assigned Fund Balance that is larger than the increase in the Unassigned Fund Balance may lead to a

decline in the total Fund Balance. However, this decline in the total Fund Balance would be considered a positive financial result by the Village if the Unassigned Fund Balance increased.

**Minimum Fund Balances**

The minimum Unassigned Fund Balance for the General Fund is established (as detailed in the Financial and Budgeting Policies section on Pages 28 – 33) as three months of operating expenditures. The minimum Unassigned Fund Balance for 2012 equals \$3,815,531 (\$15,262,125 in budgeted expenditures \* 25%).

No minimum balance has been established for the Assigned or Reserved Fund Balances. These Fund Balances may be drawn upon to fulfill their purposes when needed and do not serve as a Fund Balance Reserve that can be used to pay for operating costs.

**Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 General Fund Budget includes \$15,723,810 in estimated revenues, \$15,262,125 in budgeted expenditures, and a transfer to the Capital Improvement Fund of \$450,000. The Fund Balance is projected to increase \$11,685 to a total of \$10,232,645.

<b>General Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance</b>						
	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
<b>Revenues</b>						
Property Taxes	2,596,464	2,714,823	2,762,000	2,227,607	2,755,800	2,845,000
Other Taxes	5,933,379	6,616,632	6,310,000	4,856,526	6,341,500	6,080,000
Intergovernmental	589,793	219,973	300,500	192,554	305,000	162,500
Licenses & Permits	380,561	279,684	354,500	357,278	390,900	372,000
Charges for Services	5,557,961	5,120,520	5,364,620	3,597,452	5,009,570	5,375,385
Fines & Forfeitures	138,928	132,724	148,000	133,010	148,650	133,500
Village Property Usage	427,184	444,648	420,000	133,339	435,000	450,000
Investment Income	119,468	44,020	253,325	255,077	265,725	217,425
Miscellaneous	34,434	77,688	35,000	191,899	195,900	88,000
<b>Total Revenues</b>	<b>15,778,172</b>	<b>15,650,712</b>	<b>15,947,945</b>	<b>11,944,742</b>	<b>15,848,045</b>	<b>15,723,810</b>
<b>Expenditures</b>						
General Government	3,334,157	3,121,523	2,862,107	2,189,449	2,816,154	2,681,100
Development Services	627,394	689,473	788,888	504,311	762,069	819,170
Public Safety	10,291,377	9,340,393	9,368,925	6,767,277	9,314,257	9,653,840
Public Works	1,518,748	1,814,492	2,082,710	1,431,235	2,049,351	2,108,015
<b>Total Expenditures</b>	<b>15,771,676</b>	<b>14,965,882</b>	<b>15,102,630</b>	<b>10,892,272</b>	<b>14,941,831</b>	<b>15,262,125</b>
<b>Excess (Deficiency) of Revenues</b>						
<b>Over (Under) Expenditures</b>	<b>6,497</b>	<b>684,830</b>	<b>845,315</b>	<b>1,052,470</b>	<b>906,214</b>	<b>461,685</b>
<b>Other Financing (Uses)</b>						
Transfers Out	(5,000)	(655,000)	(820,000)	-	(820,000)	(450,000)
<b>Net Other Financing</b>	<b>(5,000)</b>	<b>(655,000)</b>	<b>(820,000)</b>	<b>-</b>	<b>(820,000)</b>	<b>(450,000)</b>
<b>Net Change in Fund Balance</b>	<b>1,497</b>	<b>29,830</b>	<b>25,315</b>	<b>1,052,470</b>	<b>86,214</b>	<b>11,685</b>
<b>Beginning Fund Balance</b>	<b>10,103,419</b>	<b>10,104,916</b>	<b>10,134,745</b>	<b>10,134,745</b>	<b>10,134,745</b>	<b>10,220,960</b>
<b>Ending Fund Balance</b>	<b>10,104,916</b>	<b>10,134,745</b>	<b>10,160,060</b>	<b>11,187,216</b>	<b>10,220,960</b>	<b>10,232,645</b>

- Revenues are projected to decrease \$124,235 (.78%) from 2011 projected revenues of \$15,848,045 to a total of \$15,723,810 in 2012. Other Taxes, Intergovernmental, Licenses & Permits, Fines & Forfeitures, Investment Income, and Miscellaneous Revenues are all projected to decrease. These decreases are offset by increases in Property Taxes, Charges for Services, and Village Property Usage (descriptions and analyses of the General Fund’s largest revenues can be found in the Analysis of Major Revenue Sources by Fund on Pages 55 - 71). A major change in revenues in 2012 is the reallocation of half of the Electric Utility Tax to the Capital Improvement Fund to provide a dedicated revenue source for Street Improvements; this reallocation caused the reduction in Other Taxes and is the primary cause of the reduction in overall revenues.

- Expenditures increase by \$320,294 (2.14%) in 2012 due to increases in Development Services, Public Safety, and Public Works expenditures offset to some extent by a decrease in General Government expenditures. The majority of increases in expenditures in Development Services, Public Safety, and Public Works are caused by increases in salaries and benefits (profiles of expenditures by Department begin on Page 104). The decrease in General Government is caused by a decrease in the Village's General Liability and Worker's Compensation premiums and by the elimination of a position that became vacant at the end of 2011.
- A Transfer Out of \$450,000 goes to the Capital Improvement Fund. This transfer includes \$175,000 for future equipment replacement and \$275,000 for infrastructure improvements.
- The Restricted Fund Balance is projected to decrease to \$435,000 in 2012 as the Village continues a policy of expending the accumulated restricted revenues for their authorized purpose. The Village is committed to reducing the Restricted Fund Balance by expending the revenues for the appropriate purpose (e.g., instead of accumulating a Restricted Balance for DUI purposes, the Village is utilizing this balance to purchase DUI enforcement equipment when needed). The Assigned Fund Balance will decrease as interest earnings on Intergovernmental Public Benefit Cooperative and Intergovernmental Risk Management Agency reserves will be a offset by a transfer to the Capital Improvement Fund of a portion of the Fund Balance Assigned for Equipment Replacement. The Unassigned Fund Balance will increase due to the utilization of the Restricted Fund Balances for their appropriate purposes, thereby shifting the Village's accumulated financial resources to the Unassigned Fund Balance. At the end of 2012, the Unassigned Fund Balance is projected to equal 4.93 months of annual expenditures, well in excess of the 3 months required by Village Policy.

**General Fund - Analysis of Changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
Fund Balance						
Non-spendable	-	21,988	-	-	-	-
Restricted	1,349,385	1,201,636	748,000	660,000	660,000	435,000
Committed	-	-	-	-	-	-
Assigned	4,122,350	3,869,739	4,011,440	3,815,000	3,590,000	3,525,000
Unassigned	4,633,181	5,041,382	5,400,620	6,712,216	5,970,960	6,272,645
Fund Balance Total	10,104,916	10,134,745	10,160,060	11,187,216	10,220,960	10,232,645
One Month Expenses	1,314,306	1,247,157	1,258,553	1,210,252	1,245,153	1,271,844
Three Months Expenses	3,942,919	3,741,470	3,775,658	3,630,757	3,735,458	3,815,531
Months of Expenses in Unassigned Fund Balance	3.53	4.04	4.29	5.55	4.80	4.93

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## CAPITAL IMPROVEMENT FUND

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Description The Capital Improvement Fund is utilized by the Village to accumulate resources and incur expenditures for infrastructure maintenance and improvements as well as capital vehicle and equipment purchases.

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### **Fund Information**

The Capital Improvement Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 26 – 27 for a description of modified accrual accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the Capital Improvement Fund into five categories, these include:

- **Non-Spendable** – Amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.
- **Restricted** – Amounts restricted by laws, regulations, contracts, or commitments imposed by external organizations such as creditors, grantors, contributors, or the Federal Government or the State of Illinois.
- **Committed** – Amounts committed for specific purposes through formal action of the Board of Trustees – usually by passage of an Ordinance or Resolution.
- **Assigned** – Amounts assigned for a specific purpose by the governing body itself or an official with authority – less formal than a commitment by the Village Board.

Under GASB 54 reporting requirements, Capital Improvement Funds are not allowed to have Unassigned Fund Balances unless there is a negative Fund Balance. The Capital Improvement Fund has an accumulated Fund Balance for each one of the available types of Fund Balance. The Non-Spendable Fund Balance is the amount owed by the TIF Fund to the Capital Improvement Fund for loans that provided resources to TIF when it started before it began receiving revenue. The Restricted Fund Balance is for Public Benefit Funds restricted by Illinois Statute for certain uses. The Committed Fund Balance is the amount committed by the Board for certain future improvement projects, including the building of facilities, street improvements, downtown parking, and bikeway improvements. The Assigned Fund Balance is the amount saved by the Village for future vehicle and equipment purchases as well as future general infrastructure improvement projects.

### **Minimum Fund Balances**

With the exception noted below, no minimum Fund Balances have been established for the Capital Improvement Fund. The nature of the Capital Improvement Fund is to accumulate resources for future capital expenditures and then expend those resources when appropriate. The Fund will have large surpluses or deficits from year to year and the Fund Balance will fluctuate drastically in some years as the Fund expends accumulated resources.

A portion of the Assigned Fund Balance is a reservation for the future purchase of vehicles and equipment. This portion of the Fund Balance was established to ensure that resources will be available in the future to purchase replacements for vehicles and equipment currently in use. The Village maintains detailed lists of vehicles and equipment including the purchase date, an expected useful life, an expected replacement cost, and the amount needed to be reserved to replace the equipment in the future. The Village's policy is to maintain an Assigned Fund Balance that is at least 50% of the replacement value of all of the Village's vehicles and equipment. Based on this policy, in 2012, the minimum amount needed to be reserved is equal to \$3,575,000 based on the vehicle and equipment replacement values (a portion of the Equipment Replacement balance is in the General Fund in 2012; the Village is in the process of moving this Fund Balance to the Capital Improvement Fund but won't complete this

process for several years). The combined Vehicle and Equipment Reservations in the General and Capital Improvement Funds will equal \$4,055,000, approximately 56% of the total replacement value of all Village vehicles and equipment.

**Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Capital Improvement Fund Budget includes \$3,041,300 in estimated revenues, \$3,356,150 in budgeted expenditures, a transfer in from the General Fund of \$450,000, and a transfer out to the Debt Service Fund of \$100,000. The Fund Balance is projected to increase \$35,150 to a total of \$12,909,573 as a result of these activities.

**Capital Improvement Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Revenues</b>						
Other Taxes	-	-	250,000	189,454	235,000	562,500
Intergovernmental	-	-	250,000	70,652	325,000	2,250,000
Charges for Services	-	47,011	296,200	26,333	260,000	53,700
Village Property Usage	-	-	-	-	-	105,000
Investment Income	22,755	40,218	40,750	2,993	4,500	40,100
Miscellaneous	97,390	(3,536)	30,500	240,464	240,000	30,000
<b>Total Revenues</b>	<b>120,145</b>	<b>83,693</b>	<b>867,450</b>	<b>529,895</b>	<b>1,064,500</b>	<b>3,041,300</b>
<b>Expenditures</b>						
Development Services	-	40,615	78,950	42,478	58,555	84,450
Village Facilities	8,200	3,718	443,500	57,708	90,500	10,000
Street Improvements	886,267	1,330,735	867,800	672,770	1,059,700	2,900,000
Community Improvements	-	28,554	79,500	16,644	30,000	-
Vehicles & Equipment	-	364,164	1,005,699	176,257	810,000	361,700
Stormwater Management	-	19,615	-	-	-	-
Fiscal Charges	49,186	-	-	-	-	-
<b>Total Expenditures</b>	<b>943,653</b>	<b>1,787,400</b>	<b>2,475,449</b>	<b>965,858</b>	<b>2,048,755</b>	<b>3,356,150</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>(823,508)</b>	<b>(1,703,706)</b>	<b>(1,607,999)</b>	<b>(435,962)</b>	<b>(984,255)</b>	<b>(314,850)</b>
<b>Other Financing Sources/(Uses)</b>						
Transfers In	3,619,507	650,000	820,000	-	820,000	450,000
Transfers Out	-	(230,000)	(230,000)	-	-	(100,000)
Debt Proceeds	2,550,000	-	-	-	-	-
<b>Net Other Financing</b>	<b>6,169,507</b>	<b>420,000</b>	<b>590,000</b>	<b>-</b>	<b>820,000</b>	<b>350,000</b>
<b>Net Change in Fund Balance</b>	<b>5,345,999</b>	<b>(1,283,706)</b>	<b>(1,017,999)</b>	<b>(435,962)</b>	<b>(164,255)</b>	<b>35,150</b>
<b>Beginning Fund Balance</b>	<b>8,976,385</b>	<b>14,322,384</b>	<b>13,038,678</b>	<b>13,038,678</b>	<b>13,038,678</b>	<b>12,874,423</b>
<b>Ending Fund Balance</b>	<b>14,322,384</b>	<b>13,038,678</b>	<b>12,020,679</b>	<b>12,602,715</b>	<b>12,874,423</b>	<b>12,909,573</b>

- Revenues are projected to increase by \$2,040,800 from 2011 projected revenues as Other Taxes, Intergovernmental Revenues, Village Property Usage, and Investment Income are all projected to increase. The largest increase by far (\$1,925,000) comes in Intergovernmental Revenues as the Village will be receiving grant revenues from the TIGER II grant received from the Federal Government for the engineering design for the grade separation of Route 14/Northwest Highway and the EJ&E/CN railroad. The increase in Other Taxes results from a allocation of the Electric Utility Tax back to the Capital Improvement Fund in 2012 as the Village's revenues begin to recover. The increase in Village Property Usage is caused by the receipt for the first time of revenues from a new cellular facility that will be completed in 2012 on the Manchester Water Tower.
- Expenditures are budgeted to increase \$1,307,398 (63.81%) due to a significant increase in Street Improvement expenditures that is caused by the engineering design for the Route 14/Northwest Highway underpass under the CN Railroad. The bulk of the expenditures for this project will be occurring in 2012 and will be reimbursed by a Federal TIGER II grant. Development Services also increases as salaries and benefits increase for the engineering staff that manage the Village's Annual Street Improvement Program. The decrease in Village Facilities is the result of the ending of the build out of the Manchester Water Tower cellular facility which was a 2011 project. The decline in Community Improvements is caused by the ending of the Safe Routes to School Grant construction projects. The decrease in Vehicle and Equipment expenditures is due to the purchase of a Fire Apparatus in 2011 which was unique to that year.
- The Transfer In from General Fund is equal to \$450,000, with \$175,000 of the transfer for future vehicle and equipment purchases and the remaining \$275,000 for Infrastructure Improvements. The Transfer Out of \$100,000 is to pay the debt service for the 2009 Alternate Revenue Bond that was issued to provide resources for street improvements. The funding for this transfer is derived from the Non-Spendable Fund Balance as the TIF Fund is repaying the Capital Improvement Fund for interfund loans received in the early 2000's.
- The Non-Spendable Fund Balance will decrease by \$100,000 in 2012 as the TIF Fund repays the Capital Improvement Fund for interfund loans made to provide resources to TIF early in its existence. The Restricted Fund Balance will end in 2012 as the Public Benefit Restricted Fund Balance is used for the 2012 street improvement program. The Committed Fund Balance will increase as the funds from the cellular leases of the Manchester Water Tower are used to replenish the Village Facilities Committed Fund Balance (this Fund Balance was used for the build out of the cellular facilities). The Assigned Fund Balance will increase significantly as the Village continues to add to the Assigned Fund Balance for Infrastructure; these resources will be used for future infrastructure improvements, particularly the annual Street Improvement Program.

**Capital Improvement Fund - Analysis of Changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
Fund Balance						
Non-spendable	7,000,000	6,700,000	6,450,000	6,450,000	6,450,000	6,350,000
Restricted	325,126	325,179	326,000	326,000	326,000	-
Committed	1,659,500	1,659,500	1,659,500	1,659,500	1,899,500	1,899,500
Assigned						
Vehicles & Equipment	3,619,507	3,555,344	3,100,000	3,100,000	3,403,000	3,400,000
Infrastructure	1,718,251	798,655	485,179	1,067,215	795,923	1,260,073
Fund Balance Total	14,322,384	13,038,678	12,020,679	12,602,715	12,874,423	12,909,573

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## TAX INCREMENT FINANCING FUND

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Description The Tax Increment Financing Fund is utilized by the Village to accumulate resources and incur expenditures for the redevelopment of the portions of the Village's downtown district included in the TIF District.

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### Fund Information

The Tax Increment Financing (TIF) Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 26 – 27 for a description of modified accrual accounting). Typically, Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the TIF Fund as an Assigned Fund Balance, meaning that the accumulated resources in the Fund are a positive or negative residual Fund Balance and can be used for legal TIF expenditures. However, the TIF Fund has a negative Fund Balance due to the amount that is owed by the Fund to the Capital Improvement Fund for loans that were provided to TIF in the early years of its existence. Seven million was loaned to TIF to help it complete projects prior to revenues being received. The negative Fund Balance is the difference between what continues to be owed to the Capital Improvement Fund and the assets available to repay the loan from the Capital Improvement Fund. When a Fund has a negative Fund Balance, GASB 54 requires that balance to be considered Unassigned.

### Minimum Fund Balances

No minimum balance has been established for the TIF Fund; the Fund exists to provide resources for capital improvements and redevelopment project in the TIF District and it is anticipated that the Fund Balance may be negative for the majority of the life of the TIF.

Although a minimum Fund Balance is not established for the TIF Fund, total estimated project costs, excluding financing costs, were established in the Village Center Tax Increment Financing Redevelopment Project and Plan at \$16,500,000. The project cost total represents the maximum project costs that may be incurred without an amendment to the original TIF plan. The amount can be adjusted for inflation so the adjusted project cost total equals \$23,465,000.

Expenditures and commitments through 2012 are equal to \$22,552,093, leaving \$912,907 available for future projects. The amount available can only be expended if future revenues from the tax increment will be sufficient to cover future projects.

2012 Estimated Expenditure Limit	\$23,465,000
<u>Less:</u>	
2000 – 2010 Actual Expenditures	20,661,418
2011 Projected Expenditures	634,375
2012 Budgeted Expenditures	<u>1,256,300</u>
Remaining Balance	\$912,907

**Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 TIF Fund Budget includes \$1,155,000 in estimated revenues and \$2,072,607 in budgeted expenditures. The Fund Balance is projected to decrease \$917,607 to negative \$6,611,424.

**Village Center TIF Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	2012 Budget
<b>Revenues</b>						
Property Taxes	1,258,895	1,078,952	1,375,000	662,612	1,150,000	1,150,000
Intergovernmental	-	-	-	-	19,472	-
Village Property Usage	63,000	21,000	-	-	-	-
Investment Income	8,756	2,253	7,000	1,095	1,750	5,000
Miscellaneous	-	(1)	-	44,586	44,586	-
<b>Total Revenues</b>	<b>1,330,651</b>	<b>1,102,205</b>	<b>1,382,000</b>	<b>708,293</b>	<b>1,215,808</b>	<b>1,155,000</b>
<b>Expenditures</b>						
<b>Development Services</b>						
Administration	143,767	137,024	174,350	99,901	158,625	116,300
District Improvements	116,315	119,882	146,000	53,213	88,900	65,000
Redevelopment Activities	20,670	70,997	685,000	161,416	405,000	1,075,000
Debt Service	627,649	729,703	755,500	174,972	753,837	816,307
<b>Total Expenditures</b>	<b>908,401</b>	<b>1,057,606</b>	<b>1,760,850</b>	<b>489,502</b>	<b>1,406,362</b>	<b>2,072,607</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>422,250</b>	<b>44,600</b>	<b>(378,850)</b>	<b>218,790</b>	<b>(190,554)</b>	<b>(917,607)</b>
<b>Net Change in Fund Balance</b>	<b>422,250</b>	<b>44,600</b>	<b>(378,850)</b>	<b>218,790</b>	<b>(190,554)</b>	<b>(917,607)</b>
<b>Beginning Fund Balance</b>	<b>(5,970,112)</b>	<b>(5,547,862)</b>	<b>(5,503,263)</b>	<b>(5,503,263)</b>	<b>(5,503,263)</b>	<b>(5,693,817)</b>
<b>Ending Fund Balance</b>	<b>(5,547,862)</b>	<b>(5,503,263)</b>	<b>(5,882,113)</b>	<b>(5,284,473)</b>	<b>(5,693,817)</b>	<b>(6,611,424)</b>

- Revenues are projected to decrease by \$60,808 (5.0%) from 2011 projected revenues as Intergovernmental and Miscellaneous revenues decrease to \$0. These decreases are offset somewhat by an increase in Investment Income. Property Tax revenue is estimated to remain stable at \$1,150,000. The declines in Intergovernmental and Miscellaneous result from one time revenues that were received in 2011 such as a grant from Lake County (Intergovernmental) and a refund of property taxes paid in a previous year (Miscellaneous).
- Expenditures are budgeted to increase \$684,395 due to increases in Redevelopment Activities and Debt Service costs. These increases will be somewhat offset by decreases in Administration and District Improvements. The decrease in Administration is caused by a decrease in expenditures for legal and professional services related to the Hough-Main project, these should be largely completed in 2011. The decrease in District Improvements is caused by a decrease in spending on signs and banners. Redevelopment Activity costs increase due the redevelopment of the Hough-Main properties, the Village as property owner needs to prepare the site for development.
- The decrease in Fund Balance of \$917,607 is attributable to the difference between revenues and expenditures. The negative Fund Balance of \$6,593,274 represents the amount owed by the TIF District to the Capital Improvement Fund.

## Analysis of Cash Position

The capacity of the TIF Fund to incur expenditures for projects is based on the available cash in the Fund. The Statement of Revenues, Expenditures, Transfers, and Changes in Fund Balance does not provide a way to ascertain the TIF District's cash position. The schedule below is intended to provide an understanding of the Fund's cash position at the end of 2012 based on the projected financial transactions during 2012. Revenues of \$1,155,000 and expenditures of \$2,072,607 are supplemented by a change in receivables of \$25,000 and an additional cash payment of \$100,000 as the TIF Fund repays the Capital Improvement Fund for loans. The ending cash balance at the end of 2012 is projected to be \$138,576; this cash balance plus future revenues are available for future projects in the TIF District.

<b>Village Center TIF Fund - Cash Flow Analysis</b>						
	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
Beginning Cash Balance	1,649,909	1,739,707	1,313,660	1,313,660	1,313,660	1,131,183
Cash Receipts						
Revenues	1,330,651	1,102,205	1,382,000	708,293	1,215,808	1,155,000
Change in Receivables	(53,880)	(105,317)	43,863	43,863	43,863	25,000
Net Cash Receipts	1,276,771	996,888	1,425,863	752,156	1,259,671	1,180,000
Cash Outflows						
Expenditures	908,401	1,057,606	1,760,850	489,502	1,406,362	2,072,607
Repay Capital Impr Fund	-	300,000	250,000	-	-	100,000
Changes in Payables	278,572	65,329	35,786	35,786	35,786	-
Net Cash Outflows	1,186,973	1,422,935	2,046,636	525,288	1,442,148	2,172,607
Net Increase/(Decrease)	89,798	(426,046)	(620,773)	226,867	(182,477)	(992,607)
Ending Cash Balance	1,739,707	1,313,660	692,887	1,540,527	1,131,183	138,576

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## DEBT SERVICE FUND

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Description The Debt Service Fund is used to account for the payment of interest and principal for general obligation debts of the governmental funds of the Village.

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### **Fund Information**

The Debt Service Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 26 – 27 for a description of modified accrual accounting). The Fund Balance of the Debt Service Fund is considered to be Assigned because the Village has chosen to leave the balance in the Fund for future debt service payments.

### **Minimum Fund Balances**

No minimum Fund Balance is set for the Debt Service Fund. The Fund collects Property Tax Revenue for the payment of General Obligation Bonds that were authorized by referendum. The amount of Property Taxes is established at the time the General Obligation Bonds are issued and is directly tied to the amount needed to cover the annual debt service payments related to the bonds. As a result, there is no need to set a minimum Fund Balance as the Property Tax revenue should always offset expenditures in the Fund.

The Village issued Alternate Revenue Bonds in 2009 to finance capital improvements and will be using the repayments of the Capital Improvement Fund loan to the TIF Fund to pay the debt service for these bonds. The repayments will end in 2023 when the TIF Fund ends, however, the Debt Service Fund will be accumulating assets from this repayment stream to continue making the payments after the TIF District loan repayments have ceased.

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2011 Debt Service Budget includes \$835,000 in estimated revenues, \$1,010,606 in budgeted expenditures, and a transfer in from the Capital Improvement Fund of \$100,000. The Fund Balance is projected to decrease \$75,606 to a total of \$56,864.

- Revenues increase \$750 from the 2011 projected revenues as Investment Income is projected to increase.
- Expenditures are expected to decrease slightly as the debt service schedules for the Village's outstanding bonds decrease slightly in 2012; this is a trend that should continue as the debt service schedules are set up to decline throughout their existence.
- Transfers In equal \$100,000 offsetting the Build America Bond payment. The Capital Improvement Fund is transferring this money because the Build America Bonds were used for capital projects.
- The Village is reducing the outstanding Fund Balance in the Debt Service Fund in order to utilize these financial resources for a productive use. In future years, the Fund Balance will be maintained at approximately \$50,000.

**Debt Service Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	2012 Budget
<b>Revenues</b>						
Property Taxes	780,077	731,791	740,000	402,773	794,000	790,000
Investment Income	3,920	1,386	4,000	54	250	5,000
Miscellaneous	-	57,262	40,000	24,028	40,000	40,000
<b>Total Revenues</b>	<b>783,997</b>	<b>790,438</b>	<b>784,000</b>	<b>426,855</b>	<b>834,250</b>	<b>835,000</b>
<b>Expenditures</b>						
<b>Debt Service</b>						
Principal	560,000	680,000	755,000	-	755,000	770,000
Interest & Fiscal Fees	188,577	327,239	257,540	128,020	256,640	240,606
<b>Total Expenditures</b>	<b>748,577</b>	<b>1,007,239</b>	<b>1,012,540</b>	<b>128,020</b>	<b>1,011,640</b>	<b>1,010,606</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>35,420</b>	<b>(216,800)</b>	<b>(228,540)</b>	<b>298,835</b>	<b>(177,390)</b>	<b>(175,606)</b>
<b>Other Financing Sources (Uses)</b>						
Transfers In	-	230,000	230,000	-	-	100,000
Debt Issuance	5,890,000	-	-	-	-	-
Bond Refunding Payment	(5,975,000)	-	-	-	-	-
<b>Net Other Financing</b>	<b>(85,000)</b>	<b>230,000</b>	<b>230,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Net Change in Fund Balance</b>	<b>(49,580)</b>	<b>13,200</b>	<b>1,460</b>	<b>298,835</b>	<b>(177,390)</b>	<b>(75,606)</b>
<b>Beginning Fund Balance</b>	<b>346,240</b>	<b>296,660</b>	<b>309,860</b>	<b>309,860</b>	<b>309,860</b>	<b>132,470</b>
<b>Ending Fund Balance</b>	<b>296,660</b>	<b>309,860</b>	<b>311,320</b>	<b>608,696</b>	<b>132,470</b>	<b>56,864</b>

## WATER & SEWER FUND

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**Description** The Water & Sewer Fund accounts for the revenues and expenses related to the provision of water and sewer services to residents and businesses. All activities necessary to provide these services are contained in this Fund including administration, billing and collections, operations, maintenance, capital improvements and debt service.

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### **Fund Structure**

The Water & Sewer Fund is an enterprise fund; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 26 – 27 for a description of accrual accounting). Instead of a Fund Balance, the Water and Sewer Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities. Net Assets reflect the total productive investment in the water and sewer systems by the Village.

A positive financial result in the Water & Sewer Fund is determined by the positive or negative change in Net Assets. The Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund is considered to have generated a positive financial result for the year.

### **Minimum Unrestricted Net Assets**

According to Village financial policy, minimum Unrestricted Net Assets for the Water & Sewer Fund should equal three months of operating expenditures, less depreciation. In 2012, this equals \$909,001 ( $\$3,636,005 * 25\%$ ) which is exceeded by projected ending Unrestricted Net Assets of \$1,097,149 by \$188,148 (20.70%).

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Water & Sewer Fund Budget includes \$4,807,500 in projected operating revenues, \$4,486,005 in budgeted operating expenditures, \$235,000 in estimated non-operating revenues, \$519,598 in budgeted non-operating expenditures, and \$2,500,000 in budgeted expenditures that will be capitalized. Net Assets are projected to increase \$36,897 to a total of \$23,386,230.

- Operating revenues are projected to increase \$232,250 as a 3% increase in water & sewer rates will be implemented. Non-operating revenues are projected to increase by \$3,524 as an increase in Other Income more than offsets a decrease in Intergovernmental Revenue.
- Operating expenditures are budgeted to increase \$162,711 (3.76%) as increases in Administration, Operations, and Depreciation are offset to some extent by a decrease in Capital Outlays. The increases in Administration and Operations are largely caused by increases in salaries and benefits combined with increases in the costs of contracted services (such as energy costs) and commodities (such as chemicals for water treatment). The increase in Depreciation is caused by the high level of capital investments into the system in previous years; this causes additional depreciation of the newly acquired/constructed assets. The decrease in Capital Outlay in 2012 is caused by fewer non-capitalized infrastructure improvements in the system (a good example of a non-capitalized infrastructure improvement is sanitary sewer lining which repairs and extend the life of a capital asset but does not replace it).
- Unrestricted Net Assets are projected to decrease as the Village will be making significant investments in its capital assets in 2012, thereby shifting the composition of its Net Assets to the Invested in Capital Assets category.

**Water & Sewer Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	2012 Budget
<b>Operating Revenues</b>						
Charges for Services	4,289,092	4,727,231	4,558,000	3,664,884	4,575,000	4,800,000
Miscellaneous	6,172	2,594	7,500	65	250	7,500
<b>Total Revenues</b>	<b>4,295,264</b>	<b>4,729,825</b>	<b>4,565,500</b>	<b>3,664,949</b>	<b>4,575,250</b>	<b>4,807,500</b>
<b>Operating Expenses</b>						
Administration	1,072,137	1,135,593	1,147,000	837,937	1,133,857	1,192,595
Operations	2,085,920	1,708,060	2,072,005	1,197,181	1,784,048	2,136,260
Capital Outlay	525,675	948,961	297,500	1,737,036	605,389	307,150
Depreciation	714,588	775,230	800,000	-	800,000	850,000
<b>Total Operating Expenses</b>	<b>4,398,321</b>	<b>4,567,844</b>	<b>4,316,505</b>	<b>3,772,155</b>	<b>4,323,294</b>	<b>4,486,005</b>
<b>Operating Income (Loss)</b>	<b>(103,058)</b>	<b>161,981</b>	<b>248,995</b>	<b>(107,206)</b>	<b>251,956</b>	<b>321,495</b>
<b>Non-operating Revenues/(Expenses)</b>						
Intergovernmental	-	-	-	63,976	63,976	-
Investment Income	22,693	32,703	35,000	5,919	12,500	35,000
Connection Fees	76,970	2,000	125,000	76,450	75,000	75,000
Other Income	11,925	190,153	157,750	73,073	80,000	125,000
Interest & Fiscal Charges	(251,701)	(630,333)	(532,951)	(247,910)	(531,679)	(519,598)
<b>Non-Operating Net</b>	<b>(140,113)</b>	<b>(405,477)</b>	<b>(215,201)</b>	<b>(28,492)</b>	<b>(300,203)</b>	<b>(284,598)</b>
<b>Income (Loss) Before Transfers</b>	<b>(243,171)</b>	<b>(243,496)</b>	<b>33,794</b>	<b>(135,698)</b>	<b>(48,247)</b>	<b>36,897</b>
Transfers In	833,675	-	-	-	-	-
<b>Change in Net Assets</b>	<b>590,504</b>	<b>(243,496)</b>	<b>33,794</b>	<b>(135,698)</b>	<b>(48,247)</b>	<b>36,897</b>
<b>Net Assets - January 1</b>	<b>23,050,572</b>	<b>23,641,076</b>	<b>23,397,580</b>	<b>23,397,580</b>	<b>23,397,580</b>	<b>23,349,333</b>
<b>Net Assets - December 31</b>	<b>23,641,076</b>	<b>23,397,580</b>	<b>23,431,374</b>	<b>23,261,883</b>	<b>23,349,333</b>	<b>23,386,230</b>

**Water & Sewer Fund - Composition of Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	2012 Budget
<b>Net Assets</b>						
Invested in Capital, Net of Debt	11,371,994	18,499,081	22,069,281	18,499,081	19,899,081	21,549,081
Restricted	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	11,529,082	4,158,499	622,093	4,022,802	2,710,252	1,097,149
	<b>23,641,076</b>	<b>23,397,580</b>	<b>23,431,374</b>	<b>23,261,883</b>	<b>23,349,333</b>	<b>23,386,230</b>

**Analysis of Cash Position**

The Statement of Revenues, Expenses, and Changes in Net Assets does not provide a true picture of the Water & Sewer Fund’s capacity to finance operations and capital projects because there is not an indication of the amount of cash available in the Fund. The Cash Flow Analysis provides an overview of the increases and decrease in cash from 2009 through the 2012 budget. Cash increased significantly in 2009 as a result of the issuance of \$8,500,000 in Alternate Revenue Bonds which were intended to fund several capital projects through 2012. Cash has been depleted every year since 2009, including in the 2012 budget, as the Village utilizes those bond proceeds for improvements to the water and sewer infrastructure.

**Water & Sewer Fund - Cash Flow Analysis**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Cash Flows from Operating Activities</b>						
Receipts from Customers	4,285,346	4,895,341	4,848,250	3,814,472	4,730,250	5,007,500
Payments to Employees	(1,513,540)	(1,390,505)	(1,521,600)	(1,048,778)	(1,412,425)	(1,520,850)
Payments to Suppliers	(2,252,838)	(2,443,292)	(1,994,905)	(2,723,377)	(2,110,869)	(2,115,155)
<b>Total</b>	<b>518,967</b>	<b>1,061,545</b>	<b>1,331,745</b>	<b>42,317</b>	<b>1,206,956</b>	<b>1,371,495</b>
<b>Cash Flows from Non-Capital Financing Activities</b>						
Transfers In	833,675	-	-	-	-	-
<b>Total</b>	<b>833,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Capital and Related Financing Activities</b>						
Purchase of Capital Assets	(793,528)	(1,753,290)	(4,370,200)	-	(2,200,000)	(2,500,000)
Disposal of Capital Assets	-	26,350	-	-	-	-
Interest Expenses	(251,701)	(630,333)	(532,951)	(247,910)	(531,679)	(519,598)
Issuance of Debt	9,690,000	-	-	-	-	-
Payment of Principal	(1,500,052)	(440,761)	(516,627)	-	(516,627)	(532,651)
<b>Total</b>	<b>7,144,719</b>	<b>(2,798,034)</b>	<b>(5,419,778)</b>	<b>(247,910)</b>	<b>(3,248,306)</b>	<b>(3,552,249)</b>
<b>Cash Flows from Investing Activities</b>						
Interest Received	22,693	32,703	35,000	5,919	12,500	35,000
<b>Total</b>	<b>22,693</b>	<b>32,703</b>	<b>35,000</b>	<b>5,919</b>	<b>12,500</b>	<b>35,000</b>
<b>Net Change in Cash</b>	<b>8,520,054</b>	<b>(1,703,786)</b>	<b>(4,053,033)</b>	<b>(199,674)</b>	<b>(2,028,850)</b>	<b>(2,145,754)</b>
<b>Cash &amp; Cash Equivalents</b>						
Beginning	3,421,230	11,941,284	10,237,498	10,237,498	10,237,498	8,208,648
Ending	11,941,284	10,237,498	6,184,465	10,037,825	8,208,648	6,062,894

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## RECYCLING & REFUSE FUND

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**Description** The Recycling and Refuse Fund is used to account for the revenues and expenses associated with the provision of recycling and refuse collection and disposal services to residents and businesses. Other services funded by the resources in this Fund include brush pickup, chipping services, and storm cleanup. All activities necessary to provide services are accounted for, including administration, billing and collections, and operations.

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### **Fund Structure**

The Recycling and Refuse Fund is an enterprise fund; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 26 – 27 for a description of accrual accounting). Instead of a Fund Balance, the Recycling and Refuse Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities.

A positive financial result in the Recycling and Refuse Fund is determined by the positive or negative change in Net Assets. The Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund is considered to have generated a positive financial result for the year.

### **Minimum Unrestricted Net Assets**

According to the financial policies, the minimum Unrestricted Net Assets for the Recycling & Refuse Fund should equal three months of operating expenditures. In 2012, this equals \$300,371 which is exceeded by ending Unrestricted Net Assets of \$327,186 by \$26,815 (8.93%).

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Recycling & Refuse Fund Budget includes \$1,139,000 in estimated revenues (\$1,138,000 in operating revenues and \$1,000 in non-operating revenues) and \$1,201,485 in budgeted expenditures. Total Net Assets are projected to decrease \$62,485 to a total of \$327,186.

- Revenues increase \$52,650 from 2011 projected revenues as a rate increase of 5% increases the Charges for Services Revenue. The rate increase is necessary to offset an increase in expenditures due to a new refuse collection contract. A small increase in interest revenue is projected for 2012.
- Expenditures are budgeted to increase significantly for Operations; primarily caused by a substantial increase in the contract for recycling and refuse collections. Administration expenditures are budgeted to decrease due to an increase in salaries and benefits.
- Unrestricted Net Assets are projected to decrease as a result of the difference in revenues and expenditures. The Village has chosen to reduce its Fund Balance for a couple of years to soften the impact of the refuse collection contract increase on residents. However, a further rate increase in 2013 will be necessary to offset this cost increase and return the Fund to a positive change in Net Assets on an annual basis.

**Recycling & Refuse Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	2012 Budget
Operating Revenues						
Charges for Services	1,079,893	1,082,496	1,134,000	807,089	1,085,000	1,135,000
Miscellaneous	4,124	3,629	3,000	404	750	3,000
Total Revenues	1,084,017	1,086,125	1,137,000	807,493	1,085,750	1,138,000
Operating Expenses						
Administration	45,985	60,361	69,000	46,385	64,905	66,325
Operations	953,196	979,073	1,096,887	504,669	990,875	1,135,160
Total Operating Expenses	999,181	1,039,434	1,165,887	551,054	1,055,780	1,201,485
Operating Income/(Loss)	84,836	46,691	(28,887)	256,439	29,970	(63,485)
Non-operating Revenues						
Investment Income	893	611	1,000	248	600	1,000
Income Before Transfers	85,729	47,302	(27,887)	256,687	30,570	(62,485)
Transfers						
Transfers In	5,000	5,000	-	-	-	-
Net Transfers	5,000	5,000	-	-	-	-
Change in Net Assets	90,729	52,302	(27,887)	256,687	30,570	(62,485)
Net Assets - January 1	216,070	306,799	359,101	359,101	359,101	389,671
Net Assets - December 31	306,799	359,101	331,214	615,788	389,671	327,186

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## PARKING SYSTEM FUND

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Description The Parking System Fund accounts for the revenues and expenses related to the operation, maintenance, and enforcement of downtown and commuter parking facilities.

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### **Fund Information**

The Parking System Fund is an enterprise fund; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 26 – 27 for a description of accrual accounting). Instead of a Fund Balance, the Recycling and Refuse Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities. Net Assets reflect the total productive investment in the parking system by the Village.

A positive financial result in the Parking System Fund is determined by the positive or negative change in Net Assets. The Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than \$0, the Fund is considered to have generated a positive financial result for the year.

### **Minimum Unrestricted Net Assets**

According to Village financial policy, minimum Unrestricted Net Assets for the Parking System Fund should equal three months of operating expenditures. In 2012, this equals \$203,459 which is exceeded by projected 2012 ending Unrestricted Net Assets of \$1,238,067 by \$1,034,608 (508.51%).

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Parking System Fund Budget includes \$809,000 in estimated operating revenues, \$813,835 (\$867,835 less \$54,000 in Depreciation Expense which is not budgeted) in budgeted operating expenditures, and \$10,000 in estimated non-operating revenues. Total Net Assets are projected to decrease \$48,835, primarily due to depreciation, to a total of \$3,805,011.

- Revenues, both operating and non-operating, are estimated to decrease by \$625 and \$13,500 respectively. Operating revenues decrease slightly due to a decrease in Licenses & Permits which is mostly offset by increases in other revenues. Non-operating revenues decrease significantly as a result of the end of a Special Service Area payment offset somewhat by an increase in Interest earnings. There are no methods to increase revenue in this Fund unless a rate increase is instituted, there are a fixed number of parking spaces and the revenue generated from those spaces is stable.
- Expenditures are budgeted to decrease for both Administration and Operations. The decrease in Administration is caused by a decrease in Interfund Charges combined with reductions in salaries and benefits; the decrease in Operations is caused by a decrease in salaries and benefits. The decrease in salaries and benefits are the result of a reallocation of employee salaries and benefits out of the Parking Fund to reflect shifting responsibilities combined with the elimination of a part-time Public Service Officer position.
- Unrestricted Net Assets are projected to decrease as a result of the difference in revenues and expenditures. Net Assets Invested in Capital are projected to increase as a capital project (the reconstruction of a retaining wall in the North Commuter Parking Lot) is completed in 2012.

**Parking System Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Operating Revenues</b>						
Licenses & Permits	253,165	251,127	246,000	211,414	267,975	250,000
Charges for Service	430,744	453,553	430,000	345,511	455,000	460,000
Fines & Forfeitures	90,793	69,165	100,000	61,656	80,000	90,000
Village Property Usage	5,946	8,999	7,500	4,707	6,300	9,000
Miscellaneous	437,808	47,417	-	1,682	350	-
<b>Total Revenues</b>	<b>1,218,456</b>	<b>830,261</b>	<b>783,500</b>	<b>624,970</b>	<b>809,625</b>	<b>809,000</b>
<b>Operating Expenses</b>						
Administration	324,674	347,148	387,520	286,698	385,238	373,325
Operations	441,810	456,586	476,675	290,382	446,268	440,510
Capital Outlay	254	344	-	31,294	31,300	-
Depreciation	-	-	-	-	54,000	54,000
<b>Total Operating Expenses</b>	<b>766,738</b>	<b>804,079</b>	<b>864,195</b>	<b>608,374</b>	<b>916,806</b>	<b>867,835</b>
<b>Operating Income/(Loss)</b>	<b>451,718</b>	<b>26,182</b>	<b>(80,695)</b>	<b>16,596</b>	<b>(107,181)</b>	<b>(58,835)</b>
<b>Non-operating Revenues</b>						
Investment Income	21,263	7,850	20,000	1,867	3,500	10,000
Property Taxes	1,480	134,702	45,000	7,781	20,000	-
<b>Total Non-Operating Revenues</b>	<b>22,743</b>	<b>142,552</b>	<b>65,000</b>	<b>9,648</b>	<b>23,500</b>	<b>10,000</b>
<b>Change in Net Assets</b>	<b>474,463</b>	<b>168,734</b>	<b>(15,695)</b>	<b>26,244</b>	<b>(83,681)</b>	<b>(48,835)</b>
<b>Net Assets - January 1</b>	<b>3,294,332</b>	<b>3,768,795</b>	<b>3,937,529</b>	<b>3,937,529</b>	<b>3,937,529</b>	<b>3,853,848</b>
<b>Net Assets - December 31</b>	<b>3,768,795</b>	<b>3,937,529</b>	<b>3,921,834</b>	<b>3,963,773</b>	<b>3,853,848</b>	<b>3,805,013</b>

**Parking System Fund - Composition of Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Net Assets</b>						
Invested in Capital, Net of Debt	1,801,304	2,499,944	2,499,944	2,499,944	2,445,944	2,566,944
Unrestricted	1,967,491	1,437,585	1,421,890	1,463,829	1,407,904	1,238,069
	<b>3,768,795</b>	<b>3,937,529</b>	<b>3,921,834</b>	<b>3,963,773</b>	<b>3,853,848</b>	<b>3,805,013</b>

**Analysis of Cash Position**

The Statement of Revenues, Expenses, and Changes in Net Assets does not provide a true picture of the Parking System Fund’s capacity to finance operations and capital projects because there is not an indication of the amount of cash available in the Fund. The Cash Flow Analysis provides an overview of the increase or decrease in cash from 2009 through the 2012 budget. As demonstrated in the Chart below, there was a major depletion in cash in 2010 as the Village undertook two capital projects, the replacement of the parking fareboxes at the Train Station and the reconstruction of the North Commuter Parking Lots. Capital projects in 2011 and 2012 will continue this trend of decreasing cash in the Fund; however, in 2013, the Fund’s cash position should begin improving once again as the capital projects will be complete.

<b>Parking System Fund - Cash Flow Analysis</b>						
	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
<b>Cash Flows from Operating Activities</b>						
Receipts from Customers	1,191,661	972,560	828,500	632,751	829,625	809,000
Payments to Employees	(348,656)	(386,179)	(385,100)	(260,606)	(373,376)	(366,550)
Payments to Suppliers	(778,719)	(441,649)	(479,095)	(347,768)	(489,430)	(447,285)
<b>Total</b>	<b>64,286</b>	<b>144,732</b>	<b>(35,695)</b>	<b>24,377</b>	<b>(33,181)</b>	<b>(4,835)</b>
<b>Cash Flows from Capital and Related Financing Activities</b>						
Purchase of Capital Assets	-	(698,640)	-	-	-	(175,000)
Disposal of Capital Assets	-	-	-	-	-	-
Interest Expenses	-	-	-	-	-	-
Issuance of Debt	-	-	-	-	-	-
Payment of Principal	-	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>(698,640)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(175,000)</b>
<b>Cash Flows from Investing Activities</b>						
Interest Received	21,263	7,850	20,000	1,867	3,500	10,000
<b>Total</b>	<b>21,263</b>	<b>7,850</b>	<b>20,000</b>	<b>1,867</b>	<b>3,500</b>	<b>10,000</b>
<b>Net Change in Cash</b>	<b>85,549</b>	<b>(546,059)</b>	<b>(15,695)</b>	<b>26,244</b>	<b>(29,681)</b>	<b>(169,835)</b>
<b>Cash &amp; Cash Equivalents</b>						
Beginning	1,978,695	2,064,244	1,518,185	1,518,185	1,518,185	1,488,504
Ending	2,064,244	1,518,185	1,502,490	1,544,429	1,488,504	1,318,669

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## FIRE PENSION FUND

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Description The Fire Pension Fund serves to accumulate financial resources and hold them in trust to fund the pension benefits for Village Firefighters and their beneficiaries.

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### **Fund Information**

The Firefighters Pension Fund is a fiduciary fund and the accounting for revenues, expenses, and changes in Plan Assets Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on Pages 26 – 27 for a description of accrual accounting in the budget document). Plan Assets Held in Trust equal total assets less total liabilities.

### **Minimum Net Assets Held in Trust**

Minimum Net Assets Held in Trust are established by the actuarial projections of the Fund's assets and liabilities. The fund is required by Illinois Statute to be 90% funded by 2040 and the actuarial projections take this into account when setting the Village's contribution levels. As long as the Village contributes 100% of its actuarially required contribution, the Fund should be considered to be in a positive financial position.

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Fire Pension Fund Budget includes \$850,000 in contributions, a net \$765,000 in investment income (\$800,000 in revenues less \$35,000 in investment expenses), and \$347,200 in deductions. Net Assets Held In Trust are projected to increase \$1,267,800 to a total of \$11,863,735.

- Net additions are estimated to decrease \$368,000 from 2011 projected net additions of \$1,247,000 as Contributions decrease \$27,000 but are offset by an increase in Net Investment Income of \$395,000. Gross Investment Income of \$800,000 is equal to 7.5% of beginning Net Assets, equal to the assumption used in the actuarial report.
- Expenditures are budgeted to increase \$35,600 as expenses for pension benefits increase in accordance with Statutory requirements.

**Fire Pension Fund - Statement of Revenues, Expenses, and Changes in Net Assets Held in Trust**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Additions</b>						
Contributions - Employer	499,149	609,827	582,000	458,676	582,000	520,000
Contributions - Employee	256,665	266,113	315,000	217,384	295,000	330,000
<b>Total Contributions</b>	<b>755,814</b>	<b>875,940</b>	<b>897,000</b>	<b>676,060</b>	<b>877,000</b>	<b>850,000</b>
<b>Investment Income</b>						
Interest	182,210	207,826	150,000	(38,103)	195,000	250,000
Net Change in Fair Value	607,693	663,648	300,000	-	200,000	550,000
<b>Total Investments</b>	<b>789,904</b>	<b>871,474</b>	<b>450,000</b>	<b>(38,103)</b>	<b>395,000</b>	<b>800,000</b>
Less Investment Expenses	(11,629)	(25,672)	(25,000)	(15,045)	(25,000)	(35,000)
<b>Net Investment Income</b>	<b>778,274</b>	<b>845,802</b>	<b>425,000</b>	<b>(53,148)</b>	<b>370,000</b>	<b>765,000</b>
<b>Total Additions</b>	<b>1,534,088</b>	<b>1,721,742</b>	<b>1,322,000</b>	<b>622,912</b>	<b>1,247,000</b>	<b>1,615,000</b>
<b>Deductions</b>						
Administration	67,505	69,327	47,200	30,586	51,600	47,200
Benefits & Refunds	95,885	154,193	265,000	193,586	260,000	300,000
<b>Total Deductions</b>	<b>163,390</b>	<b>223,520</b>	<b>312,200</b>	<b>224,172</b>	<b>311,600</b>	<b>347,200</b>
<b>Change in Net Assets</b>	<b>1,370,698</b>	<b>1,498,221</b>	<b>1,009,800</b>	<b>398,741</b>	<b>935,400</b>	<b>1,267,800</b>
<b>Net Assets Held in Trust for Pension Benefits</b>						
Beginning	6,791,616	8,162,314	9,660,535	9,660,535	9,660,535	10,595,935
Ending	8,162,314	9,660,535	10,670,335	10,059,275	10,595,935	11,863,735

**Analysis of Actuarial Statistics**

Statistics from the Village’s actuarial studies provide information about the funded status of the Fire Pension Fund and the gap between its assets and the actuarially determined pension liability. The Fund will have difficulty improving its funded status unless contributions and investment returns increase substantially in future years. The increase in actuarial pension liabilities from 2004 through 2010 has averaged 27.54%; a continuation of this trend of rapidly increasing liabilities is unsustainable as the combination of contributions and investment returns cannot offset a long-term average increase in liability of 27% without having a severely negative impact on the Village’s General Fund finances.

<b>Fire Pension Fund - Actuarial Statistics</b>						
	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
Value of Assets Held in Trust	8,162,314	9,660,535	10,670,335	10,059,275	10,595,935	11,863,735
Accrued Pension Liability	8,657,024	9,507,231	12,153,978	12,153,978	12,153,978	13,977,075
Unfunded Surplus/(Liability)	(494,711)	153,304	(1,483,643)	(2,094,703)	(1,558,043)	(2,113,340)
Percent Funded	94.29%	101.61%	87.79%	82.77%	87.18%	84.88%

Historical Actuarially Accrued Pension Liability (as of January 1 of each year)

2004	3,082,145	1,094,696	55.08%
2005	3,784,000	701,855	22.77%
2006	4,657,958	873,958	23.10%
2007	5,624,501	966,543	20.75%
2008	6,648,699	1,024,198	18.21%
2009	8,657,024	2,008,325	30.21%
2010	9,507,231	850,207	9.82%
2011	12,153,978	3,496,954	40.39%
Averages		1,111,596	27.54%

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## POLICE PENSION FUND

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Description The Police Pension Fund serves to accumulate financial resources and hold them in trust to fund the pension benefits for Village Police Officers and their beneficiaries.

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### **Fund Structure**

The Police Pension Fund is a fiduciary fund and the accounting for revenues, expenses, and changes in Plan Assets Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on Pages 26 – 27 for a more thorough description of accrual accounting). Plan Assets Held in Trust equal total assets less total liabilities.

### **Minimum Net Assets Held in Trust**

Minimum Net Assets Held in Trust are established by the actuarial projections of the Fund's assets and liabilities. The fund is required by Illinois Statute to be 90% funded by 2040 and the actuarial projections take this into account when setting the Village's contribution levels. As long as the Village contributes 100% of its actuarially required contribution, the Fund should be considered to be in a positive financial position.

### **Analysis of Revenues, Expenditures, Transfers, and Changes in Fund Balance**

The 2012 Police Pension Fund Budget includes \$810,000 in contributions, a net \$1,075,000 in investment income (\$1,150,000 in revenues less \$75,000 in investment expenses), and \$1,544,200 in deductions. Net Assets Held In Trust are projected to increase \$340,800 to a total of \$17,107,158.

- Net additions are estimated to increase \$775,000 from the 2011 projected net additions of \$1,110,000 as Contributions decrease \$25,000 but Net Investment Income increases \$800,000. Investment income is projected to increase substantially as the Fund achieves a better investment performance when compared to 2011.
- Expenditures are budgeted to decrease \$17,521 because in 2011 there was a benefit refund payment which increased Administration costs, this should not occur in 2012 and this reduces expenditures for Benefits & Refunds.

**Police Pension Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Additions</b>						
Contributions - Employer	397,409	611,830	645,000	502,319	645,000	590,000
Contributions - Employee	210,030	183,768	215,000	138,979	190,000	220,000
<b>Total Contributions</b>	<b>607,439</b>	<b>795,598</b>	<b>860,000</b>	<b>641,298</b>	<b>835,000</b>	<b>810,000</b>
<b>Investment Income</b>						
Interest	372,803	356,255	150,000	(498,201)	155,000	400,000
Net Change in Fair Value	1,529,580	1,494,963	625,000	-	200,000	750,000
<b>Total Investments</b>	<b>1,902,383</b>	<b>1,851,218</b>	<b>775,000</b>	<b>(498,201)</b>	<b>355,000</b>	<b>1,150,000</b>
Less Investment Expenses	(69,791)	(73,009)	(75,000)	(5,437)	(80,000)	(75,000)
<b>Net Investment Income</b>	<b>1,832,592</b>	<b>1,778,209</b>	<b>700,000</b>	<b>(503,638)</b>	<b>275,000</b>	<b>1,075,000</b>
<b>Total Additions</b>	<b>2,440,031</b>	<b>2,573,807</b>	<b>1,560,000</b>	<b>137,660</b>	<b>1,110,000</b>	<b>1,885,000</b>
<b>Deductions</b>						
Administration	23,831	28,831	36,600	71,218	31,971	39,200
Benefits & Refunds	1,117,910	1,377,983	1,555,000	1,160,850	1,530,000	1,505,000
<b>Total Deductions</b>	<b>1,141,741</b>	<b>1,406,814</b>	<b>1,591,600</b>	<b>1,232,067</b>	<b>1,561,971</b>	<b>1,544,200</b>
<b>Change in Net Assets</b>	<b>1,298,290</b>	<b>1,166,992</b>	<b>(31,600)</b>	<b>(1,094,408)</b>	<b>(451,971)</b>	<b>340,800</b>
<b>Net Assets Held in Trust for Pension Benefits</b>						
Beginning	14,752,797	16,051,087	17,218,079	17,218,079	17,218,079	16,766,108
Ending	16,051,087	17,218,079	17,186,479	16,123,672	16,766,108	17,106,908

**Analysis of Actuarial Statistics**

Statistics from the Village’s actuarial studies provide information about the funded status of the Police Pension Fund and the gap between its assets and the actuarially determined pension liability. The Fund will have difficulty improving its funded status unless contributions and investment returns increase substantially in future years. The increase in actuarial pension liabilities from 2004 through 2010 has averaged 6.45%. A couple of years of positive investment returns could have a substantially positive effect on the funded status of the Police Pension as the combined Contributions and Investment Returns could equal 10% to 12% of the assets of the Fund. This would offset the increase in liabilities if it continues to average 6.45%.

<b>Police Pension Fund - Actuarial Statistics</b>						
	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Budget
Beginning Assets Held in Trust	14,752,797	16,051,087	17,218,079	17,218,079	17,218,079	16,766,108
Accrued Pension Liability	20,882,030	23,422,470	24,456,073	24,456,073	24,456,073	26,033,490
Unfunded Surplus/(Liability)	(6,129,233)	(7,371,383)	(7,237,994)	(7,237,994)	(7,237,994)	(9,267,381)
Percent Funded	70.65%	68.53%	70.40%	70.40%	70.40%	64.40%

<b>Historical Actuarially Accrued Pension Liability</b>			
2003	14,905,200		
2004	14,703,752	(201,448)	-1.35%
2005	16,072,685	1,368,933	9.31%
2006	17,170,137	1,097,452	6.83%
2007	18,151,458	981,321	5.72%
2008	19,676,927	1,525,469	8.40%
2009	20,882,030	1,205,103	6.12%
2010	23,422,470	2,540,440	12.17%
2011	24,456,073	1,033,603	4.41%
Averages		1,193,859	6.45%

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## VILLAGE BOARD

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Mission	The Village Board is responsible for establishing the organizational vision statement and setting strategic objectives to realize that vision. The Board enacts legislation and approves policies that set organizational priorities, determine the types and levels of services to be provided, and approve the capital improvements to be undertaken by the Village.
Strategic Objectives	<ul style="list-style-type: none"><li>➤ Establish and periodically review the strategic goals and organizational objectives for the Village.</li><li>➤ Review and develop policies that will lead to accomplishing the established goals and objectives.</li></ul>

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### **Overview**

The Village is a municipal government with a Village President and six Trustees all of whom are elected at large for four-year staggered terms. The Corporate Authorities established the position of Village Manager by passing an Ordinance and the position acts as the administrative head of all Departments and manages the day-to-day operations of the organization. Regular meetings of the Board of Trustees are normally held on the 2<sup>nd</sup> and 4<sup>th</sup> Monday of each month. Committee of the Whole (COW) meetings are also scheduled on the 2<sup>nd</sup> and 4<sup>th</sup> Monday of each month prior to the Regular Board meetings to allow the Board to thoroughly consider decisions and policies. The Board also meets as a Committee of the Whole on the 1<sup>st</sup> Monday of the month in a strategic planning capacity, focusing on goals and strategic objectives for the Village. If it is determined that a matter requires detailed review, the Committee of the Whole may refer such matter to one of four standing committees (each comprised of 3 Trustees with the Village President serving as an ex-official member): Administration & Finance; Planning, Zoning, and Economic Development (PZED); Public Safety; and Public Works. The Village Clerk is an elected position and is responsible for taking and transcribing minutes of all Village Board and Committee of the Whole meetings and maintaining official Village records.

The Village Board is responsible for ensuring that the Village as an organization has effective and responsive leadership to meet community and organizational requirements. The Trustees enact and the Village President enforces Ordinances and Resolutions in accordance with the power granted the Village by the Illinois Constitution and Statutes. The President is responsible for appointing members of Boards and Commissions subject to the advice and consent of the Board of Trustees.

### **Objectives for 2012**

- Continuously improve the financial sustainability of the Village.
- Provide the type and level of municipal services desired by residents.
- Analyze infrastructure improvement needs and develop plans to meet those needs.
- Sustain and enhance, whenever possible, Village resident's quality of life.
- Proactively strive to influence State of Illinois legislation that will impact the Village.

### **Accomplishments in 2011**

- ✓ Selected a preferred developer for the Hough-Main Properties and entered into negotiations for a Redevelopment Agreement that will guide the redevelopment of the area.
- ✓ Participated in various Coalition of Government (COGs) organizations such as the Northwest Municipal Conference and Barrington Area Coalition of Governments to successfully oppose proposed reductions to the municipal portion of State shared revenues such as the Income Tax.

- ✓ Evaluated the Village Manager’s performance in a timely manner and provided clear strategic direction to Village Staff on priorities and policies.
- ✓ Approved a 2012 Annual Budget that was balanced but continued the Village’s commitment to improving infrastructure.

**Budget Analysis**

The Village Board budget in FY 2012 is budgeted to decrease \$182,640 (27.12%) from the 2011 projected actual due to a decrease in Operations which is offset slightly by an increase in Personnel. The increase of \$2,405 (5.83%) in Personnel expenditures is primarily caused by increases in salaries and benefits for the portion of the full-time employee budgeted in this area. The salaries for Elected Officials do not increase in 2012.

**Budget Highlights**

- Community Service Organization donations of \$12,400.
- Organizational memberships of \$42,250.
- General Corporate Legal expenses of \$131,500.
- Prosecution expenses of \$55,000 and Contract Negotiation expenses of \$15,500.

The decrease in Operations is caused by a substantial reduction in legal services costs in Contractual Services. 2011 included costs for the Village’s opposition to the purchase of the EJ&E railroad by the Canadian National Railroad. As a result, 2011 projected expenditures are substantially higher than in a normal year. The large decrease in Contractual Services is supplemented by a small decrease in Programs and offset to some extent by increases in Professional Development and Commodities. The increase of \$4,915 (7.66%) in Professional Development is attributable to an increase in the Village’s membership in several professional organizations such as the Barrington Area Coalition of Governments and the Northwest Municipal Conference.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
<b>Personnel</b>						
Salaries	\$ 13,735	\$ 26,474	\$ 35,150	\$ 23,637	\$ 32,100	\$ 31,950
Benefits	1,485	6,407	11,025	6,722	9,120	11,675
<b>Personnel Sub-Total</b>	<b>15,220</b>	<b>32,881</b>	<b>46,175</b>	<b>30,358</b>	<b>41,220</b>	<b>43,625</b>
<b>Operations</b>						
Professional Development	8,129	61,692	66,975	36,085	64,150	69,065
Contractual Services	290,822	715,192	349,070	365,538	538,450	348,990
Commodities	2,121	1,919	2,100	3,433	4,800	5,450
Programs	386,011	14,661	22,200	11,030	24,900	23,750
Miscellaneous	5,189	22	-	-	-	-
<b>Operations Sub-Total</b>	<b>692,272</b>	<b>793,487</b>	<b>440,345</b>	<b>416,086</b>	<b>632,300</b>	<b>447,255</b>
<b>Capital Sub-Total</b>	<b>3,615</b>	<b>322</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>711,108</b>	<b>826,689</b>	<b>486,520</b>	<b>446,444</b>	<b>673,520</b>	<b>490,880</b>
<b>Funding Sources</b>						
General Revenues	711,108	826,689	486,520	446,444	673,520	490,880
<b>Total Funding Sources</b>	<b>711,108</b>	<b>826,689</b>	<b>486,520</b>	<b>446,444</b>	<b>673,520</b>	<b>490,880</b>

## Sources of Funding

The Department is funded by the general revenues of the General Fund.

## Employees

No change in the number of employees is anticipated in FY 2011, however, the costs for the .25 FTE employee included in this budget reflects a full year of expenditures for the first time in 2011. It should be noted, this is not a new position but is a reallocation of an employee's time to reflect responsibilities of supporting Village Board activities.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions							
Asst to Village Manager	-	-	-	0.25	0.25	0.25	-
Elected Officials							
Village President	1.00	1.00	1.00	1.00	-	1.00	-
Village Clerk	1.00	1.00	1.00	1.00	-	1.00	-
Trustees	6.00	6.00	6.00	6.00	-	6.00	-
Employee Distribution							
Village Board	-	-	-	0.25	0.25	0.25	-

## Expenditures by Budget Unit

### **Village Board**

The Village Board budget unit includes the salaries and benefits for the Corporate Authorities, the Village Clerk, and the Deputy Village Clerk. The Corporate Authorities provide leadership and policy direction. They also enact and enforce ordinances and regulations. Administration also includes the Village Clerk who is responsible for taking and transcribing minutes of all meetings of the Corporate Authorities and maintaining Village records and providing those records to interested parties upon request.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Budget	9 Month Actual	Projected Actual	Proposed Budget
Personnel	\$ 15,220	\$ 32,881	\$ 46,175	\$ 30,358	\$ 41,220	\$ 43,625
Operations	127,886	105,072	200,345	174,061	232,500	202,255
Capital Outlay	3,615	322	-	-	-	-
<b>Expenditures Total</b>	<b>146,722</b>	<b>138,274</b>	<b>246,520</b>	<b>204,419</b>	<b>273,720</b>	<b>245,880</b>

### **Legal Services**

Legal Services is responsible for providing legal counsel and support on Board procedures as well as all operational legal matters. The budget unit includes the expenses for the Corporation Counsel as well as other contractual legal services such as human resources, contract negotiations, housing code violations, prosecutions, and ethics.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Budget	9 Month Actual	Projected Actual	Proposed Budget
Operations	564,386	688,415	397,100	242,024	394,800	245,000
<b>Expenditures Total</b>	<b>564,386</b>	<b>688,415</b>	<b>397,100</b>	<b>242,024</b>	<b>394,800</b>	<b>245,000</b>

## VILLAGE MANAGER'S OFFICE

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Mission	The mission of the Village Manager's Office is to effectively implement the goals and policies set by the Corporate Authorities. The Village Manager's Office achieves its mission by providing advice and making recommendations to the Village Board on policies, procedures, and decisions and by managing the daily operations of the Village.
Strategic Objectives	<ul style="list-style-type: none"><li>➤ Analyze methods for providing equivalent or enhanced municipal services at lower cost</li><li>➤ Encourage the development or redevelopment of the Village's commercial base</li><li>➤ Protect the safety and well-being of residents and their property</li><li>➤ Foster an organizational culture that encourages excellent customer service, innovation, accountability, and solicitation of feedback from residents</li><li>➤ Encourage and promote strong educational, cultural, and recreational opportunities</li><li>➤ Develop and maintain an excellent external communication program</li></ul>

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### **Overview**

The management responsibility for this Office rests with the Village Manager who is appointed by the Corporate Authorities and functions as the Chief Administrative Officer for the Village. The Village Manager is responsible for overseeing the operations of all operating departments and support divisions to ensure effective implementation and coordination of services and to ensure the enforcement of all Village ordinances and regulations. The Village Manager oversees the development and administration of the budget and administers Information Systems functions of the Village.

The Village Manager's Office directly contributes to the accomplishment of many of the strategic objectives because it is responsible for management and oversight of all Village Departments. The six strategic objectives identified above are all substantially advanced when the Village Manager's Office accomplishes its objectives for 2012.

### **Objectives for 2012**

- Reduce total liability insurance claim amounts, including workers compensation and property damage claims, below the IRMA target for the Village.
- Improve the Village's IMAP rating with IRMA through enhanced health and safety policies and implementation.
- Complete the conversion of Village documents to an electronic document management system to improve efficiency and effectiveness throughout the organization.
- Continue Village efforts to redevelop properties in the Village center with particular attention to the redevelopment of Village owned properties; efforts include marketing sites through development trade publications, meeting with brokers and developers about sites, and attending development conferences such as International Council of Shopping Centers conferences.
- Make continuous improvements in the Village's effort to provide excellent customer service to residents, businesses, and visitors by ensuring Departments and Staff are accountable and empowered to improve customer's experience when working with the Village.

- Continue the Village's emphasis on communicating with residents, businesses, and visitors by continuously improving the Village's communications vehicles including the newsletter, website, online social media, Channel 4, Reverse 911, and various Village publications.
- Continue to emphasize Village Staff development by encouraging training and skills development whenever possible.
- Enhance coordination of emergency management efforts by participating in a full-scale exercise and implementing a crisis counseling response group.

### **2011 Budget Accomplishments**

- ✓ Completed the implementation of a Customer Relationship Management software system.
- ✓ Attended the International Council of Shopping Centers (ICSC) deal making conferences in Chicago and Las Vegas to further the Village's efforts to recruit retailers to the community.
- ✓ Continued coordination of emergency management efforts by conducting an emergency response tabletop exercise and continuing to train all elected officials and management staff on emergency response preparedness.
- ✓ Replaced 5 year old computer servers with new equipment and reduced the number of servers from 5 to 3 without reducing functionality.
- ✓ Increased efficiency and capability of Village computer systems by commencing program to utilize docking stations in lieu of desktop unit.

**Budget Analysis**

The Department budget in FY 2012 will decrease \$87,650 (12.48%) from projected 2011 expenditures of \$702,395 to a 2012 budget of \$614,745. The decrease is caused by a significant decrease in Personnel expenditures which is offset to some extent by an increase in Operations. Personnel expenditures decrease \$110,835 (21.68%) as a result of the loss of the Deputy Village Manager in 2011. The position will not be filled and the substantial reduction in salary and benefit costs results from this reduction.

The increase in operating expenditures of \$23,185 (12.13%) is largely attributable to an increase in Contractual Services. This increase is caused by increasing software maintenance costs in the Information Systems division. In recent years, the Village has upgraded many of its information systems in order to enhance efficiency and productivity and the cost of maintaining these systems has increased (examples include the new website, new finance and accounting software, and new building code software). In addition to the increase in Contractual Services, Commodities and Programs are also budgeted to increase. The increase in Programs is caused by an increase in Barrington-Countryside Fire Protection District Information Systems related expenditures for the Fire Department for which the Village is reimbursed (this results from additional costs for the maintenance of Fire Department software). The increase in Commodities is caused by small increases in multiple accounts. The increases described above are offset slightly by a decrease in Professional Development.

**Budget Highlights**

- Village Newsletter printing and postage costs of \$24,750.
- Network communications expenditures of \$40,160 in Information Systems.
- Website maintenance costs of \$23,225 in Information Systems.
- Software contractual maintenance costs of \$69,100 in Information Systems.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Original Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
<b>Personnel</b>						
Salaries	\$ 453,138	\$ 377,592	\$ 378,750	\$ 277,938	\$ 380,055	\$ 298,300
Benefits	132,919	121,474	129,700	93,113	131,230	102,150
Personnel Sub-Total	586,056	499,066	508,450	371,051	511,285	400,450
<b>Operations</b>						
Professional Development	4,819	4,259	6,030	2,476	5,160	4,985
Contractual Services	309,675	279,768	171,847	149,504	171,800	189,560
Commodities	3,501	3,038	10,300	827	2,650	3,450
Programs	110,082	3,089	11,700	697	11,500	16,300
Miscellaneous	12,912	-	-	-	-	-
Operations Sub-Total	440,989	290,154	199,877	153,504	191,110	214,295
Capital Sub-Total	170,468	89,004	-	-	-	-
<b>Total Expenditures</b>	<b>1,197,513</b>	<b>878,224</b>	<b>708,327</b>	<b>524,555</b>	<b>702,395</b>	<b>614,745</b>
<b>Funding Sources</b>						
General Revenues	1,197,513	878,224	708,327	524,555	702,395	614,745
<b>Total Funding Sources</b>	<b>1,197,513</b>	<b>878,224</b>	<b>708,327</b>	<b>524,555</b>	<b>702,395</b>	<b>614,745</b>

## Sources of Funding

The Office of the Village Manager is funded by the general revenues of the General Fund. However, the Enterprise Funds of the Village (Water & Sewer, Recycling & Refuse, and Parking System) are charged an Interfund Charge for the services provided by both Village Manager's Office and Information Technology.

## Employees

The number of employees in the Department will decline in FY 2012 to 3.60 FTE employees. In 2011, the Village lost the Deputy Village Manager and the decision was made to not fill the position. Also in 2011, some changes in the allocation of certain employees time were made and this led to a reduction in the number of employees included in this budget unit. The Village is adjusting to an overall lower number of employees as a result of the reduction in force in 2009 and responsibilities are being realigned for the remaining staff. The 3.60 FTE employees remaining in 2012 is a reduction of 1.65 FTE employees when compared to 2009 as a result of the loss of the Deputy Village Manager and the reallocation of staff members time.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions						
Village Manager	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Village Manager	1.00	1.00	0.65	(0.35)	0.00	(0.65)
Asst to Deputy VM	1.00	1.00	0.75	(0.25)	0.75	0.00
Executive Assistant	1.00	0.60	0.60	0.00	0.60	0.00
Info Systems Coordinator	1.00	1.00	1.00	0.00	1.00	0.00
Part-Time Positions (FTEs)						
Info Systems Technician	0.25	0.25	0.25	0.00	0.25	0.00
Total FTE Positions	5.25	4.85	4.25	(0.60)	3.60	(0.65)
Distribution by Fund						
General Fund	5.25	4.85	4.25	(0.60)	3.60	(0.65)

**Expenditures by Budget Unit**

**Village Manager’s Office**

This budget unit reflects the functions and costs related to managing the operations of the Departments (Community & Financial Services, Economic & Community Development, Engineering & Building, Fire/ EMS, Human Resources & Risk Management, Police, and Public Works). The Village Manager’s Office also oversees all major projects to ensure completion in a timely and cost effective manner. The budget unit oversees a comprehensive communications program including the resident newsletter, the website, and the broadcasting and programming of the Village’s public access channel.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Original Budget	9 Month Actual	Projected Actual	Proposed Budget
Personnel	\$ 586,056	\$ 385,910	\$ 379,250	\$ 276,796	\$ 382,185	\$ 267,600
Operations	289,904	184,040	49,395	60,251	47,950	47,950
Capital Outlay	10,290	916	-	-	-	-
<b>Expenditures Total</b>	<b>886,251</b>	<b>570,865</b>	<b>428,645</b>	<b>337,047</b>	<b>430,135</b>	<b>315,550</b>

**Information Technology**

Information Systems is responsible for planning, coordinating, acquiring, operating, and maintaining information technology for all Departments. The budget unit is also responsible for providing Departments with Internet access, electronic mail services, and business and office productivity software. The budget unit also provides any training needed to use or maintain software or hardware systems. Responsibilities also include development of and enhancements to the Village’s web page.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Original Budget	9 Month Actual	Projected Actual	Proposed Budget
Personnel	\$ -	\$ 113,156	\$ 129,200	\$ 94,255	\$ 129,100	\$ 132,850
Operations	151,084	106,115	150,482	93,253	143,160	166,345
Capital Outlay	160,178	88,088	-	-	-	-
<b>Expenditures Total</b>	<b>311,262</b>	<b>307,359</b>	<b>279,682</b>	<b>187,508</b>	<b>272,260</b>	<b>299,195</b>

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## COMMUNITY & FINANCIAL SERVICES

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Mission	Manage the Village's financial resources effectively and efficiently and provide excellent customer service to residents, customers, and businesses.
Strategic Objectives	<ul style="list-style-type: none"><li>➤ Identify and implement ways to enhance and diversify revenues.</li><li>➤ Analyze methods for providing equivalent or enhanced municipal services at lower cost.</li><li>➤ Identify methods of financing capital infrastructure improvements, including grants, borrowings, and revenue sources.</li><li>➤ Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.</li></ul>

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### **Overview**

Community and Financial Services primary responsibility is to provide centralized management and oversight of the Village's financial resources. The Department is responsible for compiling the Village's annual budget, creating the budget document, managing the audit process, and causing the Comprehensive Annual Financial Report to be produced. The Department is responsible for managing the Village financial resources including its bank accounts and investment activities. The Department is also responsible for providing support services for operating departments including payroll, purchasing, and billing for services provided. The Department interacts on a regular basis with residents and businesses in the community due to its responsibility for providing general information to the public and administering customer service processes including Water and Sewer Billing, Recycling and Refuse Billing, and Parking Permitting. The Department also focuses on enhancing the level of customer service in the Village and serves as a single point of contact for customers, residents, or businesses who contact the Village.

Community & Financial Services directly contributes to the accomplishment of many of the strategic objectives because it is responsible for managing the Village's resources. The four strategic objectives identified above are all substantially advanced when Community & Financial Services accomplishes its objectives for 2012.

### **Objectives for 2012**

- Create a Comprehensive Annual Financial Report that meets all criteria for Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program; apply for and receive the certificate.
- Create an annual budget document that meets all criteria for GFOA's Distinguished Budget Presentation Award Program; apply for and receive the award.
- Finalize implementation of the Adjudication Process.

### **2011 Budget Accomplishments**

- ✓ Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the FY 2011 Budget Document.
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Village's 2010 Comprehensive Annual Financial Report.
- ✓ Completed the transition from legacy finance & accounting software to new enterprise wide finance, accounting, and human resources software.

- ✓ Outsourced printing and mailing of Utility Bills to improve efficiency.

### Budget Analysis

The Department budget in FY 2012 will increase \$8,197 (.87%) from the 2011 projected actual due to an increase in Personnel expenditures offset by decreases in Operations and Capital. The increase of \$24,182 (4.78%) in Personnel expenditures is caused by budgeted salary and benefit cost increases.

The decrease in Operations expenditures is caused by a substantial decrease in Miscellaneous expenditures as Interfund Charges in the Parking Fund are reduced. This decrease is offset by increases in Professional Development and Contractual Services. The increase in Professional Development is caused by additional training for Departmental Staff in 2012 as the GFOA conference is in Chicago in 2012. The increase in Contractual Services is caused by the outsourcing of Utility Billing; the expenses for this service in 2011 were not incurred for a whole year so the 2012 expenses are reflective of the full cost. The reduction in Capital is caused by the purchase of office furniture in 2011 which will not be repeated in 2012.

#### Budget Highlights

- Audit service expenses remain stable at \$24,200 in 2012 as the approved contract extension includes no cost increase in 2012.
- The lease of parking lots for \$110,000 is included in the budget.
- Outsourcing mailing of Utility Bills for \$5,500.

Expenditure Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 377,927	\$ 371,295	\$ 383,900	\$ 280,911	\$ 385,508	\$ 397,500
Benefits	105,716	109,710	124,050	88,190	120,160	131,650
<b>Personnel Sub-Total</b>	<b>483,643</b>	<b>481,005</b>	<b>507,950</b>	<b>369,101</b>	<b>505,668</b>	<b>529,150</b>
<b>Operations</b>						
Professional Development	2,770	2,341	4,525	2,158	780	5,125
Contractual Services	186,840	203,782	253,500	195,730	257,985	262,025
Commodities	4,704	11,365	7,150	5,773	9,600	7,350
Programs	10,166	-	-	-	-	-
Miscellaneous	177,726	169,783	166,920	122,340	166,920	147,800
<b>Operations Sub-Total</b>	<b>382,206</b>	<b>387,271</b>	<b>432,095</b>	<b>326,001</b>	<b>435,285</b>	<b>422,300</b>
Capital Outlay	6,002	3,390	4,700	-	2,300	-
<b>Total Expenditures</b>	<b>871,852</b>	<b>871,666</b>	<b>944,745</b>	<b>695,103</b>	<b>943,253</b>	<b>951,450</b>
<b>Funding Sources</b>						
General Revenues	373,242	341,833	339,775	251,490	338,994	353,925
Water & Sewer Revenues	127,951	122,324	151,450	110,530	151,566	157,875
Recycling & Refuse Revenues	45,985	60,361	66,000	46,385	66,705	66,325
Parking System Revenues	324,674	347,148	387,520	286,698	385,988	373,325
<b>Total Funding Sources</b>	<b>871,852</b>	<b>871,666</b>	<b>944,745</b>	<b>695,103</b>	<b>943,253</b>	<b>951,450</b>

## Sources of Funding

The Department is funded by a mix of revenues from the General Fund, Water & Sewer Fund, Recycling & Refuse Fund, and Parking System Fund. This reflects the multiple responsibilities of the Department as it provides financial oversight and customer service to the community through each of these Funds.

## Employees

No change in the number of employees is anticipated in FY 2012. The 5.70 full-time equivalent (FTE) employees in the Department in 2012 is a significant reduction in full-time equivalent employees when compared to years before 2009. This reduction has increased efficiency in the Department but does present challenges in accomplishing all necessary tasks and making sure enough employees are available to provide excellent customer service.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
<b>Full-Time Positions</b>							
Director	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-	1.00	-
Accountant	1.00	1.00	1.00	1.00	-	1.00	-
Executive Assistant	-	0.40	0.40	0.40	-	0.40	-
Accounting Assistant	2.00	1.00	1.00	1.00	-	1.00	-
Office Assistant	1.00	-	-	-	-	-	-
<b>Part-Time Positions (FTEs)</b>							
Accountant	0.70	-	-	-	-	-	-
Financial Analyst	0.63	-	-	-	-	-	-
Accounting Assistant	-	0.70	0.70	0.70	-	0.70	-
Office Assistant	-	0.60	0.60	0.60	-	0.60	-
<b>Total FTE Positions</b>	<b>7.33</b>	<b>5.70</b>	<b>5.70</b>	<b>5.70</b>	<b>-</b>	<b>5.70</b>	<b>-</b>
<b>Employee Distribution</b>							
Financial Services	3.75	2.62	2.62	2.52	(0.10)	2.52	-
TIF Administration	-	-	-	0.10	0.10	0.10	-
W&S - Community Svcs	1.75	1.49	1.49	1.49	-	1.49	-
R&R - Community Svcs	0.67	0.67	0.67	0.67	-	0.67	-
Parking - Community Svcs	1.16	0.92	0.92	0.92	-	0.92	-

**Expenditures by Budget Unit**

**Financial Services**

Financial Services is responsible for all financial reporting and accounting functions for the Village. Areas of responsibility include accounts payable, accounts receivable, payroll, general ledger, customer service, and the supervision of the billing and collections functions. Upon closure of the fiscal year, the Finance & Accounting Division is responsible for the coordination of the audit process and the preparation of the Comprehensive Annual Financial Report (CAFR). The Division is also responsible for the managing the annual budget process and monitoring expenditures for budget compliance throughout each year.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Budget	9 Month Actual	Projected Actual	Approved Budget
Personnel	\$ 291,743	\$ 259,274	\$ 263,500	\$ 192,250	\$ 261,314	\$ 272,000
Operations	75,497	80,695	79,375	59,240	77,042	81,925
Capital Outlay	6,002	1,863	-	-	-	-
<b>Expenditures Total</b>	<b>373,242</b>	<b>341,833</b>	<b>342,875</b>	<b>251,490</b>	<b>338,356</b>	<b>353,925</b>

**Community Services**

This budget unit is responsible for customer service at the front counter of Village Hall and responding to resident and business questions and concerns in person, by phone, or through electronic communications. This Division is also responsible for preparing, distributing and servicing all billing accounts related to water, sewer, and recycling & refuse. The responsibility for receipting of all cash as well as the coordination of collection efforts also falls under this Division.

Expenditures by Type	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011	FY 2012
	Actual	Actual	Budget	9 Month Actual	Projected Actual	Approved Budget
Personnel	\$ 191,900	\$ 221,731	\$ 247,550	\$ 176,852	\$ 241,954	\$ 257,150
Operations	306,709	306,575	359,220	266,761	357,455	340,375
Capital Outlay	-	1,527	1,200	-	-	-
<b>Expenditures Total</b>	<b>498,609</b>	<b>529,833</b>	<b>607,970</b>	<b>443,613</b>	<b>599,409</b>	<b>597,525</b>

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## HUMAN RESOURCES & RISK MANAGEMENT

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Mission	Promote a work environment that fosters quality service to Village residents and provides a safe and respectful work environment. Act as a catalyst to recruit and hire the best talent to maintain a professional environment that allows the Village to serve the community with integrity and responsiveness.
Department Objectives	<ul style="list-style-type: none"><li>➤ Remain informed relative to laws and regulations affecting personnel related matters, including the Fair Labor Standards Act, the Americans with Disabilities Act, the Family and Medical Leave Act and the Illinois Labor Relations Act. Ensure Village policies comply with these laws and regulations.</li><li>➤ Develop and maintain an effective risk management program that protects the Village, its appointed and elected officials, and its employees from property and other losses arising from the performance of the duties related to their respective positions.</li><li>➤ Develop and maintain a Village-wide culture that fosters a sense of employee ownership, pride and innovative ideas.</li><li>➤ Develop and maintain an effective internal/external communications program.</li><li>➤ Develop an improvement opportunity culture.</li></ul>

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### **Overview**

The Village employs 125.21 Full-Time Equivalent (FTE) employees with 104 full-time and 69 regular part-time or temporary or seasonal part-time employees. The Human Resources/Risk Management (“HRRM”) Department is responsible for coordinating personnel related activities for this workforce. Areas of responsibility include employee recruitment and retention, coordination of Village-wide training programs, implementation and interpretation of personnel related policies, maintenance of personnel records, administration of employee benefits, and labor contract administration and negotiations. The department also supports the Fire and Police Commission. The responsibility for coordinating employee group health and life insurance programs through the Village’s participation in a self-funded insurance cooperative (Intergovernmental Personnel Benefit Cooperative “IPBC”) rests with this department. HRRM also manages the Village’s General Liability, Workers’ Compensation, Property, and other insurance programs provided through the Intergovernmental Risk Management Agency (“IRMA”).

### **Objectives for 2012**

- Continue Village safety initiative to reduce total liability insurance claim amounts, including workers compensation and property damage claims, below the IRMA target for the Village.
- Review health insurance options for most cost effective plans.
- Incorporate health care reform mandates into the Village benefit programs.
- Emphasize wellness components in health plans.
- Negotiate collective bargaining agreement with the Barrington Firefighters Union.

### **2011 Budget Accomplishments**

- ✓ Settled the labor contract with Barrington Teamsters Union Local 3481.
- ✓ Reduced the Village’s EAP costs.
- ✓ Reduced health insurance premium increase by 3.3% by moving to a different carrier.

- ✓ Reduction in life insurance premium of 45% by utilizing another carrier.
- ✓ Reduced total liability/workers compensation costs and frequency of incidents from previous year.

**Budget Analysis**

The Department budget in FY 2012 will increase \$145,052 (13.47%) from projected 2011 expenditures due to an increase in Operating expenditures, which is offset to some extent by a decrease in Personnel Expenditures. Personnel expenditures decrease \$5,860 (2.75%) due to a decrease in the budgeted cost for unemployment insurance in 2012.

The Operating expenditure increase of \$150,912 (17.47%) is primarily caused by an increase in Contractual Services expenditures. The 2012 budget for Contractual Services is substantially greater than the projected 2011 actual due to the general contingency being budgeted in Risk Management. In most years the Village will not spend the contingency amount and therefore the prior year's projected actual will typically be much lower than budgeted expenditures in the budget year. In addition, Contractual Services increases substantially due to the need to budget PSEBA health insurance in the Risk Management Budget. The increases in the other expenditure categories incorporate small increases for various expenditures. The largest increase outside of Contractual services is Programs which consists primarily of a reimbursable expense, the claims attributable to the Barrington-Countryside Fire Protection District. Professional Development increases in 2012 as the Human Resources Division engages in additional training in 2012.

Budget Highlights	
•	Contingency Amount of \$180,000 to provide resources for unexpected opportunities or emergencies.
•	Liability Insurance premium of \$650,000 is the single largest expenditure in the General Fund.
•	Insurance deductible cost of \$85,000 is equal to an average of five year expenditures.
•	PSEBA Health Insurance cost of \$60,000 as a result of line of duty injuries for public safety personnel.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 148,505	\$ 147,024	\$ 154,500	\$ 109,817	\$ 150,800	\$ 154,100
Benefits	39,037	61,230	62,200	42,982	61,910	52,750
Personnel Sub-Total	187,542	208,254	216,700	152,799	212,710	206,850
<b>Operations</b>						
Professional Development	3,386	2,934	6,170	2,290	4,470	8,170
Contractual Services	1,141,536	838,764	846,215	807,200	842,848	984,945
Commodities	289	711	1,200	452	900	950
Programs	22,770	23,964	12,000	4,220	9,900	20,635
Miscellaneous	6,364	-	-	-	-	-
Operations Sub-Total	1,174,345	866,373	865,585	814,162	858,118	1,014,700
Capital Sub-Total	1,669	149	-	-	-	-
Total Expenditures	1,363,556	1,074,776	1,082,285	966,961	1,070,828	1,221,550
<b>Funding Sources</b>						
General Revenues	1,363,556	1,074,776	1,082,285	966,961	1,070,828	1,221,550
Total Funding Sources	1,363,556	1,074,776	1,082,285	966,961	1,070,828	1,221,550

## Sources of Funding

The Human Resources & Risk Management Department is funded by the general revenues of the General Fund. However, the Enterprise Funds of the Village (Water & Sewer, Recycling & Refuse, and Parking System) are charged an Interfund Charge for the services provided by both Human Resources and Risk Management

## **Employees**

No change in the number of employees is anticipated in FY 2012. However, the 2.00 full-time equivalent (FTE) employees in the Department in 2012 is a reduction from 2009 when the Department had a part-time position that handled some administrative tasks.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions						
Manager	1.00	1.00	1.00	0.00	1.00	0.00
Coordinator	1.00	1.00	1.00	0.00	1.00	0.00
Part-Time Positions (FTEs)						
Office Assistant	0.70	0.50	0.00	(0.50)	0.00	0.00
Total FTE Positions	2.70	2.50	2.00	(0.50)	2.00	0.00
Distribution by Fund						
General Fund	2.70	2.50	2.00	(0.50)	2.00	0.00

## Expenditures by Budget Unit

### Human Resources

This Division is responsible for coordinating the human resources function for the Village. This responsibility includes recruiting employees, coordinating disciplinary actions with Village management, writing human resource policies and procedures for the organization, conducting salary and benefit analyses, coordinating the labor negotiation process for the Village, and maintaining personnel records.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 187,542	\$ 159,238	\$ 144,700	\$ 101,987	\$ 142,810	\$ 134,650
Operations	46,567	13,137	23,575	7,517	17,475	24,400
Capital Outlay	1,669	149	-	-	-	-
Expenditures Total	235,778	172,523	168,275	109,504	160,285	159,050

### Risk Management

This Division is responsible for centrally administering risk management activities for the Village. This includes coordinating the Village's participation in the Intergovernmental Risk Management Agency ("IRMA"), paying Village premiums and deductibles, administering the Village's safety program, and providing training on safety procedures to Village employees.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ -	\$ 49,016	\$ 72,000	\$ 50,812	\$ 69,900	\$ 72,200
Operations	1,105,944	829,272	833,010	802,425	832,243	972,050
Capital Outlay	21,834	23,964	9,000	4,220	8,400	18,250
Expenditures Total	1,127,778	902,252	914,010	857,457	910,543	1,062,500

## ENGINEERING & BUILDING

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Mission	The mission of the Engineering and Building Department is to promote the safety, welfare, and economic prosperity of the Village by addressing the Village's infrastructure development needs, regulating building standards, and enforcing zoning and community standards ordinances.
Department Objectives	<ul style="list-style-type: none"><li>➤ Provide internal and external customers with comprehensive, professional, and accurate information about the Village's zoning, building, engineering, health, and property maintenance regulations.</li><li>➤ Create and maintain an environment that encourages continual client/customer service enhancements.</li><li>➤ Develop, implement, and enhance Village infrastructure.</li><li>➤ Further develop and enhance the streetscape experience</li><li>➤ Enhance connectivity including pedestrian, bicycle, and vehicular opportunities.</li><li>➤ Develop and maintain an effective internal/external communication program.</li><li>➤ Adapt the Village's Transportation Plan to respond to changing opportunities.</li><li>➤ Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.</li></ul>

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### **Overview**

Engineering and Building is responsible for developing and implementing plans for the Village's infrastructure, including streets, sidewalks, water, sewer and stormwater management systems. The department is also responsible for maintaining, administering, and enforcing the codes, ordinances, documents, maps, and policies of the Village as they relate to zoning, construction, property maintenance, and health. The department administers the Village's activity tracking and Geographic Information System software, programs, and databases. The activities and services of the department as well as the budgeted expenditures supporting those services and activities are discussed and illustrated in summary pages at the end of this departmental section.

### **Objectives for 2012**

- Enhance the safety record of the department by providing at least one annual safety training for all field employees of the department.
- Oversee the completion of the Hart Road/Route 14 intersection improvement design (Phase I) and ensure its smooth transition to a Lake County Division of Transportation Project.
- Revise and update the Village's Subdivision Regulations to serve as a more efficient and effective tool for developers.

### **2011 Budget Accomplishments**

- ✓ Secured 100% outside funding from the Highway Safety Improvement Program for crosswalk enhancements at Main Street and Coldspring Road, Main Street and North Avenue, Main Street and Hager Avenue, as well as Hough Street at Roslyn Road.
- ✓ Completed all TIGER II agreements with the Illinois Department of Transportation and the Federal Highway Administration to secure the \$2.8 million grant to complete the Route 14/Northwest Highway and EJ&E/CN grade separation engineering study at no cost to the Village.

- ✓ Submitted a TIGER III grant seeking \$53 million to complete the Route 14/CN grade separation construction at no cost to the Village.
- ✓ Completed 1.96 miles of roadway reconstruction and resurfacing, more than the 1.8 annual miles necessary to maintain the Village's 25 year road replacement schedule.
- ✓ Underwent the ISO rating process and secured a Class 4 rating which results in a property insurance savings for residents of the Village.
- ✓ Completed the installation of required improvements and implemented a new 24 hour Quiet Zone for the CN railroad crossing on Hough Street.
- ✓ Secured Illinois Commerce Commission and CN approval for a new pedestrian crossing adjacent to Lake Zurich Road in order to complete this pedestrian connection. Designed, bid, and constructed the sidewalk across the railroad tracks.

**Budget Analysis**

The Department budget in FY 2012 increases \$21,993 (3.67%) from projected 2011 expenditures due to increases in Personnel and Operating expenditures. Personnel expenditures are budgeted to increase \$19,241 (3.59%) due to salary adjustments and increases in benefit costs. Salary increases are set at a maximum of 2% in 2012 so the increase is primarily caused by increases in benefits, especially health insurance which is projected to increase almost 10% in 2012 due to increased premiums caused by Federal Health Care legislation.

**Budget Highlights**

- \$25,000 budgeted for building and property inspection services.
- \$5,000 budgeted for maintenance of properties as Department responds to problems from foreclosed properties.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 407,949	\$ 412,444	\$ 438,831	\$ 309,499	\$ 415,908	\$ 430,700
Benefits	91,684	101,825	119,274	81,650	115,591	123,966
Personnel Sub-Total	499,633	514,268	558,106	391,149	531,499	554,666
<b>Operations</b>						
Professional Development	4,435	2,981	8,376	1,941	6,328	9,750
Contractual Services	56,938	61,392	55,320	30,410	47,790	51,335
Commodities	3,646	4,693	5,010	1,782	4,514	5,230
Programs	354	893	4,140	224	3,219	2,500
Miscellaneous	8,420	-	-	-	-	-
Operations Sub-Total	73,793	69,959	72,846	34,357	61,851	68,815
Capital Sub-Total	3,872	347	-	-	-	-
Total Expenditures	577,297	584,574	630,952	425,506	593,349	623,481
<b>Funding Sources</b>						
General Revenues	334,134	435,927	523,087	351,817	488,404	511,681
Water & Sewer Revenues	243,163	148,647	107,865	73,689	104,945	111,800
Total Funding Sources	577,297	584,574	630,952	425,506	593,349	623,481

Operating expenditures increase \$2,752 (4.28%) as increases in Professional Development and Contractual Services are somewhat offset by decreases in Commodities and Programs. The increase in Professional Development is caused by increases in multiple accounts as training in the Department is increased for employees. The increase in Contractual Services is caused by an increase in contracted building and property inspection services as 2012 is expected to be a little busier than 2011, as offset by and reflected in Village revenues. The decreases in Commodities and Programs are caused by small decreases in numerous accounts.

**Sources of Funding**

Engineering & Building is funded by the general revenues of the General Fund and Capital Improvement Fund as well as Water & Sewer Revenues. The majority of expenditures in the Department are funded by general revenues but the expenditures for the Engineering budget unit is split between the Capital Improvement Fund and the Water & Sewer Fund as the units activities involve engineering and supervising street and water and sewer main construction and repairs. It should be noted that Engineering and Building generates significant revenues through its fees for services and in some years can generate sufficient revenues to offset its expenditures.

## Employees

The number of employees in the Department is budgeted to remain stable at 5.70 FTE employees in 2012. This represents a decrease from the 2010 budget due to the consolidation of two part-time Zoning Coordinator positions into one full-time position when a part-time employee left the Village in 2010. The total number of employees has declined from 7.15 FTEs in 2008 to 5.70 FTEs in 2012 as the Village has reduced its workforce in response to the economic downturn.

	FY 2009 Actual	FY 2010 Budget	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00	1.00	0.00
Project Manager	1.00	1.00	1.00	0.00	1.00	0.00
Zoning Coordinator	0.00	0.00	1.00	1.00	1.00	0.00
Part-Time Positions (FTEs)						
Senior Building Inspector	0.63	0.63	0.63	0.00	0.63	0.00
Building Inspector	0.63	0.63	0.63	0.00	0.63	0.00
Zoning Coordinator	1.68	1.68	0.00	(1.68)	0.00	0.00
Office Assistant	0.49	0.49	0.45	(0.04)	0.45	0.00
Total FTE Positions	6.42	6.42	5.70	(0.72)	5.70	0.00
Distribution by Fund						
General Fund	3.61	3.61	4.10	0.49	4.10	0.00
Capital Improvement Fund	0.00	0.00	0.75	0.75	0.75	0.00
Water & Sewer Fund	2.81	2.81	0.85	(1.96)	0.85	0.00

## Expenditures by Budget Unit

### **Building & Property Maintenance**

Building & Property Maintenance is responsible for assisting developers and residents in complying with state and local construction codes. The budget unit also enforces accessibility, building, sprinkler, electrical, plumbing and property maintenance codes. Property maintenance standards enforcement has become a larger priority in recent years due to the increase in foreclosed or abandoned properties.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 274,946	\$ 216,876	\$ 190,350	\$ 114,533	\$ 189,386	\$ 197,650
Operations	55,316	32,897	42,653	13,516	30,650	43,980
Capital Outlay	3,872	-	-	-	-	-
<b>Expenditures Total</b>	<b>334,134</b>	<b>249,773</b>	<b>233,003</b>	<b>128,048</b>	<b>220,036</b>	<b>241,630</b>

### **Engineering**

Engineering is responsible for overseeing the annual road and utility program, and for developing long-range capital improvement programs. The funding for this budget unit is split between the General Fund, the Capital Improvement Fund, and the Water & Sewer Fund as it provides services to all of these Funds.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 224,687	\$ 219,231	\$ 231,900	\$ 143,505	\$ 233,530	\$ 252,050
Operations	18,477	33,933	12,255	13,327	23,175	16,550
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>243,163</b>	<b>253,164</b>	<b>244,155</b>	<b>156,832</b>	<b>256,705</b>	<b>268,600</b>

### **Planning & Zoning**

Engineering and Building is responsible for the Zoning portion of Planning & Zoning. Engineering and Building is responsible for overseeing the Zoning Ordinance and the interpretation thereof and administers the zoning review and appeal process as well as the Architectural Review Committee for historic preservation projects. The Department makes a recommendation to and provides staff support for the Zoning Board of Appeals and the Architectural Review Committee whenever either Board reviews cases in their respective areas.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ -	\$ 14,852	\$ 21,403	\$ 73,266	\$ 119,081	\$ 104,966
Operations	-	-	-	3,069	11,313	8,285
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>-</b>	<b>14,852</b>	<b>21,403</b>	<b>76,334</b>	<b>130,394</b>	<b>113,251</b>

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## ECONOMIC & COMMUNITY DEVELOPMENT

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Mission	The Economic & Community Development Department strives to manage the community and economic development programs and policies in way that generates positive economic growth for the community and creates a vibrant, social and active community
Department Objectives	<ul style="list-style-type: none"><li>➤ Provide effective internal and external customer communication with comprehensive, professional, and accurate information about the Village's planning and economic development programs.</li><li>➤ Provide internal and external customers service with efficient processing of special use and planned development applications for Plan Commission and Architectural Review Commission</li><li>➤ Create an environment in which existing and prospective businesses can flourish resulting in a diversified and prosperous economic base within the community.</li><li>➤ Enhance connectivity for pedestrians and bicyclist through the development of a comprehensive bikeway plan and the implementation of the wayfinding signage program.</li><li>➤ Develop programs and regulations to enhance the streetscape experience by identifying means to encourage redevelopment of underutilized properties, resulting in the update of the Village's Comprehensive Plan.</li><li>➤ Develop programs focusing on the retention of existing businesses that stabilize the economic base of the community.</li><li>➤ Develop an internal database management plan to use in business recruitment and retention efforts to diversify the business mix to serve social and economic needs.</li><li>➤ Develop a year-long special events program that brings people into to the community to shop, dine and enjoy activities which make Barrington an active, vibrant and social community including the initiation of an annual Fine Arts Festival and Taste of Barrington.</li><li>➤ Manage the relocation of historic homes to facilitate the redevelopment of the Hough Main Redevelopment Project.</li><li>➤ Oversee the implementation of the Hough-Main Redevelopment Project for completion in 2011 that will further develop and maintain the Village as a full, active, vibrant and social community.</li></ul>

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### Overview

Economic & Community Development is responsible for overseeing the community development, economic development and marketing functions. Specific areas of responsibility include review and implementation of all commercial projects, ranging from infill development, new development and amendments to existing planned developments; updating the Village's Comprehensive Plan, Village Center Master Plan, Special Planning Areas, and Zoning Ordinance as required; implementing economic development programs to assist new and existing business and to recruit new commerce to the community; and managing a comprehensive marketing program to make Barrington an active, vibrant and social community. The Department also oversees the management of the Census data collection, TIF programs, and Bikeway planning and miscellaneous grants programs as assigned by the Village Manager.

### Objectives for 2012

- Oversee the redevelopment of Village owned parcels in the Tax Increment Financing District, including the Hough Main project.

- Manage a business recruitment marketing effort to attract a diversity of businesses and make Barrington a destination for shopping.
- Outreach to existing businesses to understand current trends and retain existing businesses.
- Implement the TIF business assistance and façade improvement program as an incentive to attract new businesses to the Village Center Tax Increment District.
- Manage the third annual Barrington Arts Festival to bring record crowds to the Village Center and support the efforts of Run for the Arts which helps to offset the cost for the Art Festival.
- Provide quality customer service to clients during the development process to make it “easy” to do business in Barrington.
- Market Barrington to developers and real estate brokers by attending ICSC events and hosting a yearly broker breakfast.
- Implement the “Safe Routes to School Grant” program to install sidewalks in certain neighborhoods to create a safe walking system for students to walk to school.
- Implement a wayfinding signage program for the Village Center.
- Increase merchant participation in monthly merchant meetings and try to establish a formal Merchant Group by the end of 2012.
- Increase sponsorship of Village events with the goal of making the events self-funded.
- Publish the 2012 Shopping & Dining Guide and Calendar of Special Events.
- Continue to expand the “Barrington Aglow” Holiday weekend to drive traffic to the Village stores.

### **2011 Budget Accomplishments**

- ✓ Strengthened the Village relationship with the business community and increased business support for the special events programs.
- ✓ Raised \$12,000 in cash contributions to support the Village-sponsored Cruise Night event.
- ✓ Implemented the Barrington Art Festival which brought approximately 10,000 people to Barrington over the Memorial Day Weekend, and secured \$7,000 in support from Run for the Arts.
- ✓ Attended retail development trade shows with a marketing campaign that raised awareness about the Village as a place to locate retail businesses. In 2011, Eleven new businesses opened in the Village with the highlight being the announcement of Heinen’s Fine Foods opening in 2012 in Barrington.
- ✓ Commenced preliminary engineering on the sidewalks for the Roslyn Road area as part of the \$250,000 for the “Safe Routes to School” program. Distributed approximately 20,000 shopping and dining guides in the spring and fall.
- ✓ Advertised in retail trade publications to promote locating business in Barrington.
- ✓ Completed the the asbestos cleanup of the 322 North Hough Street Property by utilizing grant proceeds from the Lake County Environmental Grant.
- ✓ Assisted McGonigal’s Pub in hosting the first Celtic Fest in Barrington, drawing 5,000 people to the area.
- ✓ Increased attendance at special events throughout the year, including Cruise Nights, Scarecrow Fest, Farmers Market, and Barrington Aglow.
- ✓ Received 1,400 entry forms for the first “Celebrate Bright Barrington Traditions” Sweepstakes held in conjunction with the Holiday programs to drive consumer traffic into Village retail stores.

**Budget Analysis**

The Department budget in FY 2012 will equal \$390,489, an increase of \$52,839 (15.65%) from projected 2011 expenditures as Personnel and Operating expenditures are budgeted to increase. Personnel expenditures increase \$18,371 (9.03%) as a result of salary adjustments and increases in benefit costs, with a major increase in benefit costs due to a change in health insurance coverage by an employee.

Operating expenditures are budgeted to increase \$34,468 (25.68%) due to increases in every category with the largest increase occurring in Programs. The Village is increasing expenditures in many areas related to economic development and community events as it responds to the challenges caused by the 2007 - 2009 recession and slow recovery. Professional Development increases as a result of increased activity by the Village at retail recruitment trade shows. The slight increases in Contractual Services and Commodities are the result of small increases in multiple accounts. The increase in Programs is primarily caused by the Village entering into an economic incentive agreement with the Wickstrom Automotive Group in 2011. The payment under this economic incentive agreement increases in 2012 under the terms of the agreement. This agreement provide an incentive for the dealership to expand and should be recouped by additional Sales Tax revenues.

<b>Budget Highlights</b>
• \$75,000 budgeted for the Wickstrom Economic Incentive Agreement.
• \$12,000 is budgeted for the Village Art Fair in 2011 and \$9,700 is budgeted for the summer long Cruise Nights.
• \$12,995 is budgeted for retail business recruitment activities. These activities include marketing, printing, professional memberships, and attendance at retail recruitment trade shows.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 173,906	\$ 132,917	\$ 131,700	\$ 119,672	\$ 159,248	\$ 165,350
Benefits	43,748	48,509	49,497	31,519	44,164	56,434
<b>Personnel Sub-Total</b>	<b>217,654</b>	<b>181,426</b>	<b>181,197</b>	<b>151,191</b>	<b>203,413</b>	<b>221,784</b>
<b>Operations</b>						
Professional Development	5,017	8,270	10,145	5,538	10,022	13,195
Contractual Services	8,477	12,102	17,750	12,325	23,310	25,360
Commodities	1,731	1,770	4,050	839	3,411	4,350
Programs	49,808	53,105	49,400	25,079	97,494	125,800
Miscellaneous	4,710	-	-	-	-	-
<b>Operations Sub-Total</b>	<b>69,743</b>	<b>75,247</b>	<b>81,345</b>	<b>43,781</b>	<b>134,237</b>	<b>168,705</b>
<b>Capital Sub-Total</b>	<b>5,862</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>293,259</b>	<b>256,673</b>	<b>262,542</b>	<b>194,972</b>	<b>337,650</b>	<b>390,489</b>
<b>Funding Sources</b>						
General Revenues	293,259	256,673	262,542	194,972	337,650	390,489
<b>Total Funding Sources</b>	<b>293,259</b>	<b>256,673</b>	<b>262,542</b>	<b>194,972</b>	<b>337,650</b>	<b>390,489</b>

**Sources of Funding**

Economic & Community Development is funded by the general revenues of the General Fund. However, a portion of the Director's salary is also supported by the TIF Fund as a major part of her responsibilities involves the redevelopment of properties in the Village's TIF areas in the downtown.

**Employees**

The number of employees in the Department is anticipated to remain stable at 3.18 full-time equivalent employees in 2012. However, this does represent a decrease of 1.43 FTE employees when compared to 2009.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Development Planner	2.00	1.00	1.00	0.00	1.00	0.00
Office Manager	0.35	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Community Events Coord.	0.75	0.75	0.75	0.00	0.75	0.00
Office Assistant	0.51	0.26	0.26	0.00	0.26	0.00
Intern	0.00	0.17	0.17	0.00	0.17	0.00
<b>Total FTE Positions</b>	<b>4.61</b>	<b>3.18</b>	<b>3.18</b>	<b>0.00</b>	<b>3.18</b>	<b>0.00</b>

## Expenditures by Budget Unit

### **Economic Development**

This Division is responsible for coordinating economic development efforts with an emphasis on the recruitment and retention of businesses. This budget unit encourages redevelopment of underutilized properties in the commercial business districts and manages business retention programs. Economic Development also manages the Village Center Tax Increment Façade and Business Assistance Grant Programs and is responsible for coordinating efforts to encourage the development and redevelopment of underutilized commercial properties to diversity the commercial economic base of the Village.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 217,654	\$ 131,962	\$ 110,850	\$ 62,467	\$ 79,454	\$ 105,300
Operations	69,743	19,913	28,845	12,961	76,450	104,405
Capital Outlay	5,862	-	-	-	-	-
<b>Expenditures Total</b>	<b>293,259</b>	<b>151,875</b>	<b>139,695</b>	<b>75,428</b>	<b>155,904</b>	<b>209,705</b>

### **Planning & Zoning**

Economic & Community Development is responsible for the Planning portion of Planning & Zoning. The Planning function includes the development process for Planned Development, non-historic Architectural Design Commission reviews, and commercial special uses.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ -	\$ 41,244	\$ 58,500	\$ 41,312	\$ 58,045	\$ 65,050
Operations	-	55,334	52,500	28,978	51,525	53,700
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>-</b>	<b>96,578</b>	<b>111,000</b>	<b>70,291</b>	<b>109,570</b>	<b>118,750</b>

### **Community Events**

This budget unit is responsible for managing, implementing, and marketing a number of special events and activities sponsored by the Village. These events and activities are intended to make Barrington a vibrant, active, and social community while also contributing to the success of the Village's retail establishments. Events sponsored by or run by the Village include the Barrington Arts Festival, Cruise Nights, July 4<sup>th</sup> activities, Scarecrow Festival, and the Holiday of Lights activities.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ -	\$ 8,221	\$ 11,847	\$ 47,412	\$ 65,914	\$ 51,434
Operations	-	-	-	1,841	6,262	10,600
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>-</b>	<b>8,221</b>	<b>11,847</b>	<b>49,253</b>	<b>72,176</b>	<b>62,034</b>

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## POLICE DEPARTMENT

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Mission	The Police Department delivers quality law enforcement services to residents and businesses of the community and provides them with a safe environment that fosters a sense of security in person, property, and mind. The Department accomplishes this mission through a dedicated, professional, and compassionate workforce committed to enforcing the law, preserving peace, preventing crime, controlling traffic, and protecting civil rights and liberties.
Department Objectives	<ul style="list-style-type: none"><li>➤ Enhance community-based emergency response and maintain a high level of public safety by providing high quality police protection services through the use of well-trained and professional police officers, investigators and non-sworn civilian employees.</li><li>➤ Develop a plan to accommodate changing transportation realities.</li><li>➤ Create an environment that encourages continual client/customer service enhancements.</li><li>➤ Develop and maintain an effective internal/external communication program.</li><li>➤ Encourage crime prevention through prevention education and community policing efforts.</li><li>➤ Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.</li><li>➤ Develop an improvement opportunity culture.</li><li>➤ Promote “green” initiatives.</li></ul>

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### Overview

The Village established its Police Department to provide Village residents with dedicated police protection services. The Department provides the community with a full range of police services including crime investigations, juvenile crime investigations, patrol operations, traffic and parking enforcement, crime prevention education, and community policing.

### Objectives for 2012

- Meet or exceed IRMA Target Goals for number of claims and total claim expenses.
- Increase personnel training time by 5% in areas of most frequent personal injury, property or liability loss.
- Improve traffic safety by reducing traffic crashes by 5%.
- Increase time spent on directed traffic enforcement activities by 5%.
- Achieve citizen satisfaction survey rating average greater than 4.0 “satisfied” on a 5.0 scale.
- Instill a feeling of security and safety in Village residents and business owners.
- Support objectives, programs, and operations of other Barrington service departments in meeting their goals.
- Implement the approved administrative adjudication process for applicable local ordinances.
- Increase collection rate for unpaid parking fines.
- Look for areas where Department procedures and processes can be improved or made more cost effective, including administrative tow fees, vehicle lockouts and child safety seat installations.

**2011 Budget Accomplishments**

- Exceeded IRMA Target Goals for total claim experience (96% under goal) and claim frequency (79% under goal) for YTD 10/2011.
- Achieved a citizen satisfaction rating average above 4.5 “satisfied” on a 5.0 scale.
- Increased useful life of police patrol cars and other capital equipment beyond normal replacement schedules.

**Budget Analysis**

The Department budget in FY 2012 equals \$3,945,370 an increase of \$142,272 (3.74%) from projected 2011 expenditures of \$3,803,098. The increase in 2012 is caused by increases in Personnel, Operating expenditures, and Capital Expenditures. Personnel expenditures increase \$131,687 (3.626%) due to salary adjustments and increases in benefit costs. In addition, in 2011, the Department had a couple of vacancies and this reduced expenditures when compared to the fully staffed Department in 2012.

<b><u>Budget Highlights</u></b>
• DUI Enforcement equipment purchase at \$9,125.
• Participation in Northern Illinois Police Alarm System, a joint police response task force, for \$4,950.
• Total Police Pension contributions of \$585,000.

The increase in operating expenditures of \$5,285 (3.23%) is caused by increases in Contractual Services, Commodities, and Capital Outlays, which are partially offset by decreases in Professional Development and Programs. The increases in Contractual Services and Commodities result from small increases in multiple accounts. The decrease in Professional Development is caused by a reduction in costs for training in Patrol Operations as the Department relies more on internal training. The reduction in Programs results from a decrease in DUI enforcement and accident investigation expenditures.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 3,142,878	\$ 2,566,727	\$ 2,639,200	\$ 1,680,305	\$ 2,535,450	\$ 2,660,400
Benefits	870,643	1,083,180	1,147,200	701,652	1,104,213	1,110,950
Personnel Sub-Total	4,013,522	3,649,907	3,786,400	2,381,958	3,639,663	3,771,350
<b>Operations</b>						
Professional Development	23,080	15,204	35,275	13,616	32,675	30,495
Contractual Services	70,363	61,837	68,995	41,489	62,085	69,250
Commodities	47,177	41,550	56,575	23,114	54,175	55,950
Programs	13,489	12,345	15,225	4,870	14,500	13,025
Miscellaneous	166,649	-	-	-	-	-
Operations Sub-Total	320,758	130,936	176,070	83,088	163,435	168,720
Capital Sub-Total	459,223	11,963	7,200	1,346	-	5,300
<b>Total Expenditures</b>	<b>4,793,502</b>	<b>3,792,806</b>	<b>3,969,670</b>	<b>2,466,392</b>	<b>3,803,098</b>	<b>3,945,370</b>
<b>Funding Sources</b>						
General Revenues	4,572,770	3,570,876	3,735,245	2,333,557	3,582,623	3,719,060
Parking Revenues	220,733	221,930	234,425	132,835	220,475	226,310
<b>Total Funding Sources</b>	<b>4,793,502</b>	<b>3,792,806</b>	<b>3,969,670</b>	<b>2,466,392</b>	<b>3,803,098</b>	<b>3,945,370</b>

Capital expenditures increase for the purchase of several equipment items including rifle sights and upgrades, tasers, and a digital camera.

**Sources of Funding**

The Police Department is funded by the general revenues of the General Fund and revenues from the Parking System. The majority of operations in the Police Department are related to the General Fund but the parking enforcement activities are supported by the Parking System Fund.

**Employees**

The number of employees in the Department is anticipated to by .75 FTE employees as one part-time Public Service Officer position that became vacant in 2011 will not be replaced in 2012. The number of personnel in the Department has declined significantly since 2009 due to the loss of the contract to provide police services to the Village of Inverness. Employees were offered an early retirement package in April of 2009 to coincide with the expiration of the Inverness contract and many long time employees took advantage of the offer. Because of this, the Village was able to reduce its workforce in this Department to a level that is supported by revenues without having to resort to a reduction in force.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
<b>Full-Time Positions</b>						
Chief	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Chief	1.00	1.00	0.00	(1.00)	0.00	0.00
Sergeants	6.00	6.00	5.00	(1.00)	5.00	0.00
Corporal	2.00	0.00	0.00	0.00	0.00	0.00
Police Officers/Detectives	24.00	24.00	17.00	(7.00)	17.00	0.00
Public Service Officers	2.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Records Supervisor	1.00	1.00	1.00	0.00	1.00	0.00
Records/Police Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Office Assistant	1.00	1.00	1.00	0.00	1.00	0.00
<b>Part-Time Positions (FTEs)</b>						
Public Service Officers	1.50	1.50	1.50	0.00	0.75	(0.75)
Records/Police Assistant	4.60	3.80	3.80	0.00	3.80	0.00
<b>Total FTE Positions</b>	<b>46.10</b>	<b>41.30</b>	<b>32.30</b>	<b>(9.00)</b>	<b>31.55</b>	<b>(0.75)</b>

**Expenditures by Budget Unit**

**Administration**

Administration includes the Chief of Police who serves as the manager for Departmental operations and as a member of the Village’s management team. Administration oversees the operations and management of all Divisions within the Department and provides administrative support services to each of these Divisions. The Administrative Division also manages community relations for the Department by interacting with citizen’s groups and engaging in other public relations programs. Records management is also included in this Division. The staff assigned to Records has the responsibility of providing matron duties for prisoners and customer service operations at the new Public Safety Building.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 437,447	\$ 428,806	\$ 383,650	\$ 291,514	\$ 370,910	\$ 397,450
Operations	214,655	41,323	48,540	36,490	47,300	55,015
Capital Outlay	34,537	5,816	-	-	-	-
<b>Expenditures Total</b>	<b>686,639</b>	<b>475,945</b>	<b>432,190</b>	<b>328,004</b>	<b>418,210</b>	<b>452,465</b>

**Investigations**

The primary responsibility of Investigations is criminal and follow-up investigations. Other responsibilities include complaint investigations, case management, and evidence and property management. The Sergeant in Investigations is also responsible for the supervision and management of community and school programs including the School Liaison Officer Program.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 466,169	\$ 368,587	\$ 386,050	\$ 297,159	\$ 391,800	\$ 426,650
Operations	17,424	10,441	20,100	6,340	14,300	18,835
Capital Outlay	7,898	-	-	-	-	-
<b>Expenditures Total</b>	<b>491,491</b>	<b>379,028</b>	<b>406,150</b>	<b>303,499</b>	<b>406,100</b>	<b>445,485</b>

**Patrol Operations**

Patrol Operations is synonymous with uniformed services and includes those police officers that provide traditional police services. A sergeant, who is responsible for supervising operations, is assigned to each shift and reports directly to the Chief of Police.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 2,636,156	\$ 2,402,376	\$ 2,605,450	\$ 1,518,116	\$ 2,460,350	\$ 2,548,200
Operations	79,477	63,976	91,225	36,631	91,750	81,185
Capital Outlay	416,788	6,147	1,600	1,346	-	5,300
<b>Expenditures Total</b>	<b>3,132,421</b>	<b>2,472,499</b>	<b>2,698,275</b>	<b>1,556,093</b>	<b>2,552,100</b>	<b>2,634,685</b>

### School & Community Programs

This budget unit is responsible for providing the High School Liaison Officer. This Officer provides crime prevention and guidance to students and staff at Barrington High School. School crossing guards are also included in this budget unit, though supervised by a Patrol Operations Sergeant.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 258,471	\$ 232,227	\$ 192,650	\$ 144,470	\$ 201,063	\$ 182,550
Operations	3,749	11,177	5,980	1,491	5,150	3,875
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>262,219</b>	<b>243,403</b>	<b>198,630</b>	<b>145,961</b>	<b>206,213</b>	<b>186,425</b>

### Parking Enforcement

This budget unit is responsible for enforcing the parking ordinances of the Village. The unit patrols the Village, identifies parking violations and issues citations for those violations. The objective of this unit is to enhance parking opportunities in the community through the strict enforcement of the parking ordinances.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 215,279	\$ 217,911	\$ 218,600	\$ 130,699	\$ 215,540	\$ 216,500
Operations	5,454	4,019	10,225	2,136	4,935	9,810
Capital Outlay	-	-	5,600	-	-	-
<b>Expenditures Total</b>	<b>220,733</b>	<b>221,930</b>	<b>234,425</b>	<b>132,835</b>	<b>220,475</b>	<b>226,310</b>

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## FIRE DEPARTMENT

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Mission	The mission of the Fire Department is to protect the lives and property of the residents of the Village and the Barrington Countryside Fire Protection District by providing exceptional emergency fire and medical services and enhancing community awareness of fire, health and safety hazards.
Strategic Objectives	<ul style="list-style-type: none"><li>➤ Protect the safety and well-being of residents and their property.</li><li>➤ Analyze methods for continuing to provide current types and levels of service at a lower cost.</li></ul>

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### **Overview**

The Village first established a volunteer Fire Department in 1898 to provide Village residents with fire suppression services. In the 1950s the Village entered into an intergovernmental arrangement with the Barrington-Countryside Fire Protection District (BCFPD) to provide fire and emergency medical services to the District. The relationship between the Village and the District has matured through the years and is the foundation for the efficient and effective fire and emergency medical services Village and District residents receive today. Prior to 1995, the Fire Department was a mix of paid-on-call firefighters/paramedics and full-time Paramedics. In 1995, the Village decided to enhance services by hiring full-time Firefighter/Paramedics.

The Fire Department provides the Village and the District with a full range of fire and emergency services including fire suppression, emergency medical services, fire prevention, community education, and disaster mitigation.

The two strategic objectives for the Department are directly derived from the Village's organizational objectives and the Department has a direct impact on the accomplishment of those two objectives. The Fire Department's prime responsibility is protecting the lives and property of Village and District residents and its success in executing this responsibility contributes directly to the Village's public safety organizational objective. The Department is also one of the major cost centers for the Village, and emphasizing efficient operations is important to provide the best services possible to Village and District residents at a cost that is financially sustainable for both organizations.

### **Objectives for 2012**

- Increase total on-duty training of shift personnel.
- Maintain and improve emergency service response times within the Village and District.
- Monitor the impact of Canadian National Trains on emergency response operations in Barrington and the District.
- Conduct an analysis to consider additional revenue sources.
- Conduct 20 meetings with the Firefighter/Paramedics.

### **Department Accomplishments in 2011**

- ✓ Total on-duty training hours for shift personnel exceeded 2010 training hours by 10,000 hours.
- ✓ Maintained emergency service response times within the Village and District.
- ✓ Established monitoring and data collection of the impact of Canadian National trains on emergency response in Barrington and the District.
- ✓ Assistant Fire Chief testing process started in October, will be finalized in January, 2012.

- ✓ Firefighter/Paramedic testing process started in November, will be finalized in January, 2012.
- ✓ Due to the logistics of keeping fire crews in their coverage areas, quarterly shift meetings were replaced with firefighter/paramedic meetings held at the fire stations.

### **Budget Analysis**

The Department budget in FY 2012 will increase \$327,124 (6.41%) from projected 2011 expenditures due to an increase in Personnel expenditures which is offset to some extent by decreases in Operating and Capital Expenditures. Personnel expenditures increase \$373,374 (7.81%) due to salary adjustments and increases in benefit costs, particularly Fire Pension Costs. The Village's contribution to the Fire Pension Fund is anticipated to increase significantly in 2012 due to several Duty Disability Pensions in 2010 and 2011.

The decrease in operating expenditures of \$45,750 (14.58%) is caused by decreases in all areas as the Department reduces these expenditures to remain within its maximum allowable budget. The reduction in Professional Development is the result of Fire Staff not attending a conference in 2012. The reductions in Contractual Services and Commodities are caused by small decreases in multiple accounts and the reduction in Programs is caused by a decrease in Foreign Fire Tax expenditures.

### **Budget Highlights**

- Equipment and vehicle maintenance expenditures of \$71,050.
- Operating Supply expenditures \$40,300.
- Training costs of \$21,650.
- Fire prevention supply expenditures of \$3,500.
- Total Fire Pension contributions of \$625,000.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 8 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
<b>Personnel</b>						
Salaries	\$ 3,385,735	\$ 3,563,836	\$ 3,433,250	\$ 2,530,962	\$ 3,429,251	\$ 3,669,050
Benefits	1,182,126	1,361,743	1,361,850	920,469	1,361,325	1,495,900
Personnel Sub-Total	4,567,861	4,925,579	4,795,100	3,451,431	4,790,576	5,164,950
<b>Operations</b>						
Professional Development	26,434	56,549	46,500	20,790	44,825	36,750
Contractual Services	159,426	93,065	149,400	88,298	144,800	133,000
Commodities	62,023	67,510	95,700	68,499	89,075	74,200
Programs	15,273	50,367	35,500	27,755	35,000	24,000
Miscellaneous	108,038	170	-	-	-	-
Operations Sub-Total	371,194	267,660	327,100	205,342	313,700	267,950
Capital Sub-Total	167,687	25,822	2,000	498	1,500	-
<b>Total Expenditures</b>	<b>5,106,742</b>	<b>5,219,062</b>	<b>5,124,200</b>	<b>3,657,271</b>	<b>5,105,776</b>	<b>5,432,900</b>
<b>Funding Sources</b>						
General Revenues	5,106,742	5,219,062	5,124,200	3,657,271	5,105,776	5,432,900
<b>Total Funding Sources</b>	<b>5,106,742</b>	<b>5,219,062</b>	<b>5,124,200</b>	<b>3,657,271</b>	<b>5,105,776</b>	<b>5,432,900</b>

Capital expenditures decrease as the purchase of equipment for the Department has been moved to the Capital Improvement Fund in 2012.

## Department Funding

The Fire Department is funded entirely by the general revenues of the General Fund, a large portion of which consists of charges for services revenue from the Barrington-Countryside Fire Protection District. The expenses for the Department are shared with the Barrington-Countryside Fire Protection District with the District projected to contribute approximately 65% of the total Department expenses in 2012.

## Employees

The number of employees in the Department is anticipated to remain stable at 42.87 Full-Time Equivalent (FTE) employees in 2012. This is a reduction of 1.00 FTE employee when compared to 2008; at the end of 2008 the Department lost one administrative position as part of the Village's general reduction in force. The Official Compensation Plan includes 25 Firefighter/Paramedic positions but one position will only be filled if a future vacancy is anticipated; this allows the Department to send a newly hired Firefighter/Paramedic through the fire academy prior to the vacancy occurring.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
Full-Time Positions						
Chief of Fire/EMS	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Fire Chief	1.00	1.00	1.00	0.00	1.00	0.00
Fire Prevention Officer	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Fire Chief	3.00	3.00	3.00	0.00	3.00	0.00
Fire Lieutenants	9.00	9.00	9.00	0.00	9.00	0.00
Firefighter/Paramedics	25.00	25.00	25.00	0.00	25.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Office Assistant	0.00	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Part-Time Firefighter I	0.94	0.94	0.94	0.00	0.94	0.00
Part-Time Firefighter II	0.93	0.93	0.93	0.00	0.93	0.00
Total FTE Positions	42.87	42.87	42.87	0.00	42.87	0.00

## Expenditures by Budget Unit

### Administration

Administration is responsible for managing the day-to-day operations of the Fire Department, including all Divisions and services. Administration provides the Department with leadership, executive management, and administrative support. The budget unit also ensures appropriate levels and quality of staff and equipment are available to efficiently and effectively provide services to the Village and the District.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 8 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
Personnel	\$ 344,697	\$ 354,239	\$ 368,450	\$ 251,098	\$ 365,900	\$ 386,150
Operations	95,171	38,375	60,000	36,292	56,175	40,100
Capital Outlay	27,633	2,883	-	-	-	-
<b>Expenditures Total</b>	<b>467,501</b>	<b>395,497</b>	<b>428,450</b>	<b>287,390</b>	<b>422,075</b>	<b>426,250</b>

### Operations

Operations provides fire suppression and emergency medical services to the residents of the Village and the Barrington Countryside Fire Protection District. This Division responds to emergency 911 calls in both the Village and the District. The Division is responsible for training and equipping fire and emergency medical personnel as well as maintaining all of the equipment necessary to respond to fire and emergency calls.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 8 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
Personnel	\$ 4,102,289	\$ 4,415,191	\$ 4,274,750	\$ 3,087,555	\$ 4,273,042	\$ 4,622,850
Operations	269,011	224,805	258,100	165,924	252,200	219,850
Capital Outlay	139,170	22,939	2,000	498	1,500	-
<b>Expenditures Total</b>	<b>4,510,471</b>	<b>4,662,936</b>	<b>4,534,850</b>	<b>3,253,977</b>	<b>4,526,742</b>	<b>4,842,700</b>

### Fire Prevention and Community Education

Fire Prevention and Community Education is responsible for coordinating fire prevention education programs in community schools and addressing local groups regarding fire prevention and fire code enforcement practices. The Division is also responsible for reviewing new construction plans, participating in the technical review process for new projects, training and evaluating inspection staff, and overseeing fire prevention inspections in the Village and District. This Division investigates all structural fires in the Village and District to determine their cause.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 8 Month Actual	FY 2011 Projected Actual	FY 2012 Proposed Budget
Personnel	\$ 120,875	\$ 156,149	\$ 151,900	\$ 112,778	\$ 151,634	\$ 155,950
Operations	7,012	4,480	9,000	3,125	5,325	8,000
Capital Outlay	883	-	-	-	-	-
<b>Expenditures Total</b>	<b>128,771</b>	<b>160,628</b>	<b>160,900</b>	<b>115,903</b>	<b>156,959</b>	<b>163,950</b>

## PUBLIC WORKS

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Mission	The mission of the Public Works Department is to enhance community order, health, safety, and aesthetics through proper administration and good management of the review, design, construction and maintenance of the Village's facilities and infrastructure. The Department is committed to the improvement and enhancement of the environment through the use of storm water management techniques that promote water quality, through a continued commitment to an active forestry program, and through the establishment of solid waste programs that promote environmentally sensitive alternatives such as recycling and composting.
Department Objectives	<ul style="list-style-type: none"><li>➤ Maintain and enhance the Village infrastructure and streetscape experience.</li><li>➤ Enhance connectivity (pedestrian, bike, vehicular).</li><li>➤ Develop a plan to meet changing transportation realities.</li><li>➤ Create and maintain an environment that encourages continual client/customer service enhancement.</li><li>➤ Develop and maintain an effective internal/external communication program.</li><li>➤ Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.</li><li>➤ Promote "green" initiatives.</li></ul>

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### **Overview**

The Public Works Department is responsible for maintaining a safe and reliable infrastructure and providing quality services to Village residents and businesses. Public Works differs from other departments in that services provided include several enterprise activities. Each enterprise activity has its own accounting fund and from an accounting standpoint, operates in a similar fashion to a private sector entity but without seeking to make a profit. The Public Works Department is responsible for providing a wide variety of services to the residents of the Village. These services typically involve maintenance of public property and infrastructure such as streets, public right-of-ways, sidewalks, street lighting, parking lots, trees, plants, water and sewer systems, and Village owned property and equipment.

### **Objectives for 2012**

- Complete the engineering and construction of Lift Station #2 (Wickstrom Location).
- Complete the engineering and construction of Lift Station #7 (Foundry Shopping Center Location).
- Perform a leak detection survey of the water system for approximately one-half of the Village.
- Conduct a pilot project at the Wastewater Treatment Plant for biological phosphorous removal.

### **2011 Budget Accomplishments**

- ✓ Completed the installation and upgrades to the wastewater treatment plant aeration blowers. This project included the installation of high-efficiency motors and variable frequency drives. The total project cost was \$70,000 and was completely funded by a Department of Commerce and Economic Development and Commonwealth Edison grant.

- ✓ Construction of the final clarifier project began but the contractor has not finished the project and is in default of the contract. The Village is in the process of completing the project through an agreement with the bond company. The project should be completed in 2012.
- ✓ Completed the leak detection of the north side of town. There were 6 leaks detected and crews completed the repair of two significant leaks and have scheduled repairs for the remaining locations.
- ✓ The Department began the process of enhancing the Northwest Highway/MaKray "Gateway" entrance to the Village. In 2011, the restoration and planting of new foliage was completed. From 2012 to 2014, additional plantings, maintenance, and enhancements will take place to continue the enhancement of this key entrance into the Village.

**Budget Analysis**

The Department budget in FY 2012 will increase \$513,047 (8.55%) from projected 2011 expenditures of \$6,003,508 to \$6,516,555 for the 2012 budget. The increase in the 2012 budget results primarily from increases in Operating expenditures supplemented by small increases in Personnel and Capital. Personnel expenditures increase \$13,598 (.57%) due to salary adjustments and increases in benefit costs.

The increase in operating expenditures of \$498,849 (13.86%) is caused by increases in all expenditures categories. Professional Development increases due to increases in training throughout the Department. Contractual Services increases are caused by increases in contracts and maintenance expenses in Street Operations, Forestry, and Water & Sewer Operations.

The increase in Commodities is a result of increases in costs for supplies, chemicals, and materials in the majority of the budget units of the Department. The increase in Programs is caused by an increase in the Overhead Sewer Cost Share program. The increase in Miscellaneous is caused by increases in Interfund Charges in the Water & Sewer, Recycling & Refuse, and Parking System Funds.

<b><u>Budget Highlights</u></b>	
•	Electricity and Natural Gas for Street Lighting of \$112,600.
•	Rock Salt purchases for deicing activities of \$133,000.
•	Water Meter replacement purchases of \$29,800.
•	Chemicals for water treatment activities of \$99,000.
•	Electricity Usage for pumping water and wastewater \$300,000.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
<b>Personnel</b>						
Salaries	\$ 1,731,473	\$ 1,760,981	\$ 1,731,450	\$ 1,221,869	\$ 1,803,175	\$ 1,775,050
Benefits	517,314	549,029	570,180	416,267	601,627	643,350
Personnel Sub-Total	2,248,787	2,310,010	2,301,630	1,638,136	2,404,802	2,418,400
<b>Operations</b>						
Professional Development	8,627	8,947	15,460	4,624	9,961	17,120
Contractual Services	1,827,465	1,746,088	2,298,082	1,041,166	1,975,670	2,269,800
Commodities	633,404	598,128	849,735	409,353	725,645	867,305
Programs	69,657	36,202	77,600	53,362	70,000	77,600
Miscellaneous	1,053,880	894,017	788,880	585,035	817,430	865,730
Operations Sub-Total	3,593,033	3,283,382	4,029,757	2,093,539	3,598,706	4,097,555
Capital Sub-Total	33,058	7,505	-	-	-	600
<b>Total Expenditures</b>	<b>5,874,878</b>	<b>5,600,897</b>	<b>6,331,387</b>	<b>3,731,675</b>	<b>6,003,508</b>	<b>6,516,555</b>
<b>Funding Sources</b>						
General Revenues	2,864,840	2,833,751	3,035,435	2,162,994	3,111,737	3,158,010
Water & Sewer Revenues	1,835,764	1,553,418	1,953,815	930,844	1,675,103	2,009,185
Recycling & Refuse Revs	953,196	979,073	1,099,887	504,669	990,875	1,135,160
Parking System Revenues	221,078	234,656	242,250	133,168	225,793	214,200
<b>Total Funding Sources</b>	<b>5,874,878</b>	<b>5,600,897</b>	<b>6,331,387</b>	<b>3,731,675</b>	<b>6,003,508</b>	<b>6,516,555</b>

## Sources of Funding

The Public Works Department is funded by a mix of revenues from the General Fund, Water & Sewer Fund, Recycling & Refuse Fund, and Parking System Fund. This reflects the multiple responsibilities of the Department as it maintains the Village's facilities, infrastructure, properties, and vegetation throughout the community.

## Employees

The number of employees in the Department is anticipated to remain stable at 29.24 Full-Time Equivalent (FTE) employees in 2012. This is a reduction of 7.50 FTE positions, or 22.19% of the workforce, from 2008. At the end of 2008 the Department lost a number of positions as part of the Village's general reduction in force and in 2009 a Public Works Supervisor position became vacant and was not replaced.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	Change 2010 - 2011	FY 2012 Budget	Change 2011 - 2012
<b>Full-Time Positions</b>						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Director	2.00	2.00	2.00	0.00	2.00	0.00
Public Works Supervisors	5.00	5.00	4.00	(1.00)	4.00	0.00
Lab Technician	1.00	1.00	1.00	0.00	1.00	0.00
Mechanic	2.00	2.00	2.00	0.00	2.00	0.00
Utility Treatment Operator II	1.00	1.00	0.00	(1.00)	0.00	0.00
Utility Treatment Operator I	3.00	3.00	4.00	1.00	4.00	0.00
Maintenance Works	8.00	8.00	8.00	0.00	8.00	0.00
Office Manager	0.00	0.00	0.00	0.00	0.00	0.00
<b>Part-Time Positions (FTEs)</b>						
Office Assistant	0.70	0.70	0.70	0.00	0.70	0.00
Janitor/Laborer	3.60	3.60	3.60	0.00	3.60	0.00
Seasonal Laborer	2.94	2.94	2.94	0.00	2.94	0.00
<b>Total FTE Positions</b>	<b>30.24</b>	<b>30.24</b>	<b>29.24</b>	<b>(1.00)</b>	<b>29.24</b>	<b>0.00</b>

## Expenditures by Budget Unit

### Administration

Administration is responsible for managing and providing administrative support services to all operating Divisions within the Department. Since this Division provides these services to other Divisions of the Department, it is funded from both the General and Water and Sewer Funds. This Division includes the Director of Public Works who is responsible for the operations of the Department.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 321,729	\$ 360,103	\$ 315,300	\$ 285,883	\$ 391,906	\$ 338,750
Operations	738,710	761,697	733,395	526,475	714,345	816,690
Capital Outlay	19,026	1,609	-	-	-	600
<b>Expenditures Total</b>	<b>1,079,465</b>	<b>1,123,410</b>	<b>1,048,695</b>	<b>812,359</b>	<b>1,106,251</b>	<b>1,156,040</b>

### Street Operations

Street Operations is responsible for the maintenance of all Village roads, sidewalks, and public rights-of-way and all administrative functions related to these maintenance activities. Specific services provided include maintenance of the roadway, sidewalks, curbs and gutters, street sweeping, markings/delineation of pavement, snow and ice removal, maintenance of drainage facilities, maintenance of street lights and traffic control devices, and maintenance of all street signage.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 437,338	\$ 430,947	\$ 414,780	\$ 339,158	\$ 460,143	\$ 390,600
Operations	478,203	299,747	487,620	300,284	474,291	482,020
Capital Outlay	14,033	73	-	-	-	-
<b>Expenditures Total</b>	<b>929,574</b>	<b>730,766</b>	<b>902,400</b>	<b>639,442</b>	<b>934,434</b>	<b>872,620</b>

### Forestry

Forestry is responsible for the care and maintenance of approximately 8,000 trees located within Village right-of-ways. This Division also coordinates the planting of replacement trees and the maintenance of all streetscape plantings including flower baskets in the Village Center. The Division also reviews proposed development projects for their impact on the surrounding public and private vegetation. Staff from this Division also meets with residents to discuss and advise them on plant health for public and private property trees. This Division supports the Engineering & Building Department in their enforcement of all vegetative ordinances and related codes and also contributes to various Public Works maintenance activities as needed for emergency response situations.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 92,622	\$ 97,062	\$ 85,400	\$ 77,836	\$ 107,686	\$ 117,500
Operations	201,584	230,948	282,345	118,718	244,550	248,770
<b>Expenditures Total</b>	<b>294,206</b>	<b>328,010</b>	<b>367,745</b>	<b>196,554</b>	<b>352,236</b>	<b>366,270</b>

## Property Maintenance

Property Maintenance is responsible for the maintenance and repair of most of the buildings, grounds and appurtenant structures owned or leased by the Village including the Village Hall, the Public Safety Building, the Public Works Facility, the Train Station, and other Village owned property. The Division performs routine and small repairs and addresses basic janitorial requirements; major or technical repairs are contracted out.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 90,835	\$ 118,734	\$ 111,400	\$ 95,281	\$ 128,832	\$ 117,900
Operations	75,848	86,104	109,245	59,835	103,950	112,080
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>166,683</b>	<b>204,838</b>	<b>220,645</b>	<b>155,116</b>	<b>232,782</b>	<b>229,980</b>

## Central Garage

Central Garage is directly responsible for the acquisition, maintenance, repair, and disposal of all Village vehicles and equipment utilized by Departments of the Village. This Division also manages the Village's fuel distribution facility.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 168,931	\$ 213,340	\$ 205,450	\$ 152,240	\$ 207,299	\$ 212,450
Operations	225,980	232,842	290,500	207,284	278,735	320,650
Capital Outlay	-	545	-	-	-	-
<b>Expenditures Total</b>	<b>394,911</b>	<b>446,727</b>	<b>495,950</b>	<b>359,523</b>	<b>486,034</b>	<b>533,100</b>

## Utility Maintenance

The primary function of the Utility Maintenance budget unit is to maintain and improve the Village's water distribution and sanitary sewer collection systems, including fire hydrants. This is accomplished on a daily, preventative, and emergency basis and via long term public/capital improvement processes. This unit is also responsible for the installation, maintenance, repair, and reading of water meters.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 417,788	\$ 365,239	\$ 441,750	\$ 224,428	\$ 361,000	\$ 487,600
Operations	212,848	88,152	188,050	35,229	122,525	188,050
Capital Outlay	-	73	-	-	-	-
<b>Expenditures Total</b>	<b>630,637</b>	<b>453,464</b>	<b>629,800</b>	<b>259,657</b>	<b>483,525</b>	<b>675,650</b>

## Water Production

Water Production is responsible for the operation, maintenance, and repair of water production facilities that produce all of the potable water used by customers. Specific responsibilities include the operation, maintenance, and repair of all equipment, buildings, and grounds at four (4) well sites, three (3) water storage reservoirs, three (3) elevated water storage tanks, one (1) pressure boosting station, one (1) pressure reducing station and one (1) iron filtration facility. This Division is also responsible for all testing of the water supply.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 145,449	\$ 159,778	\$ 146,650	\$ 82,665	\$ 134,107	\$ 131,350
Operations	253,308	232,231	300,290	108,573	225,845	313,190
Capital Outlay	-	-	-	-	-	-
<b>Expenditures Total</b>	<b>398,757</b>	<b>392,009</b>	<b>446,940</b>	<b>191,239</b>	<b>359,952</b>	<b>444,540</b>

## Wastewater Treatment

Wastewater Treatment is responsible for the operation and maintenance of the treatment facility and sewage lift stations that serve the water and sewer customers. Specific responsibilities include the operation and maintenance of all equipment, buildings, and grounds at the wastewater treatment facility, twelve (12) sewage lift stations, one (1) storm water lift station, and one industrial sampling hut. This Division is also responsible for the coordination of the sludge management program and for conducting all required tests on the effluent that is discharged from the plant.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 405,890	\$ 377,076	\$ 386,000	\$ 267,495	\$ 431,361	\$ 442,550
Operations	400,480	325,663	491,075	212,453	400,265	446,445
Capital Outlay	-	5,207	-	-	-	-
<b>Expenditures Total</b>	<b>806,370</b>	<b>707,946</b>	<b>877,075</b>	<b>479,948</b>	<b>831,626</b>	<b>888,995</b>

## Recycling & Refuse Operations

Recycling & Refuse Operations is responsible for managing the contractual agreement between the Village and Groot, which provides for the collection of residential solid waste and the transportation of this material to the SWANCC transfer station in Wheeling Township. This contract provides for the weekly collection of residential refuse, yard waste, and recyclables. Responsibility for educating the public on and promoting the expansion of the recycling program rests with this Division. Brush pick-up and chipping services are also provided through this Division. This Division also handles questions or issues relating to commercial refuse collection and disposal.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 76,140	\$ 84,158	\$ 103,950	\$ 59,285	\$ 95,775	\$ 104,900
Operations	877,057	894,915	995,937	445,384	895,100	1,030,260
<b>Expenditures Total</b>	<b>953,196</b>	<b>979,073</b>	<b>1,099,887</b>	<b>504,669</b>	<b>990,875</b>	<b>1,135,160</b>

## Parking System Maintenance

The Parking System Maintenance budget unit is responsible for maintaining the train station which is leased from the Union Pacific railroad as well as Village owned and leased parking lots. Specific areas of responsibility include the maintenance of the train station including the public restrooms and three (3) train station commuter lots and four (4) Village owned/leased parking lots in the Village Center. Specific services provided include minor maintenance of the building and lots, markings/delineation of pavement, coordination of snow and ice removal contracts, and maintenance of streetlights, turf, landscaping and signage.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2011 9 Month Actual	FY 2011 Projected Actual	FY 2012 Approved Budget
Personnel	\$ 92,064	\$ 103,574	\$ 90,950	\$ 53,864	\$ 86,693	\$ 74,800
Operations	129,013	131,082	151,300	79,304	139,100	139,400
Expenditures Total	221,078	234,656	242,250	133,168	225,793	214,200

## CAPITAL IMPROVEMENT PROGRAM

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Mission	The Village's capital improvement expenditures are intended to enhance the quality of life in the community by maintaining and improving the community's infrastructure and by providing the equipment and vehicles needed by Operating Departments to continue providing the services desired by the community.
Objectives	<ul style="list-style-type: none"><li>➤ Maintain high quality streets, sidewalks, public right-of-ways, bikeways, water mains, sanitary sewer mains, and stormsewer mains by rehabilitating these infrastructure assets when necessary. Continuously improve the infrastructure in the community to respond to changing needs, challenges, and regulations.</li><li>➤ Provide infrastructure and parking in the central business district to meets the needs of residents, shoppers, businesses, and commuters and encourage private sector investment.</li><li>➤ Purchase new and replacement vehicles and equipment to support and enhance the operations of Village Departments.</li></ul>

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### Overview

The Village is committed to the maintenance of its infrastructure and has developed a multi-year infrastructure improvement program that is updated in conjunction with the budget to reflect changing conditions and resources. One of the primary obligations of municipalities is the reconstruction, rehabilitation, and maintenance of infrastructure in the community. The financial health of a municipality is greatly impacted by its ability to adequately maintain infrastructure and avoid the substantial financial cost that results from deteriorated infrastructure.

The Capital Improvement planning process is integrated into the development of the annual Budget and is presented to the Village Board as part of the proposed Budget each year. This section of the budget document illustrates the revenues and expenditures for capital projects included in the annual budget and includes a projection of projects that will be occurring during the next five years. This section also highlights the various funding sources that will be used to support each aspect of the Capital Improvement Program, particularly the annual Street Improvement Program which comingles Capital Improvement and Water & Sewer Fund resources.

The categories of capital improvements undertaken by the Village include:

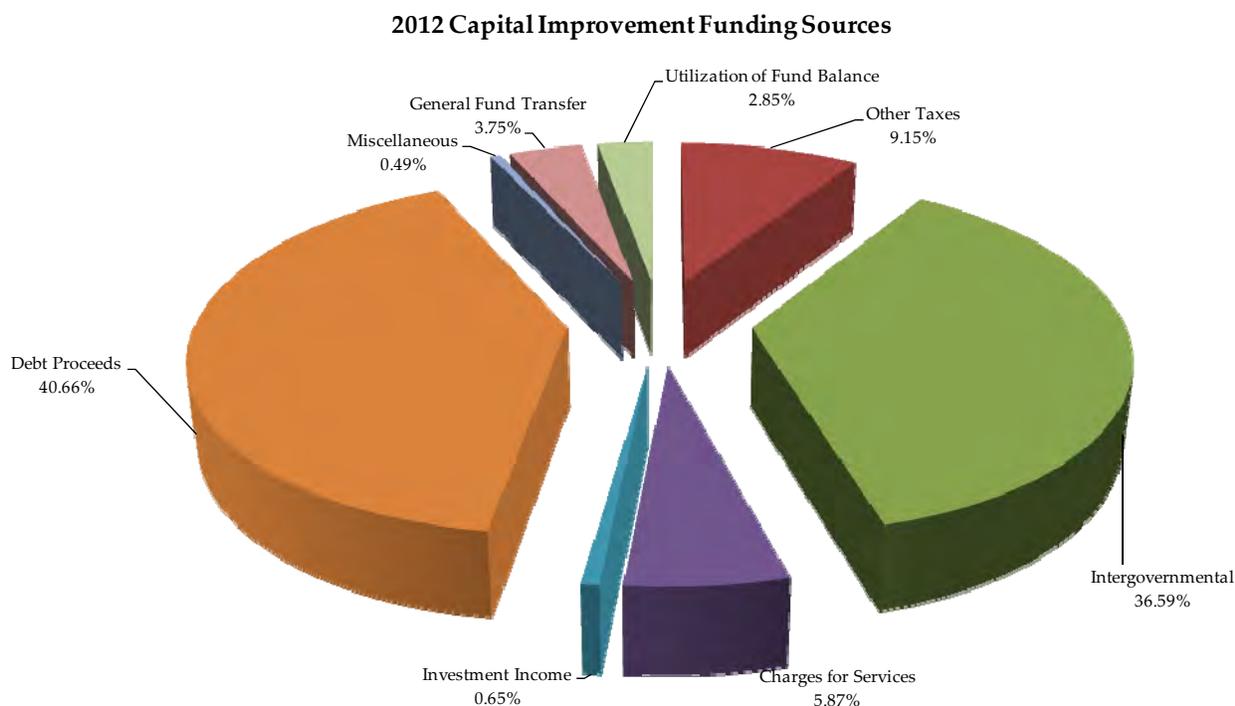
- Village Facilities
- Street Improvements
- Community Improvements
- Vehicle and Equipment Purchases
- Stormwater Management Projects
- Water System Projects
- Wastewater Treatment System Projects
- Parking System Improvements
- Village Center Infrastructure Improvements

The Village considers a capital expenditure or expense to be a substantial rehabilitation, reconstruction, or new construction of infrastructure assets as defined in the Village's Capitalization Policy (please see Appendix IV on Pages 235 – 237). The purchase of vehicles and equipment is also included as a capital expenditure/expense.

## Summary of Total Revenues

The Village dedicates several revenue sources to funding capital improvements including utility tax revenues, investment revenues, Transfers from the General Fund, and Water and Sewer Revenues. In addition to the dedicated funding sources, the Village derives a portion of the funding for capital improvements from one-time or limited duration revenues including Grants and Contributions, Capital Improvement Accumulated Fund Balance, Tax Increment Financing Revenues, and Motor Vehicle Parking System Revenues. These funding sources are normally linked to specific projects or programs and therefore are not available in every year to fund capital improvements.

The final source of funding for capital improvements is derived from debt financing. The most common long term debt instruments issued to finance capital improvements include General Obligation (GO) Bonds, Alternate Revenue Bonds and Revenue Bonds. The Village is conservative in its use of debt financing and has typically only issued debt to finance projects that cannot be supported through other means (please see the Budget and Financial Policies section on Pages 28 – 33 to review the Village’s policies related to debt; please see Appendix III on Pages 226 – 234 to review the Village’s outstanding debt and its relation to the legal debt margin). The Village issued Alternate Revenue Bonds in 2009 for capital improvements during 2009, 2010, 2011, and 2012; proceeds from these bonds will be utilized in 2012 to fund several large projects that will be occurring. The distribution of funding sources for 2012 capital improvements is illustrated in the following chart:



Total Capital Funding in 2012 - \$6,253,850

In 2012, total funding for capital improvements will equal \$6,253,850. A major portion (33.29%) of the funding for capital improvements in 2012 is derived from the 2009 bond issue as the Village completes several of the projects those bonds were issued for, including upgrades to the Wastewater Treatment Plant, lift stations, and water production facilities. From 2012 through 2016, funding for capital improvements ranges from approximately \$3.3 million in 2017 to a little more than \$2.9 million in 2013. Funding is provided by a variety of sources with the utilization of Fund Balance in the Capital Improvement Fund providing the final funding for projects when needed. A summary of the funding sources for Capital Improvements from 2010 to 2017 is presented in the chart on the following page.

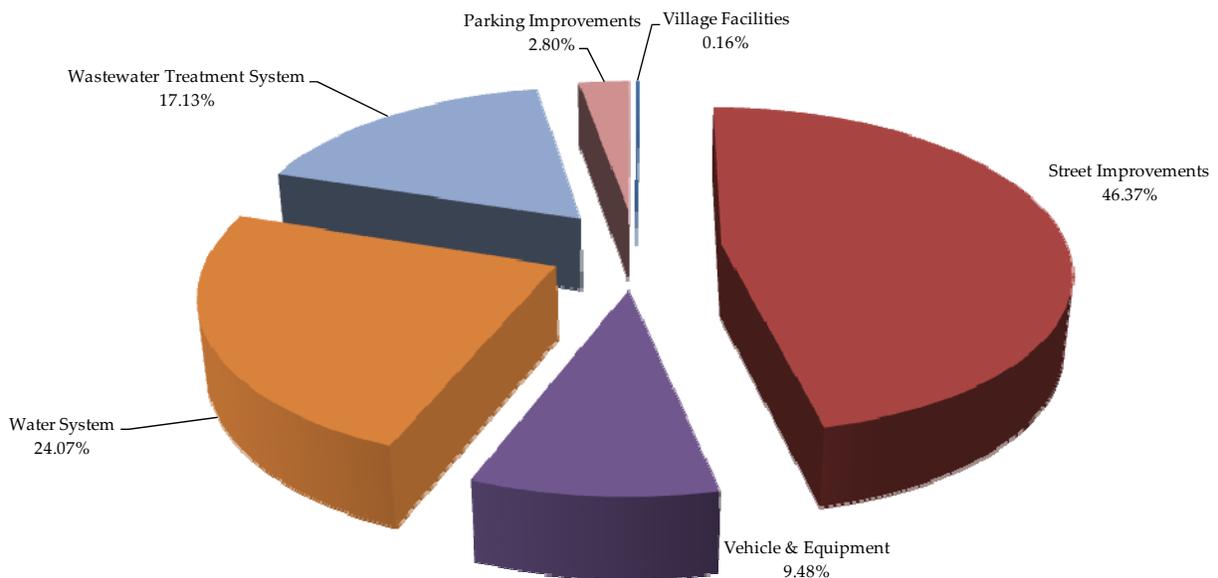
**Capital Improvements Funding**

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected	2017 Projected
<b>Funding Sources</b>								
<b>Capital Improvement Fund</b>								
Other Taxes	-	235,000	562,500	562,500	562,500	562,500	562,500	562,500
Intergovernmental	-	325,000	2,250,000	110,000	-	-	-	-
Charges for Services	47,011	260,000	53,700	15,000	21,905	23,600	164,500	90,175
Village Property Usage	-	-	105,000	105,000	105,000	105,000	105,000	105,000
Investment Income	40,218	4,500	40,100	35,000	35,000	35,000	35,000	35,000
Miscellaneous	-	-	30,000	30,000	30,000	30,000	30,000	30,000
General Fund Transfer	650,000	644,545	230,400	273,400	575,000	630,700	750,000	644,860
Debt Proceeds	989,941	716,854	-	-	-	-	-	-
Utilization of Fund Balance	-	-	-	-	612,105	-	76,685	-
<b>Water &amp; Sewer Fund</b>								
Charges for Services	948,961	339,342	307,150	750,000	700,823	1,625,000	1,450,000	1,800,000
Debt Proceeds	1,745,896	2,387,297	2,500,000	1,050,000	749,177	-	-	-
<b>Parking System Fund</b>								
Utilization of Fund Balance	676,875	-	175,000	-	-	-	-	-
<b>Total Funding Sources</b>	<b>5,098,902</b>	<b>4,912,538</b>	<b>6,253,850</b>	<b>2,930,900</b>	<b>3,391,510</b>	<b>3,011,800</b>	<b>3,173,685</b>	<b>3,267,535</b>

**Summary of Total Expenditures**

Capital Improvement expenditures occur in several different accounting funds, including the Capital Improvement Fund, the Village Center TIF Fund, the Water & Sewer Fund, and the Motor Vehicle Parking System Fund. Capital Improvement expenditures typically include both reoccurring programs and nonreoccurring short-term or one-time projects that are expected to be completed within a specified period of time. The following chart illustrates average spending for anticipated reoccurring and non-reoccurring programs from 2012 to 2017.

**2012 Capital Improvement Expenditure Categories**



In 2012, total expenditures for capital improvements will total \$6,253,850 which is equal to available funding. The majority of expenditures in 2012 will be for street improvements, water system improvements, wastewater treatment system improvements, and improvements to the Village Center Infrastructure. From 2012 through 2017, the primary focus in most years will be Street Improvements as the Village continues its focus on improving streets and related infrastructure. A summary of the expenditures for Capital Improvements from 2010 to 2017 is presented in the chart below:

<b>Capital Improvements Expenditures</b>								
	FY 2010	FY 2011	FY 2012	FY 2013	2014	2015	2016	2017
	Actual	Projected	Approved	Projected	Projected	Projected	Projected	Projected
		Actual	Budget					
Capital Improvements								
Village Facilities	3,718	90,500	10,000	-	-	-	-	-
Street Improvements	1,330,734	1,059,700	2,900,000	800,000	1,350,000	900,000	900,000	900,000
Community Improvements	28,554	30,000	-	-	-	-	-	-
Vehicle & Equipment	364,164	1,005,699	361,700	330,900	591,510	486,800	823,685	567,535
Stormwater Management	98,152	470,000	-	175,000	-	-	-	175,000
Water System	1,329,282	602,743	1,505,075	775,000	525,000	775,000	525,000	775,000
Wastewater Treatment System	1,267,423	1,653,896	1,071,075	850,000	925,000	850,000	925,000	850,000
W&S Vehicles & Equipment	-	-	231,000	-	-	-	-	-
Parking System	676,875	-	175,000	-	-	-	-	-
<b>Total Funding Sources</b>	<b>5,098,902</b>	<b>4,912,538</b>	<b>6,253,850</b>	<b>2,930,900</b>	<b>3,391,510</b>	<b>3,011,800</b>	<b>3,173,685</b>	<b>3,267,535</b>
Expenditures by Fund								
Capital Improvement Fund	1,727,170	2,185,899	3,271,700	1,130,900	1,941,510	1,386,800	1,723,685	1,467,535
Water & Sewer Fund	2,694,857	2,726,639	2,807,150	1,800,000	1,450,000	1,625,000	1,450,000	1,800,000
Parking System Fund	676,875	-	175,000	-	-	-	-	-
<b>Total</b>	<b>5,098,902</b>	<b>4,912,538</b>	<b>6,253,850</b>	<b>2,930,900</b>	<b>3,391,510</b>	<b>3,011,800</b>	<b>3,173,685</b>	<b>3,267,535</b>

## Village Facilities

### Description of Improvements

All capital improvements related to the construction or significant rehabilitation of Village facilities (except for Water & Sewer Facilities which are funded from the Water & Sewer Fund) are included in this portion of the Capital Improvement Program. The Village owns significant assets that are used to provide municipal services to the residents and businesses of Barrington. These assets include Village Hall, the Public Safety Building, the Public Works Facility, Memorial Park, and various properties throughout the Village.

### Analysis of Actual, Budgeted, and Projected Expenses

The Budget in 2012 includes \$10,000 in contractual services for the rehabilitation of the Hough-Main Properties. This is a decrease from 2011 when the Village was engaged in engineering a cellular antenna installation on a water tower owned by the Village. The \$10,000 budgeted in 2012 funds improvements to a Village owned property on Main Street.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	3,718	5,500	10,000	-	-	-	-	-
Capital Outlay	-	85,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,718</b>	<b>90,500</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projects</b>								
Hough-Main Prop. Rehab	3,718	-	10,000	-	-	-	-	-
Manchester Cellular Facility	-	90,500	-	-	-	-	-	-
<b>Funding Sources</b>								
Capital Improvement Fund	3,718	90,500	10,000	-	-	-	-	-
<b>Total Funding Sources</b>	<b>3,718</b>	<b>90,500</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Project Descriptions

The only project included in the projected expenditures and funding for the next five years is the rehabilitation of the Village Owned Williams Property on Main Street.

<b>Project Name</b>	<b>Description</b>	<b>Impact on Operating Budget</b>
Rehabilitation of Williams Property	Paint exterior and repair equipment in Williams Property	Small Increase - Less than \$10,000 for increased maintenance costs

One project that may occur in 2012 is the construction of a building to house cellular antenna base equipment so that cellular antennas can be installed on a Village water tower. The engineering for this project was completed in 2011 but the final decision about proceeding with construction is dependent on several cellular carriers signing a lease to place their antennas on the water tower. This project would provide a significant new funding source from the rental revenues for future capital improvements. A second project the Village has considered is the reconstruction of the public works facility but this project is unlikely to occur before 2020 unless a source of grant funding is secured.

## Street Improvements

### Description of Improvements

Street Improvements are intended to provide residents, businesses, and visitors with high quality streets and associated infrastructure. The Village is committed to a multi-year street improvement program to reconstruct or repair Village streets and infrastructure when those repairs are necessary based on an annual assessment of all Village streets conducted by the Engineering & Building Department. The Annual Street Improvement Program consists of two parts, street improvements funded by the Capital Improvement Fund and the reconstruction or repair of water, sanitary sewer, and storm sewer main lines funded by the Water & Sewer Fund.

The reconstruction of a street involves the complete demolition of the road, the repair or reconstruction of the road bed, and the reconstruction of the road along with the associated storm sewer, curb, and gutter. Included in each project is the replacement or repair of water and sanitary sewer mains and facilities in the right-of-way of the street to be rebuilt. Reconstructing or repairing water, sewer, and storm sewer mains in conjunction with a street reconstruction reduces main breaks thereby preventing the excavation of recently repaired or reconstructed streets. Excavating and patching a street to repair a utility is a major contributor to the premature deterioration of the street. Road rehabilitation is defined as the repaving of the road and the repair and replacement of associated storm sewer, curb, and gutter.

### Analysis of Actual, Budgeted, and Projected Expenses

Street improvements are a major focus of the Village's capital improvement efforts and the Village has developed an Annual Street Improvement Program to reconstruct or repair all streets when necessary based on an annual assessment of the street's condition. The Village's goal is to maintain all streets at the 85th percentile of regional road conditions, or better, which would indicate all streets are in good condition with only minor surface deficiencies. The average spending on the street improvement portion of the Annual Street Improvement Program from 2010 through 2017 averages \$850,000 per year.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	213,639	344,700	2,050,000	50,000	100,000	50,000	50,000	50,000
Capital Outlay	1,117,095	715,000	850,000	750,000	1,250,000	850,000	850,000	850,000
<b>Total Expenditures</b>	<b>1,330,734</b>	<b>1,059,700</b>	<b>2,900,000</b>	<b>800,000</b>	<b>1,350,000</b>	<b>900,000</b>	<b>900,000</b>	<b>900,000</b>
<b>Projects</b>								
<b>Annual Street Programs</b>								
2010	1,120,594							
2011		779,700						
2012			900,000					
2013				800,000				
2014					800,000			
2015						900,000		
2016							900,000	
2017								900,000
Eastwood Subdivision Paving	196,000	-	-	-	-	-	-	-
Hart Rd Intersection Imprmnts	-	176,400	-	-	550,000	-	-	-
US Rt 14 Grade Separation	-	103,600	2,000,000	-	-	-	-	-
<b>Funding Sources</b>								
Capital Improvement Fund	1,330,734	1,059,700	2,900,000	800,000	1,350,000	900,000	900,000	900,000
<b>Total Funding Sources</b>	<b>1,330,734</b>	<b>1,059,700</b>	<b>2,900,000</b>	<b>800,000</b>	<b>1,350,000</b>	<b>900,000</b>	<b>900,000</b>	<b>900,000</b>

## Project Descriptions

The street improvement projects detailed below are based on street deficiency ratings of all Village streets. Each year the Engineering & Building Department assesses the Village's streets and determines a deficiency rating for each street. The streets that will be included in each Annual Street Improvement Program may change based on the rate of deterioration of streets in the community or the amount of funding available for each annual program. However, the list of streets below is a starting point for all of the streets that will be completed from 2012 through 2017.

<b>Project Name</b>	<b>Description</b>	<b>Impact on Operating Budget</b>
2012 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Russell, Orchard, Bellingham, Balmoral, Kings Row, Tudor, Warwick, Shady, Lake Zurich, and Old Mill	Small Reduction - Less than \$10,000 for reduced street maintenance costs
2013 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Russell, Summit, Lincoln, Wyngate, Kings Row, Spring, Liberty, and Fox Hunt Trail	Small Reduction - Less than \$10,000 for reduced street maintenance costs
2014 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Lake Shore Drive, Lincoln, Cook, The Point, Raymond, Klingenburg, and Castle Court	Small Reduction - Less than \$10,000 for reduced street maintenance costs
2015 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Valley, George, Walton, North, Ela, Red Barn, and Shady Lane	Small Reduction - Less than \$10,000 for reduced street maintenance costs
2016 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Illinois, Prospect, Carl, Kainer, Cornell, Station, Surrey, Grove, and Lageshulte	Small Reduction - Less than \$10,000 for reduced street maintenance costs
2017 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Exmoor, Fox Glove, Hillside, Oak Ridge, Taylor, Sunny, and Roslyn	Small Reduction - Less than \$10,000 for reduced street maintenance costs
US Route 14 Grade Separation Engineering	Design engineering for a grade separation between Northwest Highway (US Route 14) and the Canadian National owned EJ&E Railroad	Medium Increase - More than \$10,000 but less than \$100,000 due to Staff Time to work with engineering firm
Hart Road/US Route 14 Improvement	Reconstruction of the Intersection of Hart Road and Northwest Highway (US Route 14)	Small Reduction - Less than \$10,000 for reduced street maintenance costs

The Hart Road Intersection project will be a multi-million dollar project and the \$550,000 projected above is only the Village's portion of the total. The majority of the cost for the improvements will be primarily paid for by the Illinois Department of Transportation and the Lake County Department of Transportation from Federal Government funding. The grade separation project for Northwest Highway is funded by a Federal TIGER II grant and if additional funding is secured may be followed by a multi-year construction project to construct the grade separation.

## Community Improvements

### Description of Improvements

There are two aspects to Community Improvements, Pedestrian Walkways and Bikeways. The Village's Pedestrian Sidewalk Program was established to provide a safe, well-maintained system of pedestrian walkways throughout the Village. Bikeways are an important quality of life issue for Village residents. The Village is committed to improving existing bikeways and constructing new paths to provide for a comprehensive pathway system throughout the community as well as connectors to regional pathway systems.

The Village's Pedestrian Sidewalk Program includes the reconstruction of existing sidewalk in poor condition and the construction of new sidewalk to complete gaps between existing stretches of sidewalk. The order of improvements for existing sidewalks is based on a rating of sidewalk condition performed by the Public Works Department. Sidewalks are rated on a five-point scale, from very poor to very good; the Village is committed to improving all sidewalks to at least a good rating. Those sidewalks that are rated very poor receive the highest priority for reconstruction. The installation of new sidewalk is prioritized for walkways that will provide access to public spaces including parks and schools. Sidewalk repairs or installations are often conducted in conjunction with the annual road program as it is easier to manage construction for these projects together.

Bikeway projects include the design, engineering, and construction of bikeways throughout the community. Projects may also include the purchase of small parcels of land or right-of-way to create additional bikeways. Bikeway projects may also include the need to construct culverts or tunnels under roadways or railroads to connect different portions of the overall bikeway system.

### Analysis of Actual, Budgeted, and Projected Expenses

All of the Community Improvement expenditures projected to be incurred are for the Pedestrian Program, the installation of new or replacement of deteriorated sidewalks in the community. The Village is committed to improving or expanding its bikeway system but does not have funding available for these projects from its own sources. However, the Village does actively pursue grant opportunities for Bikeways and will complete projects if grant funding is secured.

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Projected	Approved	Projected	Projected	Projected	Projected	Projected
	Actual	Actual	Budget	Projected	Projected	Projected	Projected	Projected
<b>Capital Expenditures</b>								
Contractual Services	16,112	20,000	-	-	-	-	-	-
Capital Outlay	12,442	10,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>28,554</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projects</b>								
Pedestrian Program	-	-	-	-	-	-	-	-
Safe Routes to School Grant	-	30,000	-	-	-	-	-	-
Bikeway Projects	-	-	-	-	-	-	-	-
<b>Funding Sources</b>								
Capital Improvement Fund	28,554	30,000	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>28,554</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### **Project Descriptions**

The Village has limited resources for Community Improvement projects as Street Improvements remain a priority. Due to the limited resources available to the Village for this project area, Staff actively pursues grant funding for these projects and has developed a list of projects that would be completed if grant funding was secured. Some of the community improvement projects that are a priority if grant funding is secured include:

- Extension of sidewalks to complete missing links in areas throughout the Village.
- Extension of the Hillside Road bike lane
- Addition of bikeway signage along designated bike routes, including Providence Road, Lake Zurich Road, and Summit Street

## Vehicles & Equipment

### Description of Improvements

The Village has a large fleet of vehicles and a substantial quantity of equipment that needs to be replaced at regular intervals. The Village has been committed for many years to saving for these purchases in advance to avoid needing to borrow to obtain the equipment needed to provide services to residents.

At the beginning of 2012, the estimated replacement value of the Village's fleet of vehicles is approximately \$3.851 million of which \$2.500 million (65%) has been saved (designated for future vehicle purchases) in previous budget cycles for replacement vehicles. The replacement value of the Village's Information Technology equipment is approximately \$750,000 with \$545,000 (73%) saved at the beginning of 2012 for future equipment replacements. The estimated replacement value of operating equipment in the Village is \$2.544 million with \$1.258 million (49%) designated for future equipment replacements.

### Analysis of Actual, Budgeted, and Projected Expenses

The amount of vehicle and equipment purchases range from a little over \$1.0 million in 2011 to approximately \$330,000 in 2013. These purchases vary amongst the three categories in any given year.

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Actual	Projected	Approved	Projected	Projected	Projected	Projected	Projected
	Actual	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Capital Expenditures								
Programs	-	296,200	61,350	30,000	21,905	23,600	316,250	90,175
Capital Outlay	364,164	709,499	300,350	300,900	569,605	463,200	507,435	477,360
Total Expenditures	364,164	1,005,699	361,700	330,900	591,510	486,800	823,685	567,535
Projects								
Operating Equipment	14,928	369,425	134,700	98,000	142,460	117,300	100,700	75,450
Technology Equipment	307,829	75,774	45,000	82,400	144,050	138,000	192,485	84,085
Vehicle Purchases	41,407	560,500	182,000	150,500	305,000	231,500	530,500	408,000
Funding Sources								
Capital Improvement Fund	364,164	1,005,699	361,700	330,900	591,510	486,800	823,685	567,535
Total Funding Sources	364,164	1,005,699	361,700	330,900	591,510	486,800	823,685	567,535

### Project Descriptions

The following pages list the vehicles and major pieces of equipment that will be purchased from 2012 through 2017 under current replacement schedules. The vehicle replacement list is comprehensive unless there is a need for a replacement of a vehicle sooner due to its deterioration. The equipment replacement list only includes the major items that will be replaced in a particular year; additional equipment will also be purchased in each year but will be under \$10,000 in cost.

**List of Replacement Vehicles, 2012 - 2017**

Description	Department (Use)	2012	2013	2014	2015	2016	2017
Ford Police Interceptor	PD (Administration)	25,000					
Dodge Charger	PD (Patrol)	29,000					
Dodge Charger	PD (Patrol)	29,000					
Ford Explorer	FD (Deputy Chief)	35,000					
Ford Police Interceptor	FD (Inspections)	24,000					
Ford 4x4 Pickup	PW (Streets)	35,000					
Ford SUV	E&B (Engineering)		25,000				
Dodge Charger	PD (Patrol)		29,000				
Dodge Charger	PD (Patrol)		29,000				
Ford Explorer	FD (Chief)		30,000				
Ford F250 4x4 Pickup/Plow	PW (Streets)		37,500				
Dodge Charger	PD (Chief)			29,000			
Dodge Charger	PD (Patrol)			29,000			
Dodge Charger	PD (Patrol)			29,000			
Ford Mid-Size Vehicle	PD (Investigations)			25,000			
Ford Explorer	PD (Parking Enforcement)			33,000			
Street Sweeper	PW (Street Maintenance)			160,000			
Ford Mid-Size Vehicle	DS (Inspections)				20,000		
Ford Explorer	PD (Patrol Operations)				32,500		
Ford F-350 1 Ton Dump	PW (Streets)				70,000		
Ford F-350 1 Ton Dump	PW (Streets)				70,000		
Single Axle Trailer	PW (Streets)				5,000		
Double Axle Trailer	PW (Streets)				6,000		
Ford F-250	PW (Streets)				28,000		
Ford Police Interceptor	PD (Administration)					29,000	
Ford Excursion	FD (Administration)					20,000	
Pierce Squad	FD (Operations)					450,000	
Ford Explorer	FD (Investigations)					25,000	
Ford Mid-Size Vehicle	PW (Administration)					6,500	
Dodge Charger	PD (Patrol)						29,000
Dodge Charger	PD (Patrol)						29,000
Ford Explorer	PD (Investigations)						30,000
INT 4300 Ambulance	FD (Operations)						150,000
Ford Explorer	PW (Forestry)						30,000
	Annual Totals	177,000	150,500	305,000	231,500	530,500	268,000

**List of Major Equipment Purchases, 2011 - 2016**

Description	Department (Use)	2012	2013	2014	2015	2016	2017
Firehouse Software Upgrade	IS/FD	22,000					
In-Car Video System	PD	40,000					
Police Squad Equipment	PD		20,000				
Tactical Armor	PD		17,000				
Asphalt Grinder	PW		15,000				
Software Licensing	IS		25,000				
Livescan Equipment	PD			60,000			
Interoperable Radio Device	PD			10,500			
Server & RAID Storage	IS			50,000			
Fiber Network Equip	IS			25,000			
Defibrillator	FD				26,500		
Software Upgrades	CFS, E&B, IS				46,000		
Server & Licenses	IS				50,000		
Network Switches	IS				20,000		
Workstations	E&B				12,300		
Portable Radios	FD					20,000	
Defibrillator	FD					26,500	
Cots	FD					40,000	
MDTs, In-Car Computers	FD					40,000	
Server & Licenses	IS					50,000	
Software Licensing	IS					25,000	
Asphalt Grinder	PW						15,000
MDTs, In-Car Computers	PD						40,000
Defibrillator	FD						26,400
	Annual Totals	62,000	77,000	145,500	154,800	201,500	81,400

## Storm Water Management Projects

### Description of Improvements

In 2007, 2008, and 2010, several areas in the community were severely impacted by flooding after abnormal rain events. In response to this problem, the Village commissioned a study to determine methods of mitigating flooding and create a long range plan for storm water management in the community. Several key projects have been identified and the Storm water Management budget unit was established to consolidate expenditures to efficiently manage the financial aspects of these projects.

Improvements related to storm water management include additional engineering analyses as needed, the installation of storm sewers in the community, the creation of storm water detention areas, and various other activities that will prevent flooding and manage storm water after severe rain events.

### Analysis of Actual, Budgeted, and Projected Expenses

Funding for storm water projects ranges from \$470,000 in 2011 to \$98,152 in 2010 with the majority of expenditures dedicated to stormsewer construction in the community. There are many small storm water projects occurring in the community that are not separately displayed below as they are small single year projects.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	55,657	20,000	-	25,000	-	-	-	25,000
Programs	10,995	-	-	-	-	-	-	-
Capital Outlay	31,500	450,000	-	150,000	-	-	-	150,000
<b>Total Expenditures</b>	<b>98,152</b>	<b>470,000</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175,000</b>
<b>Projects</b>								
Stormsewer Construction	87,157	470,000	-	175,000	-	-	-	175,000
Neighborhood Drainage Prog	10,995	-	-	-	-	-	-	-
<b>Funding Sources</b>								
Capital Improvement Fund	19,615	-	-	-	-	-	-	-
Water & Sewer Fund	78,537	470,000	-	175,000	-	-	-	175,000
<b>Total Funding Sources</b>	<b>98,152</b>	<b>470,000</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175,000</b>

### Project Descriptions

One project is a priority for the Village and is related to responding to flood events that have occurred since 2007. However, this project is dependent on the Village receiving grant funding.

Project Name	Description	Impact on Operating Budget
Flooding Mitigation Project	Village is applying for grant to purchase properties in most flood prone area, demolish the properties, and then construct a floodwater detention facility to address flooding in the community	Moderate Increase - Increase of \$10,000 and \$100,000 for floodwater detention facility maintenance

## Water System Projects

### Description of Improvements

The maintenance and improvement of the Village’s water system is an important aspect of the overall capital improvement program in the Village. This system supplies drinking water to approximately 4,450 metered customers, had an average daily consumption of 1,274,000 gallons in 2010, includes 87 miles of Water Main, and 4,400,000 gallons of storage capacity. The capacity, structural integrity and general condition of the storage facilities, well houses and pumps, water mains, and service lines are critical to the Village’s continued ability to supply its customers with clean, high quality drinking water and to provide adequate pressure for fire suppression.

Water system improvements include the construction, reconstruction, or rehabilitation of any part of the water distribution system, including water main, water main valves, water service lines, wells, and storage facilities. The construction, reconstruction, or rehabilitation of water mains is typically completed in conjunction with the Street Maintenance Program. Coordination between these programs is essential to prolong the useful life of Village streets (if the Village has to open up a street to repair a water main, this has a negative impact on the integrity of the street and may lead to quicker deterioration).

### Analysis of Actual, Budgeted, and Projected Expenses

Funding for Water System projects ranges from \$1,505,000 in 2012 to \$525,000 in 2014, with the large project in 2012 being the installation of new water main in the area of the intersection of Hough and Main Streets. The funding from 2013 through 2017 includes water main improvements in conjunction with the annual road program and water facility upgrades.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	58,933	52,743	125,000	75,000	75,000	75,000	75,000	75,000
Capital Outlay	1,270,349	550,000	1,380,000	700,000	450,000	700,000	450,000	700,000
<b>Total Expenditures</b>	<b>1,329,282</b>	<b>602,743</b>	<b>1,505,000</b>	<b>775,000</b>	<b>525,000</b>	<b>775,000</b>	<b>525,000</b>	<b>775,000</b>
<b>Projects</b>								
Hough & Main Watermain	-	-	1,025,000	-	-	-	-	-
Lake-Cook Watermain	561,020	-	-	-	-	-	-	-
Water Facility Improvements	-	-	80,000	-	125,000	-	125,000	-
Watermain Improvements	768,262	602,743	400,000	775,000	400,000	775,000	400,000	775,000
<b>Funding Sources</b>								
Water & Sewer Fund	1,329,282	602,743	1,505,000	775,000	525,000	775,000	525,000	775,000
<b>Total Funding Sources</b>	<b>1,329,282</b>	<b>602,743</b>	<b>1,505,000</b>	<b>775,000</b>	<b>525,000</b>	<b>775,000</b>	<b>525,000</b>	<b>775,000</b>

## **Project Descriptions**

The large Water System projects that have occurred or will occur from 2012 to 2017 include:

<b>Project Name</b>	<b>Description</b>	<b>Impact on Operating Budget</b>
Water Well Upgrades	Purchase and install various pieces of equipment at Wells #1 and #4 and at Station Street Wellhouse	Small Reduction - Less than \$10,000 for reduced watermain maintenance costs
Hough-Main Watermain Improvements	Reconstruction of 100 year old watermain in the area of the Hough-Main intersection	Medium reduction - \$10,000 to \$100,000 for reduced watermain maintenance
Watermain Improvements	Various watermain improvements throughout community, including responding to breaks	Small Reduction - Less than \$10,000 for reduced watermain maintenance costs

## Wastewater Treatment System Projects

### Description of Improvements

The maintenance and improvement of the Village's sanitary sewer system is an important aspect of the overall capital improvement program in the Village. The sanitary sewer system collects wastewater, utilizes a mechanical and biological process to metabolize and remove pollutants, and then discharges the effluent (the cleaned water) to Flint Creek. The sanitary sewer system provides service to approximately 4,450 metered customers and includes 64 miles of sanitary sewer and a wastewater treatment facility.

Sanitary Sewer System Improvements include the construction, reconstruction, or rehabilitation of any part of the wastewater collection and treatment system, including sanitary sewer main, sanitary sewer pumps, and the Wastewater Treatment Plant. The construction, reconstruction, or rehabilitation of sanitary sewer mains is typically completed in conjunction with the Street Maintenance Program. Coordination between these programs is essential to prolong the useful life of Village streets (if the Village has to open up a street to repair a sewer main, this has a negative impact on the integrity of the street and may lead to quicker deterioration).

In addition, another area of significant capital improvement expenditures in the Sanitary Sewer System is Inflow and Infiltration Repairs. These repairs include cross connection and leak repairs to prevent storm water from entering the sanitary sewer system which can overburden the wastewater treatment plant and cause backups in the sanitary sewer system. These repairs may also include the construction of temporary storage areas to hold excess sanitary flow in the event of a major rainfall; this is necessary to prevent sewage backups into resident's basements and surcharges at manhole locations.

### Analysis of Actual, Budgeted, and Projected Expenses

Funding for Wastewater Treatment System projects ranges from \$850,000 in 2013, 2015, and 2017 to \$1,653,896 in 2011, with the large project in 2011 being upgrades to the Wastewater Treatment Plant. The funding from 2013 through 2016 includes many Sanitary Sewer Main improvements including responding and repairing to any main breaks that could occur.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	289,679	153,896	105,000	125,000	100,000	125,000	100,000	125,000
Capital Outlay	977,744	1,500,000	966,000	725,000	825,000	725,000	825,000	725,000
<b>Total Expenditures</b>	<b>1,267,423</b>	<b>1,653,896</b>	<b>1,071,000</b>	<b>850,000</b>	<b>925,000</b>	<b>850,000</b>	<b>925,000</b>	<b>850,000</b>
<b>Projects</b>								
Sanitary Sewer Lining	-	200,000	-	200,000	-	200,000	-	200,000
Treatment Facility Upgrades	444,283	757,500	-	-	525,000	-	525,000	-
Lift Station Upgrades	-	380,000	671,000	250,000	-	250,000	-	250,000
Sanitary Sewer Main Impr	823,140	316,396	400,000	400,000	400,000	400,000	400,000	400,000
<b>Funding Sources</b>								
Water & Sewer Fund	1,267,423	1,653,896	1,071,000	850,000	925,000	850,000	925,000	850,000
<b>Total Funding Sources</b>	<b>1,267,423</b>	<b>1,653,896</b>	<b>1,071,000</b>	<b>850,000</b>	<b>925,000</b>	<b>850,000</b>	<b>925,000</b>	<b>850,000</b>

## **Project Descriptions**

The large Wastewater Treatment System projects that have occurred or will occur from 2012 to 2017, and their impact on the Village's operating budget, include:

<b>Project Name</b>	<b>Description</b>	<b>Impact on Operating Budget</b>
Secondary Clarifier Project	Replace obsolete traveling vacuum style sludge collection system with a chain and flight system to greatly reduce maintenance and improve efficiency to plant operations	Small Reduction - Less than \$10,000 for reduced street maintenance costs
Phosphorous Removal Component Installation	Installation of baffling system in WWTP secondary process to see if phosphorous removal (IEPA requirement) can be achieved using existing biological process instead of chemical addition process. Large cost savings achieved with biological removal compared to chemical removal due to costs of chemical, pumping equipment and increase amount of sludge generation.	Small Reduction - Less than \$10,000 for reduced street maintenance costs
Lift Station Upgrades	Reconstruct Lift Stations to enhance ability to pump raw sewage to treatment plant	Small Reduction - Less than \$10,000 for reduced street maintenance costs
Sanitary Sewer Main Improvements	Various sewermain improvements throughout community, including responding to breaks	Small Reduction - Less than \$10,000 for reduced street maintenance costs

## Parking System Improvements

### Description of Improvements

One of the main railroad commuter lines to Chicago runs through the community and the schedule for this line is attractive, making the Barrington Train Station a preferred station for commuting into Chicago for employment. The Village is committed to pursuing parking options that enhance parking (for commuters, employees/employers, and shoppers) but minimize impacts on traffic and prevent the diversion of vehicles into residential areas. This budget unit consolidates expenditures related to improvements for the Village's commuter, shopping, and employee/employer parking facilities.

Parking System Improvements include the construction, reconstruction, or rehabilitation of parking facilities surrounding the Barrington Commuter Train Station. Improvements may also include enhancements to parking facilities within the Central Business District, including construction, reconstruction, or rehabilitation of such facilities.

### Analysis of Actual, Budgeted, and Projected Expenses

In 2010, the Village completed two projects, the reconstruction of the North Commuter Parking Lot and the purchase of new Parking Payment Fareboxes. In 2012, the replacement of an existing, deteriorated retaining wall will be completed.

	FY 2010 Actual	FY 2011 Projected Actual	FY 2012 Approved Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Capital Expenditures</b>								
Contractual Services	-	-	-	-	-	-	-	-
Capital Outlay	676,875	-	175,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>676,875</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Projects</b>								
New Fareboxes	128,290	-	-	-	-	-	-	-
Repave North Commuter Lots	548,585	-	-	-	-	-	-	-
Replace Retaining Wall	-	-	175,000	-	-	-	-	-
<b>Funding Sources</b>								
Parking System Fund	676,875	-	175,000	-	-	-	-	-
<b>Total Funding Sources</b>	<b>676,875</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Project Descriptions

One project, in 2012, is currently planned for this capital improvement area.

Project Name	Description	Impact on Operating Budget
Replace Retaining Wall	Replacement of a retaining wall in the Village's Train Station Commuter Parking Lot	Small Reduction - Less than \$10,000 for reduced street maintenance costs

One of the major parking improvement projects that may occur if grant funding is secured is the construction of a new entrance drive, including traffic signals, and a parking deck in place of a portion of the North Commuter Parking Lot at the Train Station.

# Ordinance Adopting Annual Budget

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VILLAGE OF BARRINGTON, ILLINOIS

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ORDINANCE NUMBER 11- 3659

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS  
FOR FISCAL YEAR 2012, BEGINNING JANUARY 1, 2012 AND ENDING DECEMBER 31, 2012

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ADOPTED BY THE  
CORPORATE AUTHORITIES  
OF THE  
VILLAGE OF BARRINGTON, ILLINOIS  
THIS 15<sup>th</sup> DAY OF NOVEMBER, 2011

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Published in pamphlet form by the  
authority of the Board of Trustees  
of the Village of Barrington,  
Illinois, this 15<sup>th</sup> day of  
November, 2011

**ORDINANCE NO. 11-** \_\_\_\_\_

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS FOR FISCAL YEAR 2012, BEGINNING JANUARY 1, 2012 AND ENDING DECEMBER 31, 2012**

**WHEREAS**, the Corporate Authorities of the Village of Barrington did by ordinance, adopt an annual budget procedure, as provided by Chapter 65 ILCS 5/8-2-9.1 through Chapter 65 ILCS 5/8-2-9.10, as amended, in lieu of an annual appropriation ordinance; and

**WHEREAS**, in the process of developing the budget for Fiscal Year 2012, the Corporate Authorities of the Village of Barrington considered various supporting documents that reflect priorities, objectives, processes, procedures, and policies and include supplementary information and supporting schedules; and

**WHEREAS**, these supporting documents include the following: Letter of Transmittal, Introduction to Barrington; Guide to Using the Budget Document; the Budget Process; the Basis of Budgeting; Budget and Financial Policies; Strategic Planning; Financial Condition Evaluation; Synopsis of Economic Events and Assumptions; Revenue Descriptions, Historical Trends, and Projections; Financial Summary Tables; Revenues, Expenditures/Expenses, and Changes in Fund Balances/Equity by Fund; Operating Expenditures/Expense Budgets by Department; and the Appendices including the Personnel Analysis; Five Year Financial Forecast, the Legal Debt Margin; the Capitalization Policy; and the Glossary; and

**WHEREAS**, these supporting documents are not included in the budget for Fiscal Year 2012 but provide a framework for the development of the budget; and

**WHEREAS**, the tentative budget has been compiled and prepared by the Budget Officer and submitted to the President and Board of Trustees on November 16, 2011; and

**WHEREAS**, the tentative budget has been published in pamphlet form and made conveniently available for public inspection from November 16, 2011 to November 28, 2011, at the Village Hall and on the Village Website (said date being more than ten (10) days prior to the approval of the budget Ordinance on November 28, 2011).

**WHEREAS**, a public hearing was held on said tentative budget on November 28, 2011 (said date being more than one week after the publication of the tentative budget) pursuant to a notice of hearing published in a newspaper of general circulation in this municipality at least ten (10) days prior to said hearing; and

**WHEREAS**, the Corporate Authorities of the Village of Barrington desire to adopt the Budget for Fiscal Year 2012.

NOW, THEREFORE, BE IT ORDAINED by the President and Board of Trustees of the Village of Barrington, Cook and Lake Counties, Illinois, that:

**SECTION 1:** The Budget (which consists of the Revenue Estimate, the Expenditure Budget, the Summary of Transfers, and the Official Compensation Plan for 2012) a copy of all of which is attached hereto and expressly made part hereof as Exhibit A to this Ordinance, is hereby adopted as the Budget of the Village of Barrington for the fiscal year beginning January 1, 2012 and ending December 31, 2012.

**SECTION 2:** This Ordinance shall be published in pamphlet form and shall be in full force and effect from and after its passage, approval and publication in pamphlet form as provided by law.

Passed This 28<sup>th</sup> Day of November, 2011 by a Roll Call Vote of the President and Board of Trustees:

Ayes: Trustees Kresner, Hunt, Duluge, Miller, Kudong and President Darch  
Nays: None  
Absent: Trustee Roberts  
Abstain: None

Approved this 28 Day of November, 2011

Karen Darch  
Karen Darch, Village President

Attested and filed this 28<sup>th</sup> Day of November, 2011

Adam Frazier  
Adam Frazier, Village Clerk

NOTICE OF PUBLIC HEARING

ON THE TENTATIVE BUDGET FOR THE VILLAGE OF BARRINGTON FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2012 AND ENDING DECEMBER 31, 2012 AND AVAILABILITY OF SAME FOR PUBLIC INSPECTION

NOTICE IS HEREBY GIVEN that a public hearing shall be held on Monday, November 28, 2011 at 8:00 p.m. or as soon after as it appears on the Agenda, in the Village Board Room, at 200 South Hough Street, Barrington, Illinois on the Tentative Budget of this Village for the fiscal year beginning January 1, 2012 and ending December 31, 2012. This Tentative Budget was placed on file for public inspection beginning on November 16, 2011, and shall remain on file and available for public inspection until 8:00 p.m. on November 28, 2011 at the Village Hall, 200 South Hough Street, Barrington, Illinois, between the hours of 8:00 a.m. and 4:30 p.m. Monday through Friday. A copy of the Tentative Budget will also be available on the Village's website at http://www.barrington-il.gov. It is anticipated that the President and Board of Trustees will adopt the 2012 Budget in its final form at its regular meeting on November 28, 2011.

The building is handicap accessible. Published in Daily Herald November 16, 2011 (4283157)

CERTIFICATE OF PUBLICATION

Paddock Publications, Inc.

Daily Herald

Corporation organized and existing under and by virtue of the laws of the State of Illinois, DOES HEREBY CERTIFY that it is the publisher of the DAILY HERALD. That said DAILY HERALD is a secular newspaper and has been circulated daily in the Village(s) of Algonquin, Antioch, Arlington Heights, Aurora, Barrington, Barrington Hills, Lake Barrington, North Barrington, South Barrington, Bartlett, Batavia, Buffalo Grove, Burlington, Campton Hills, Carpentersville, Cary, Deer Park, Des Plaines, South Elgin, East Dundee, Elburn, Elgin, Elk Grove Village, Fox Lake, Fox River Grove, Geneva, Gilberts, Grayslake, Green Oaks, Gurnee, Hainesville, Hampshire, Hanover Park, Hawthorn Woods, Hoffman Estates, Huntley, Inverness, Island Lake, Kildeer, Lake Villa, Lake in the Hills, Lake Zurich, Libertyville, Lincolnshire, Lindenhurst, Long Grove, Mt. Prospect, Mundelcin, Palatine, Prospect Heights, Rolling Meadows, Round Lake, Round Lake Beach, Round Lake Heights, Round Lake park, Schaumburg, Sleepy Hollow, St. Charles, Streamwood, Tower Lakes, Vernon Hills, Volo, Wauconda, Wheeling, West Dundee, Wildwood, Sugar Grove

County(ies) of Cook, Kane, Lake, McHenry and State of Illinois, continuously for more than one year prior to the date of the first publication of the notice hereinafter referred to and is of general circulation throughout said Village(s), County(ies) and State.

I further certify that the DAILY HERALD is a newspaper as defined in "an Act to revise the law in relation to notices" as amended in 1992 Illinois Compiled Statutes, Chapter 7150, Act 5, Section 1 and 5. That a notice of which the annexed printed slip is a true copy, was published November 16, 2011 in said DAILY HERALD.

IN WITNESS WHEREOF, the undersigned, the said PADDOCK PUBLICATIONS, Inc., has caused this certificate to be signed by, this authorized agent, at Arlington Heights, Illinois.

PADDOCK PUBLICATIONS, INC. DAILY HERALD NEWSPAPERS

BY Kathleen E. Solan Authorized Agent

Control # 4283157

## Estimate of Revenues

The Revenue Estimate establishes the resources available for every Fund of the Village during the budget year and is approved by the Village Board as part of the Ordinance adopting the Annual Budget. By Statute, the Expenditure Budget in a Fund cannot exceed the Revenue Estimate unless an appropriation of Fund Balance occurs.

### Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>General Fund</b>						
Property Taxes						
Property Tax - Corporate	507,410	450,370	425,000	341,490	430,750	475,000
Property Tax - Fire Protection	306,075	295,401	325,000	250,885	321,750	325,000
Property Tax - Ambulance	344,949	310,647	325,000	261,280	321,750	325,000
Property Tax - Police Protection	300,583	292,162	300,000	232,792	297,000	325,000
Property Tax - Crossing Guards	35,893	50,569	40,000	38,076	39,600	50,000
Property Tax - Audit	17,926	23,300	10,000	12,326	9,900	13,000
Property Tax - Road & Bridge	46,690	48,108	40,000	41,006	50,000	50,000
Property Tax - FICA	263,648	235,957	200,000	165,461	198,000	200,000
Property Tax - IMRF	175,765	146,161	200,000	158,322	198,000	200,000
Property Tax - Fire Pension	172,167	233,345	200,000	181,862	198,000	240,000
Property Tax - Police Pension	373,469	580,487	645,000	502,319	638,550	590,000
Property Tax - SSA #1	21,305	18,189	22,000	13,920	22,000	22,000
Property Tax - SSA #3	30,584	30,128	30,000	27,868	30,500	30,000
<b>Total Property Taxes</b>	<b>2,596,464</b>	<b>2,714,823</b>	<b>2,762,000</b>	<b>2,227,607</b>	<b>2,755,800</b>	<b>2,845,000</b>
Other Taxes						
Sales Tax	3,229,784	3,561,253	3,650,000	2,773,279	3,625,000	3,700,000
Automobile Rental Tax	15,445	14,895	15,000	12,878	15,000	15,000
Replacement Tax	112,406	120,123	120,000	78,920	110,000	90,000
Income Tax	826,460	794,998	750,000	622,048	805,000	800,000
Local Use Tax	124,894	133,742	125,000	118,444	145,000	140,000
Telecommunications Tax	601,656	749,670	730,000	511,110	675,000	700,000
Electricity Tax	501,980	646,906	600,000	497,258	625,000	310,000
Natural Gas Tax	202,246	237,412	-	-	-	-
Hotel/Motel Tax	11,748	10,855	15,000	6,750	9,000	15,000
Foreign Fire Tax	41,544	39,629	30,000	-	37,500	35,000
Motor Fuel Tax	265,216	307,148	275,000	235,839	295,000	275,000
<b>Total Other Taxes</b>	<b>5,933,379</b>	<b>6,616,632</b>	<b>6,310,000</b>	<b>4,856,526</b>	<b>6,341,500</b>	<b>6,080,000</b>
Intergovernmental						
Training Grants/Rmbrsmnts	7,436	12,732	10,000	29,788	32,500	12,500
Public Sfty Grnts & Rmbrsmnts	464,887	96,662	9,500	70,600	75,000	15,000
Street/Trffc Grnts & Rmbrsmnts	17,998	18,641	16,000	18,778	20,000	20,000
Grants & Reimbursements	-	6,282	175,000	9,648	95,000	25,000
Contributions for Dial a Ride	22,479	-	-	-	-	-
Program/Project Contributions	76,993	85,657	90,000	63,740	82,500	90,000
<b>Total Intergovernmental</b>	<b>589,793</b>	<b>219,973</b>	<b>300,500</b>	<b>192,554</b>	<b>305,000</b>	<b>162,500</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Licenses &amp; Permits</b>						
Liquor License	45,329	47,233	50,000	50,283	50,300	50,000
Food & Vendor Permits	14,575	700	12,500	-	-	10,000
Building Permits	193,718	109,976	180,000	216,410	240,000	225,000
Electrical Permits	24,465	12,798	25,000	950	1,000	-
Plumbing Permits	14,265	12,015	15,000	540	600	-
Elevator Inspection Fees	14,519	11,790	15,000	8,240	8,500	-
Occupancy Permits	2,550	1,990	2,000	200	500	2,000
Contractors License Fee	15,000	20,675	-	21,132	25,000	20,000
Temporary Use Permits	325	-	-	-	-	-
Overweight Permits	47,709	31,865	30,000	37,093	40,000	40,000
Permits & Licenses	8,106	30,642	25,000	22,430	25,000	25,000
<b>Total Licenses &amp; Permits</b>	<b>380,561</b>	<b>279,684</b>	<b>354,500</b>	<b>357,278</b>	<b>390,900</b>	<b>372,000</b>
<b>Charges for Services</b>						
Non-Resident EMS Transport	63,216	105,762	75,000	77,763	95,000	85,000
Resident EMS Transport	213,767	201,333	200,000	138,490	165,000	200,000
Emergency 911 Surcharge	254,180	148,380	250,000	119,656	150,000	200,000
<b>Shared Services</b>						
Barrington Hills	9,051	4,388	7,500	4,224	5,000	5,000
Inverness - Police	513,887	-	-	-	-	-
BCFPD/Administration	3,092,804	3,172,947	3,350,000	2,210,281	3,175,000	3,400,000
BCFPD/Pension	326,973	376,482	382,000	272,794	380,500	390,000
Police Special Events	20,071	11,980	12,000	11,806	21,500	12,000
Fire Special Events	1,748	2,857	3,500	816	-	3,000
Public Works Special Events	999	533	1,000	4,238	4,500	1,000
Police False Alarms	10,450	12,650	10,000	7,250	5,100	10,000
<b>Escrow Reimbursement</b>						
Engineering	5,869	120	7,500	-	5,500	1,000
Plan Commission	23,071	2,095	20,000	6,235	-	1,000
ARC	-	-	-	-	100	1,000
ZBA	5,518	440	3,500	-	-	1,000
Plan Exam	27,700	8,440	25,000	-	-	10,000
ZBA Petitions	3,400	1,000	3,000	-	-	2,000
ARC Petitions	6,150	5,000	7,000	-	7,500	5,000
PC Petitions	1,600	1,200	3,500	7,900	-	2,000
Sign Fee	3,355	-	3,000	-	-	-
Driveway/Culvert Fee	2,570	-	2,500	-	-	-
Liquor License Application Fee	5,175	3,900	4,500	2,975	2,950	4,000
Printed Materials/Reports	950	15	300	-	100	-
Miscellaneous Charges	3,409	26,957	4,000	1,924	2,000	20,000
<b>Interfund Charges</b>						
Administration Charge	962,048	502,228	354,840	266,130	354,840	412,680
Risk Management Charge	-	330,086	348,300	261,225	348,300	355,200
Information Systems	-	30,329	79,800	59,850	79,800	69,000
Central Garage Charge	-	171,397	161,280	121,095	161,280	151,905
Dispatch Svcs Charge	-	-	45,600	22,800	45,600	33,600
<b>Total Charges for Services</b>	<b>5,557,961</b>	<b>5,120,520</b>	<b>5,364,620</b>	<b>3,597,452</b>	<b>5,009,570</b>	<b>5,375,385</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Fines &amp; Forfeitures</b>						
Traffic Fines - Cook	110,241	105,996	100,000	87,120	100,000	100,000
Traffic Fines - Lake	2,488	1,758	4,500	240	500	2,500
Administrative Tow Fees	-	-	30,000	-	-	-
Overweight Fines	14,519	8,645	5,000	3,330	4,000	7,500
Property Maintenance Fines	-	9,620	-	34,314	35,000	15,000
DUI Fines	8,605	6,057	7,500	8,006	9,000	7,500
Drug Fines/Seizures	-	-	-	-	-	-
Miscellaneous Fines & Forfeits	3,075	648	1,000	-	150	1,000
<b>Total Fines &amp; Forfeitures</b>	<b>138,928</b>	<b>132,724</b>	<b>148,000</b>	<b>133,010</b>	<b>148,650</b>	<b>133,500</b>
<b>Village Property Usage</b>						
Rental Income	282,852	286,826	275,000	3,933	275,000	290,000
Cable TV Fees	144,332	157,822	145,000	129,406	160,000	160,000
<b>Total Village Property Usage</b>	<b>427,184</b>	<b>444,648</b>	<b>420,000</b>	<b>133,339</b>	<b>435,000</b>	<b>450,000</b>
<b>Investment Income</b>						
Interest	115,822	27,769	250,000	254,382	265,000	200,000
Interest Real Estate Taxes	801	227	-	129	-	-
Interest - Hotel/Motel	30	1	250	-	-	100
Interest - MFT	1,257	694	1,300	208	250	1,000
Interest - Memorial Donations	259	36	100	15	25	100
Interest - Emergency 911	1,210	603	1,350	266	350	1,000
Interest - Foreign Fire	184	130	200	77	100	100
Interest - SSA #1	72	3	25	-	-	25
Interest - SSA #3	170	8	100	-	-	100
Unrealized Gain/Loss	(338)	14,549	-	-	-	15,000
Realized Gain/Loss	-	-	-	-	-	-
<b>Total Investment Income</b>	<b>119,468</b>	<b>44,020</b>	<b>253,325</b>	<b>255,077</b>	<b>265,725</b>	<b>217,425</b>
<b>Miscellaneous</b>						
Sponsorship - Cmmnty Events	9,250	21,703	-	14,372	15,000	15,000
Sponsorship - Cruise Nights	-	-	10,000	-	-	-
Donations	8,480	2,875	-	695	700	3,000
Donations - Police	-	-	-	-	-	-
Donations - Fire	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-
Insurance/Cobra Charge	-	16,733	-	-	200	15,000
Project Contributions	-	-	-	-	-	-
Project Reimbursements	1,191	-	-	53,022	55,000	25,000
Miscellaneous Revenue	15,513	36,379	25,000	123,810	125,000	30,000
<b>Total Miscellaneous</b>	<b>34,434</b>	<b>77,688</b>	<b>35,000</b>	<b>191,899</b>	<b>195,900</b>	<b>88,000</b>
<b>Total Revenues</b>	<b>15,778,172</b>	<b>15,650,712</b>	<b>15,947,945</b>	<b>11,944,742</b>	<b>15,848,045</b>	<b>15,723,810</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Capital Improvement Fund</b>						
Other Taxes						
Electrical Utility Tax	-	-	-	-	-	312,500
Natural Gas Tax	-	-	250,000	189,454	235,000	250,000
<b>Total Other Taxes</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>189,454</b>	<b>235,000</b>	<b>562,500</b>
Intergovernmental						
Grants & Reimbursements	-	-	250,000	70,652	325,000	2,250,000
<b>Total Intergovernmental</b>	<b>-</b>	<b>-</b>	<b>250,000</b>	<b>70,652</b>	<b>325,000</b>	<b>2,250,000</b>
Charges for Services						
Shared Services						
BCFPD/Equipment	-	47,011	72,200	26,333	50,000	23,700
BCFPD/Vehicles	-	-	224,000	-	210,000	30,000
<b>Total Charges for Services</b>	<b>-</b>	<b>47,011</b>	<b>296,200</b>	<b>26,333</b>	<b>260,000</b>	<b>53,700</b>
Village Property Usage						
Rental Income	-	-	-	-	-	105,000
<b>Total Village Property Usage</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>105,000</b>
Investment Income						
Interest	22,061	33,196	40,000	2,993	4,500	35,000
Interest - Public Benefit	694	50	750	-	-	100
Unrealized Gain/Loss	-	6,972	-	-	-	5,000
Realized Gain/Loss	-	-	-	-	-	-
<b>Total Investment Income</b>	<b>22,755</b>	<b>40,218</b>	<b>40,750</b>	<b>2,993</b>	<b>4,500</b>	<b>40,100</b>
Miscellaneous						
Project Contributions	100,000	-	-	240,000	240,000	-
Project Reimbursements	-	-	-	-	-	-
Sales of Assets	-	6,875	30,500	-	-	30,000
Miscellaneous Revenue	(2,610)	(10,411)	-	464	-	-
<b>Total Miscellaneous</b>	<b>97,390</b>	<b>(3,536)</b>	<b>30,500</b>	<b>240,464</b>	<b>240,000</b>	<b>30,000</b>
Debt Proceeds						
Bond Proceeds	2,550,000	-	-	-	-	-
<b>Total Debt Proceeds</b>	<b>2,550,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues</b>	<b>2,670,145</b>	<b>83,693</b>	<b>867,450</b>	<b>529,895</b>	<b>1,064,500</b>	<b>2,936,300</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Village Center TIF Fund</b>						
Property Taxes						
Property Tax - Corporate	1,258,895	1,078,952	1,375,000	662,612	1,150,000	1,150,000
Total Property Taxes	1,258,895	1,078,952	1,375,000	662,612	1,150,000	1,150,000
Intergovernmental						
Grants & Reimbursements	-	-	-	-	19,472	-
Total Intergovernmental	-	-	-	-	19,472	-
Village Property Usage						
Rental Income	63,000	21,000	-	-	-	-
Total Village Property Usage	63,000	21,000	-	-	-	-
Investment Income						
Interest	4,020	2,253	4,500	1,095	1,750	5,000
Interest - Bond Proceeds	4,736	-	2,500	-	-	-
Total Investment Income	8,756	2,253	7,000	1,095	1,750	5,000
Miscellaneous						
Sale of Assets	-	-	-	-	-	-
Miscellaneous Revenue	-	(1)	-	44,586	44,586	-
Total Miscellaneous	-	(1)	-	44,586	44,586	-
<b>Total Revenues</b>	<b>1,330,651</b>	<b>1,102,204</b>	<b>1,382,000</b>	<b>708,293</b>	<b>1,215,808</b>	<b>1,155,000</b>
<b>Debt Service Fund</b>						
Property Taxes						
Property Tax - Corporate	780,077	731,791	740,000	559,879	794,000	790,000
Total Property Taxes	780,077	731,791	740,000	559,879	794,000	790,000
Investment Income						
Interest	3,920	1,386	4,000	131	250	5,000
Total Investment Income	3,920	1,386	4,000	131	250	5,000
Miscellaneous						
Miscellaneous	-	57,262	40,000	24,028	40,000	40,000
Total Miscellaneous	-	57,262	40,000	24,028	40,000	40,000
Debt Proceeds						
Bond Refunding Proceeds	5,890,000	-	-	-	-	-
Total Debt Proceeds	5,890,000	-	-	-	-	-
<b>Total Revenues</b>	<b>6,673,997</b>	<b>790,438</b>	<b>784,000</b>	<b>584,038</b>	<b>834,250</b>	<b>835,000</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Water &amp; Sewer Fund</b>						
Intergovernmental						
Grants & Reimbursements	-	-	-	63,976	63,976	-
Total Intergovernmental	-	-	-	63,976	63,976	-
Charges for Services						
Water Sales	1,370,733	1,575,744	1,450,000	1,246,060	1,830,000	1,625,000
Sewer Sales	2,918,358	3,151,487	3,108,000	2,418,824	2,745,000	3,175,000
Meter Sales	5,120	2,545	5,000	65	250	5,000
W&S Connections	76,970	2,000	125,000	76,450	75,000	75,000
Water for Construction	1,052	49	2,500	-	-	2,500
Total Charges for Services	4,372,234	4,731,825	4,690,500	3,741,399	4,650,250	4,882,500
Investment Income						
Interest	21,379	27,851	35,000	5,919	12,500	35,000
Unrealized Gain/(Loss)	1,314	4,852	-	-	-	-
Total Investment Income	22,693	32,703	35,000	5,919	12,500	35,000
Miscellaneous						
Other Income	11,925	181,835	157,750	73,073	80,000	125,000
Project Contributions	-	-	-	-	-	-
Gain/(Loss) on Disposal	-	(26,351)	-	-	-	-
Damage Claim Reimbursement	-	8,318	-	-	-	-
Total Miscellaneous	11,925	163,802	157,750	73,073	80,000	125,000
Total Revenues	4,406,852	4,928,330	4,883,250	3,820,391	4,742,750	5,042,500
<b>Recycling &amp; Refuse Fund</b>						
Charges for Services						
Refuse Charges	1,079,893	1,082,496	1,134,000	807,089	1,085,000	1,135,000
Total Charges for Services	1,079,893	1,082,496	1,134,000	807,089	1,085,000	1,135,000
Investment Income						
Interest Income	893	611	1,000	248	600	1,000
Total Investment Income	893	611	1,000	248	600	1,000
Miscellaneous						
Other Income	3,228	3,629	3,000	404	750	3,000
Compost Bags	896	-	-	-	-	-
Total Miscellaneous	4,124	3,629	3,000	404	750	3,000
Total Revenues	1,084,910	1,086,736	1,138,000	807,741	1,086,350	1,139,000

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Parking System Fund</b>						
Property Taxes						
SSA #16	-	58,767	20,000	4,892	20,000	-
SSA #17	1,480	75,935	25,000	2,889	-	-
<b>Total Property Taxes</b>	<b>1,480</b>	<b>134,702</b>	<b>45,000</b>	<b>7,781</b>	<b>20,000</b>	<b>-</b>
Licenses & Permits						
Parking Lot 2/CNW	81,734	59,809	80,000	(705)	(525)	80,000
Parking Permits	147,374	163,572	140,000	186,611	240,000	140,000
Employer/Employee	21,898	23,596	24,000	21,893	24,000	25,000
Overnight Commuter Lot	2,159	4,150	2,000	3,615	4,500	5,000
<b>Total Licenses &amp; Permits</b>	<b>253,165</b>	<b>251,127</b>	<b>246,000</b>	<b>211,414</b>	<b>267,975</b>	<b>250,000</b>
Charges for Services						
Fare Boxes/Meters	430,744	453,553	430,000	345,511	455,000	460,000
<b>Total Charges for Services</b>	<b>430,744</b>	<b>453,553</b>	<b>430,000</b>	<b>345,511</b>	<b>455,000</b>	<b>460,000</b>
Fines & Forfeitures						
Parking Fines	90,793	69,165	100,000	61,656	80,000	90,000
<b>Total Fines &amp; Forfeitures</b>	<b>90,793</b>	<b>69,165</b>	<b>100,000</b>	<b>61,656</b>	<b>80,000</b>	<b>90,000</b>
Village Property Usage						
Rental Income	5,946	8,999	7,500	4,707	6,300	9,000
<b>Total Village Property Usage</b>	<b>5,946</b>	<b>8,999</b>	<b>7,500</b>	<b>4,707</b>	<b>6,300</b>	<b>9,000</b>
Investment Income						
Interest	21,263	7,850	20,000	1,867	3,500	10,000
Unrealized Gain/(Loss)	-	-	-	-	-	-
<b>Total Investment Income</b>	<b>21,263</b>	<b>7,850</b>	<b>20,000</b>	<b>1,867</b>	<b>3,500</b>	<b>10,000</b>
Miscellaneous						
Other Income	437,808	47,417	-	1,682	350	-
Contributions	-	-	-	-	-	-
<b>Total Miscellaneous</b>	<b>437,808</b>	<b>47,417</b>	<b>-</b>	<b>1,682</b>	<b>350</b>	<b>-</b>
<b>Total Revenues</b>	<b>1,241,199</b>	<b>972,813</b>	<b>848,500</b>	<b>634,618</b>	<b>833,125</b>	<b>819,000</b>

**Estimated Revenues by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Amended Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Estimate
<b>Firefighter's Pension Fund</b>						
Investment Income						
Interest	182,210	207,826	150,000	(38,103)	195,000	250,000
Unrealized Gain/(Loss)	607,693	663,648	300,000	-	200,000	550,000
Realized Gain/(Loss)	-	-	-	-	-	-
Total Investment Income	789,904	871,474	450,000	(38,103)	395,000	800,000
Miscellaneous						
Employer Contributions	499,149	609,827	582,000	458,676	582,000	520,000
Employee Contributions	256,665	266,113	315,000	217,384	295,000	330,000
Total Miscellaneous	755,814	875,940	897,000	676,060	877,000	850,000
Total Revenues	1,545,718	1,747,414	1,347,000	637,957	1,272,000	1,650,000
<b>Police Pension Fund</b>						
Investment Income						
Interest	372,803	356,255	150,000	(498,201)	155,000	400,000
Unrealized Gain/(Loss)	1,529,580	1,494,963	625,000	-	200,000	750,000
Realized Gain/(Loss)	-	-	-	-	-	-
Total Investment Income	1,902,383	1,851,218	775,000	(498,201)	355,000	1,150,000
Miscellaneous						
Employer Contributions	397,409	611,830	645,000	502,319	645,000	590,000
Employee Contributions	210,030	183,768	215,000	138,979	190,000	220,000
Total Miscellaneous	607,439	795,598	860,000	641,298	835,000	810,000
Total Revenues	2,509,822	2,646,816	1,635,000	143,097	1,190,000	1,960,000
Total Village Revenues	37,241,465	29,009,156	28,833,145	19,810,773	28,086,828	31,260,610
Village Revenues by Category						
Property Taxes	4,636,916	4,660,267	4,922,000	3,457,879	4,719,800	4,785,000
Other Taxes	5,933,379	6,616,632	6,560,000	5,045,980	6,576,500	6,642,500
Intergovernmental	589,793	219,973	550,500	263,206	649,472	2,412,500
Licenses & Permits	633,726	530,811	600,500	568,692	658,875	622,000
Charges for Services	11,440,831	11,435,405	11,915,320	8,517,784	11,459,820	11,906,585
Fines & Forfeitures	229,721	201,889	248,000	194,666	228,650	223,500
Village Property Usage	496,130	474,647	427,500	138,046	441,300	459,000
Investment Income	2,892,035	2,851,733	1,586,075	(268,974)	1,038,825	2,263,525
Miscellaneous	1,948,934	2,017,799	2,023,250	1,893,494	2,313,586	1,946,000
Total Village Revenue	28,801,465	29,009,156	28,833,145	19,810,773	28,086,828	31,260,610

## Expenditure Budget

The Expenditure Budget for 2012 is the total of the legally authorized expenditures by Fund as approved by the Village Board through the Ordinance adopting the annual budget. The Village Board has appointed the Village Manager to be the Budget Officer of the Village in accordance with the Illinois Statute (65 ILCS 5/8-2-9.2 to 65 ILCS 5/8-2-9.10) pertaining to the passage of an annual budget in lieu of an appropriation Ordinance.

### Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
General Government						
Village Board						
Salaries	13,735	26,474	35,150	23,637	32,105	31,950
Benefits	1,485	6,407	11,025	6,722	9,120	11,675
Professional Development	8,129	61,692	66,975	36,085	63,400	69,065
Contractual Services	26,894	26,777	195,320	123,513	193,650	103,990
Commodities	2,121	1,919	5,350	3,433	4,800	5,450
Programs	85,553	14,661	22,200	11,030	21,900	23,750
Miscellaneous	5,189	22	-	-	-	-
Capital Outlay	3,615	322	-	-	-	-
<b>Total Village Board</b>	<b>146,722</b>	<b>138,274</b>	<b>336,020</b>	<b>204,419</b>	<b>324,975</b>	<b>245,880</b>
Legal Services						
Contractual Services	263,927	688,415	397,100	242,024	394,800	245,000
Programs	300,458	-	-	-	-	-
<b>Total Legal Services</b>	<b>564,386</b>	<b>688,415</b>	<b>397,100</b>	<b>242,024</b>	<b>394,800</b>	<b>245,000</b>
Village Manager						
Salaries	453,138	292,860	284,250	207,185	282,955	202,200
Benefits	132,919	93,050	95,000	69,611	93,530	65,400
Professional Development	4,310	3,905	5,220	2,404	4,850	4,175
Contractual Services	211,933	177,628	39,375	57,358	38,500	41,825
Commodities	1,823	2,507	4,300	489	1,600	1,950
Programs	58,926	-	-	-	-	-
Miscellaneous	12,912	-	-	-	-	-
Capital Outlay	10,290	916	-	-	-	-
<b>Total Village Manager</b>	<b>886,251</b>	<b>570,865</b>	<b>428,145</b>	<b>337,047</b>	<b>421,435</b>	<b>315,550</b>
Information Technology						
Salaries	-	84,732	98,500	70,753	97,100	96,100
Benefits	-	28,424	34,700	23,501	32,000	36,750
Professional Development	-	355	810	72	310	810
Contractual Services	-	102,140	132,472	92,146	130,300	147,735
Commodities	-	531	1,500	338	1,050	1,500
Programs	-	3,089	7,700	697	5,000	16,300
Capital Outlay	-	88,088	-	-	-	-
<b>Total Information Technology</b>	<b>-</b>	<b>307,359</b>	<b>275,682</b>	<b>187,508</b>	<b>265,760</b>	<b>299,195</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
General Government						
Financial Services						
Salaries	213,829	197,039	201,550	148,032	200,908	206,000
Benefits	77,914	62,235	61,950	44,218	60,406	66,000
Professional Development	2,541	2,079	2,825	1,662	1,662	3,075
Contractual Services	56,060	74,144	72,050	55,243	71,430	75,850
Commodities	3,073	4,472	4,500	2,336	3,950	3,000
Programs	6,614	-	-	-	-	-
Miscellaneous	7,209	-	-	-	-	-
Capital Outlay	6,002	1,863	-	-	-	-
<b>Total Financial Services</b>	<b>373,242</b>	<b>341,833</b>	<b>342,875</b>	<b>251,490</b>	<b>338,356</b>	<b>353,925</b>
Human Resources						
Salaries	148,505	109,279	99,700	71,268	97,850	100,000
Benefits	39,037	49,959	45,000	30,719	44,960	34,650
Professional Development	3,386	2,904	6,170	2,290	4,470	6,670
Contractual Services	35,592	9,522	13,205	4,775	10,605	14,395
Commodities	289	711	1,200	452	900	950
Programs	936	-	3,000	-	1,500	2,385
Miscellaneous	6,364	-	-	-	-	-
Capital Outlay	1,669	149	-	-	-	-
<b>Total Human Resources</b>	<b>235,778</b>	<b>172,523</b>	<b>168,275</b>	<b>109,504</b>	<b>160,285</b>	<b>159,050</b>
Risk Management						
Salaries	-	37,745	54,800	38,549	52,950	54,100
Benefits	-	11,271	17,200	12,263	16,950	18,100
Professional Development	-	31	-	-	-	1,500
Contractual Services	1,105,944	829,242	833,010	802,425	832,243	970,550
Commodities	-	-	-	-	-	-
Programs	21,834	23,964	9,000	4,220	8,400	18,250
<b>Total Risk Management</b>	<b>1,127,778</b>	<b>902,252</b>	<b>914,010</b>	<b>857,457</b>	<b>910,543</b>	<b>1,062,500</b>
<b>Total General Government</b>	<b>3,334,157</b>	<b>3,121,521</b>	<b>2,862,107</b>	<b>2,189,449</b>	<b>2,816,154</b>	<b>2,681,100</b>
Development Services						
Building & Code Enforcement						
Salaries	220,191	173,978	149,100	109,440	148,000	157,150
Benefits	54,755	42,898	36,250	26,511	36,525	40,500
Professional Development	4,132	1,846	3,250	445	2,550	2,900
Contractual Services	40,340	29,715	32,563	16,758	26,950	39,125
Commodities	2,071	1,335	1,240	450	1,150	1,955
Programs	354	-	600	-	-	-
Miscellaneous	8,420	-	-	-	-	-
Capital Outlay	3,872	-	-	-	-	-
<b>Total Bldg &amp; Code Enfrcmnt</b>	<b>334,134</b>	<b>249,773</b>	<b>223,003</b>	<b>153,604</b>	<b>215,175</b>	<b>241,630</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
Development Services						
Engineering						
Salaries	-	40,437	60,700	45,684	60,189	46,900
Benefits	-	10,764	18,200	12,537	16,980	16,700
Professional Development	-	324	1,515	295	1,125	2,575
Contractual Services	-	10,358	10,600	7,862	10,350	4,400
Commodities	-	1,672	1,025	376	850	1,775
Capital Outlay	-	347	-	-	-	-
<b>Total Engineering</b>	<b>-</b>	<b>63,902</b>	<b>92,040</b>	<b>66,753</b>	<b>89,494</b>	<b>72,350</b>
Planning & Zoning						
Salaries	-	98,353	143,050	106,590	141,400	120,800
Benefits	-	23,072	37,400	26,477	37,495	35,600
Professional Development	-	813	4,150	1,537	3,150	4,300
Contractual Services	-	2,036	8,050	2,557	5,500	8,160
Commodities	-	1,164	2,400	726	1,925	2,575
Programs	-	1,388	5,500	347	5,000	5,300
Capital Outlay	-	-	-	-	-	-
<b>Total Planning &amp; Zoning</b>	<b>-</b>	<b>126,825</b>	<b>200,550</b>	<b>138,234</b>	<b>194,470</b>	<b>176,735</b>
Economic Development						
Salaries	173,906	98,766	69,350	48,037	66,350	76,150
Benefits	43,748	33,196	22,400	14,430	20,060	29,150
Professional Development	5,017	8,170	10,145	4,981	8,850	10,845
Contractual Services	8,477	9,972	15,250	7,492	15,100	16,110
Commodities	1,731	1,770	3,450	488	2,500	2,450
Programs	49,808	-	50,000	-	50,000	75,000
Miscellaneous	4,710	-	-	-	-	-
Capital Outlay	5,862	-	-	-	-	-
<b>Total Economic Development</b>	<b>293,259</b>	<b>151,875</b>	<b>170,595</b>	<b>75,428</b>	<b>162,860</b>	<b>209,705</b>
Community Events						
Salaries	-	34,151	47,350	33,657	47,300	50,450
Benefits	-	7,093	11,150	7,655	10,745	14,600
Professional Development	-	100	-	10	50	600
Contractual Services	-	2,130	6,500	3,922	6,250	4,500
Commodities	-	-	600	92	225	600
Programs	-	53,105	37,100	24,955	35,500	48,000
Capital Outlay	-	520	-	-	-	-
<b>Total Community Events</b>	<b>-</b>	<b>97,098</b>	<b>102,700</b>	<b>70,291</b>	<b>100,070</b>	<b>118,750</b>
<b>Total Development Services</b>	<b>627,394</b>	<b>689,472</b>	<b>788,888</b>	<b>504,311</b>	<b>762,069</b>	<b>819,170</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
Public Safety						
Police Administration						
Salaries	332,824	275,523	267,850	197,362	267,850	284,100
Benefits	104,623	153,283	108,800	94,152	103,060	113,350
Professional Development	1,856	1,848	2,745	1,403	2,475	2,945
Contractual Services	44,963	33,535	38,400	32,010	38,050	43,650
Commodities	5,542	5,940	7,595	3,077	6,775	8,420
Programs	-	-	-	-	-	-
Miscellaneous	162,294	-	-	-	-	-
Capital Outlay	34,537	5,816	-	-	-	-
<b>Total Police Administration</b>	<b>686,639</b>	<b>475,945</b>	<b>425,390</b>	<b>328,004</b>	<b>418,210</b>	<b>452,465</b>
Investigations						
Salaries	391,534	256,290	277,400	197,292	277,000	307,850
Benefits	74,635	112,297	115,250	99,868	114,800	118,800
Professional Development	5,408	4,095	10,550	4,086	9,500	10,060
Contractual Services	2,591	3,797	2,250	612	2,000	4,200
Commodities	5,070	2,550	3,650	1,642	2,800	4,575
Miscellaneous	4,355	-	-	-	-	-
Capital Outlay	7,898	-	-	-	-	-
<b>Total Investigations</b>	<b>491,491</b>	<b>379,028</b>	<b>409,100</b>	<b>303,499</b>	<b>406,100</b>	<b>445,485</b>
Patrol Operations						
Salaries	2,035,138	1,697,549	1,681,000	1,252,179	1,677,400	1,752,300
Benefits	601,019	704,827	799,350	561,463	797,850	795,900
Professional Development	15,464	5,992	21,000	10,424	19,600	16,985
Contractual Services	17,954	21,026	15,070	8,600	14,950	14,295
Commodities	32,570	24,613	36,930	18,345	36,700	36,880
Programs	13,489	12,345	15,225	4,870	14,500	13,025
Capital Outlay	416,788	6,147	1,600	1,346	-	5,300
<b>Total Patrol Operations</b>	<b>3,132,421</b>	<b>2,472,499</b>	<b>2,570,175</b>	<b>1,857,228</b>	<b>2,561,000</b>	<b>2,634,685</b>
School/Community Programs						
Salaries	197,594	159,062	161,250	120,149	160,900	151,950
Benefits	60,877	73,164	41,400	57,929	40,163	30,600
Professional Development	352	3,269	1,180	507	950	505
Contractual Services	1,191	2,263	1,100	209	1,000	1,220
Commodities	2,206	5,645	3,700	1,085	3,200	2,150
Programs	-	-	-	-	-	-
<b>Total School/Cmnty Prgms</b>	<b>262,219</b>	<b>243,403</b>	<b>208,630</b>	<b>179,879</b>	<b>206,213</b>	<b>186,425</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
<b>Public Safety</b>						
<b>Fire Administration</b>						
Salaries	274,931	276,947	274,450	198,253	272,150	274,000
Benefits	69,766	77,292	94,000	52,845	93,750	112,150
Professional Development	5,041	4,648	10,950	8,010	10,575	4,450
Contractual Services	84,444	29,654	41,000	24,681	40,100	29,600
Commodities	5,686	4,073	8,050	3,601	5,500	6,050
Programs	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Capital Outlay	27,633	2,883	-	-	-	-
<b>Total Fire Administration</b>	<b>467,501</b>	<b>395,497</b>	<b>428,450</b>	<b>287,390</b>	<b>422,075</b>	<b>426,250</b>
<b>Fire Operations</b>						
Salaries	3,018,659	3,179,068	3,048,000	2,252,159	3,046,451	3,279,850
Benefits	1,083,631	1,236,123	1,226,750	835,396	1,226,591	1,343,000
Professional Development	20,201	50,465	33,600	11,618	32,700	30,350
Contractual Services	74,115	62,477	107,100	63,180	103,500	102,100
Commodities	51,384	61,327	81,900	63,372	81,000	63,400
Programs	15,273	50,367	35,500	27,755	35,000	24,000
Miscellaneous	108,038	170	-	-	-	-
Capital Outlay	139,170	22,939	2,000	498	1,500	-
<b>Total Fire Operations</b>	<b>4,510,471</b>	<b>4,662,936</b>	<b>4,534,850</b>	<b>3,253,977</b>	<b>4,526,742</b>	<b>4,842,700</b>
<b>Fire POC Operations</b>						
Salaries	92,227	-	-	-	-	-
Contractual Services	(135)	-	-	-	-	-
Commodities	122	-	-	-	-	-
<b>Total Fire Prevention</b>	<b>92,214</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fire Prevention/Education</b>						
Salaries	92,146	107,821	110,800	80,549	110,650	115,200
Benefits	28,729	48,327	41,100	32,229	40,984	40,750
Professional Development	1,193	1,436	1,950	1,163	1,550	1,950
Contractual Services	867	934	1,300	437	1,200	1,300
Commodities	4,953	2,110	5,750	1,526	2,575	4,750
Capital Outlay	883	-	-	-	-	-
<b>Total Fire Prevention</b>	<b>128,771</b>	<b>160,628</b>	<b>160,900</b>	<b>115,903</b>	<b>156,959</b>	<b>163,950</b>
<b>Emergency Management</b>						
Salaries	-	25,655	37,050	25,595	34,800	-
Benefits	-	7,795	12,200	8,539	11,610	-
Professional Development	2,833	1,836	10,980	855	9,700	12,430
Contractual Services	553	7,185	1,150	-	-	1,000
Commodities	2,907	4,409	2,700	1,012	1,750	1,600
Programs	10,647	652	5,250	103	5,000	10,600
<b>Total Emergency Mgmnt</b>	<b>16,940</b>	<b>47,532</b>	<b>69,330</b>	<b>36,104</b>	<b>62,860</b>	<b>25,630</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
Public Safety						
Dispatch Services						
Contractual Services	454,443	373,098	385,950	252,969	384,154	414,000
Programs	18,964	45,827	120,500	102,912	120,000	40,000
Capital Outlay	-	52,225	21,250	21,002	21,002	-
<b>Total Dispatch Services</b>	<b>473,408</b>	<b>471,149</b>	<b>527,700</b>	<b>376,883</b>	<b>525,156</b>	<b>454,000</b>
Fire & Police Commission						
Professional Development	-	416	2,400	362	1,000	2,000
Contractual Services	29,303	22,642	24,500	21,614	20,792	19,750
Commodities	-	-	500	-	250	500
Programs	-	8,716	7,000	6,433	6,900	-
<b>Total Fire &amp; Police Commission</b>	<b>29,303</b>	<b>31,773</b>	<b>34,400</b>	<b>28,410</b>	<b>28,942</b>	<b>22,250</b>
<b>Total Public Safety</b>	<b>10,291,377</b>	<b>9,340,392</b>	<b>9,368,925</b>	<b>6,767,277</b>	<b>9,314,257</b>	<b>9,653,840</b>
Public Works						
Administration						
Salaries	84,255	64,003	84,850	60,229	85,700	80,900
Benefits	28,273	38,498	29,200	20,428	28,025	28,450
Professional Development	392	1,436	1,095	512	935	1,020
Contractual Services	2,993	3,482	5,500	3,534	4,800	10,150
Commodities	340	1,114	300	249	550	800
Capital Outlay	19,026	1,609	-	-	-	-
<b>Total Administration</b>	<b>135,279</b>	<b>110,141</b>	<b>120,945</b>	<b>84,951</b>	<b>120,010</b>	<b>121,320</b>
Street Operations						
Salaries	321,962	322,482	339,800	250,613	337,200	292,750
Benefits	115,376	108,465	119,980	88,545	118,343	97,850
Professional Development	1,453	1,067	3,450	1,346	2,846	3,300
Contractual Services	147,589	141,152	198,295	151,489	197,000	217,045
Commodities	155,029	122,252	167,525	94,087	166,750	204,075
Programs	51,377	32,777	72,600	53,362	70,000	57,600
Miscellaneous	122,754	2,498	-	-	-	-
Capital Outlay	14,033	73	-	-	-	-
<b>Total Street Operations</b>	<b>929,574</b>	<b>730,766</b>	<b>901,650</b>	<b>639,442</b>	<b>892,139</b>	<b>872,620</b>
Forestry						
Salaries	74,212	79,298	94,300	63,843	87,800	97,200
Benefits	18,409	17,764	20,100	13,994	19,886	20,300
Professional Development	287	650	815	739	800	1,515
Contractual Services	170,672	220,427	221,775	109,771	221,250	237,500
Commodities	15,325	9,872	8,755	8,208	8,400	9,755
Miscellaneous	15,300	-	-	-	-	-
<b>Total Forestry</b>	<b>294,206</b>	<b>328,010</b>	<b>345,745</b>	<b>196,554</b>	<b>338,136</b>	<b>366,270</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
Public Works						
Property Maintenance Total						
Salaries	79,751	99,550	106,700	78,516	106,200	96,750
Benefits	12,743	19,184	22,700	16,565	22,632	21,150
Professional Development	-	-	-	-	-	-
Contractual Services	48,735	65,858	75,865	47,639	71,100	77,450
Commodities	13,174	13,344	19,155	8,044	14,100	19,355
Programs	891	-	-	-	-	-
Miscellaneous	4,397	911	-	-	-	-
Capital Outlay	-	-	-	-	-	-
<b>Total Property Maintenance</b>	<b>159,689</b>	<b>198,846</b>	<b>224,420</b>	<b>150,764</b>	<b>214,032</b>	<b>214,705</b>
Central Garage						
Salaries	-	177,578	153,800	111,153	151,300	152,850
Benefits	-	35,762	56,150	41,087	55,999	59,600
Professional Development	-	653	930	310	635	930
Contractual Services	-	30,966	34,360	27,788	34,000	51,400
Commodities	-	201,223	244,710	179,186	243,100	268,320
Capital Outlay	-	545	-	-	-	-
<b>Total Central Garage</b>	<b>-</b>	<b>446,727</b>	<b>489,950</b>	<b>359,523</b>	<b>485,034</b>	<b>533,100</b>
<b>Total Public Works</b>	<b>1,518,748</b>	<b>1,814,490</b>	<b>2,082,710</b>	<b>1,431,235</b>	<b>2,049,351</b>	<b>2,108,015</b>
<b>Total General Fund</b>	<b>15,771,676</b>	<b>14,965,876</b>	<b>15,102,630</b>	<b>10,892,272</b>	<b>14,941,831</b>	<b>15,262,125</b>
<b>Capital Improvement Fund</b>						
Development Services						
Engineering						
Salaries	-	32,118	60,950	32,863	42,000	66,000
Benefits	-	8,497	18,000	9,616	16,555	18,450
<b>Total Engineering</b>	<b>-</b>	<b>40,615</b>	<b>78,950</b>	<b>42,478</b>	<b>58,555</b>	<b>84,450</b>
<b>Total Development Services</b>	<b>-</b>	<b>40,615</b>	<b>78,950</b>	<b>42,478</b>	<b>58,555</b>	<b>84,450</b>
Village Facilities						
Village Hall						
Contractual Services	-	3,718	68,500	5,108	5,500	10,000
Capital Outlay	-	-	375,000	52,600	85,000	-
<b>Total Village Hall</b>	<b>-</b>	<b>3,718</b>	<b>443,500</b>	<b>57,708</b>	<b>90,500</b>	<b>10,000</b>
Public Works Facility						
Contractual Services	8,200	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
<b>Total Public Works</b>	<b>8,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Village Facilities</b>	<b>8,200</b>	<b>3,718</b>	<b>443,500</b>	<b>57,708</b>	<b>90,500</b>	<b>10,000</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Capital Improvement Fund</b>						
Street Improvements						
Annual Street Imprvmnt Prgrm						
Contractual Services	115,663	118,641	72,800	63,591	64,700	50,000
Capital Outlay	673,161	1,102,955	755,000	586,219	715,000	850,000
<b>Total Annual Street Program</b>	<b>788,824</b>	<b>1,221,596</b>	<b>827,800</b>	<b>649,810</b>	<b>779,700</b>	<b>900,000</b>
Street Improvement Projects						
Contractual Services	97,443	94,998	40,000	22,960	280,000	2,000,000
Capital Outlay	-	-	-	-	-	-
<b>Total Street Projects</b>	<b>97,443</b>	<b>94,998</b>	<b>40,000</b>	<b>22,960</b>	<b>280,000</b>	<b>2,000,000</b>
Roadway Infrastructure						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	14,140	-	-	-	-
<b>Total Roadway Infrastructure</b>	<b>-</b>	<b>14,140</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Street Improvements</b>	<b>886,267</b>	<b>1,330,735</b>	<b>867,800</b>	<b>672,770</b>	<b>1,059,700</b>	<b>2,900,000</b>
Community Improvements						
Pedestrian Programs						
Contractual Services	-	16,112	5,000	14,069	20,000	-
Capital Outlay	-	2,992	74,500	2,575	10,000	-
<b>Total Pedestrian Programs</b>	<b>-</b>	<b>19,104</b>	<b>79,500</b>	<b>16,644</b>	<b>30,000</b>	<b>-</b>
Bikeway Programs						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	9,450	-	-	-	-
<b>Total Bikeway Programs</b>	<b>-</b>	<b>9,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Community Improvements</b>	<b>-</b>	<b>28,554</b>	<b>79,500</b>	<b>16,644</b>	<b>30,000</b>	<b>-</b>
Vehicle & Equipment Purchases						
Equipment Purchases						
Contractual Services	-	-	-	-	-	-
Programs	-	-	72,200	26,333	52,000	31,350
Capital Outlay	-	322,757	372,999	69,945	200,000	148,350
<b>Total Equipment Purchases</b>	<b>-</b>	<b>322,757</b>	<b>445,199</b>	<b>96,278</b>	<b>252,000</b>	<b>179,700</b>
Vehicle Purchases						
Contractual Services	-	-	-	-	-	-
Programs	-	-	224,000	425	224,000	30,000
Capital Outlay	-	41,407	336,500	79,554	334,000	152,000
<b>Total Vehicles Purchases</b>	<b>-</b>	<b>41,407</b>	<b>560,500</b>	<b>79,979</b>	<b>558,000</b>	<b>182,000</b>
<b>Vehicle &amp; Equipment Total</b>	<b>-</b>	<b>364,164</b>	<b>1,005,699</b>	<b>176,257</b>	<b>810,000</b>	<b>361,700</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Capital Improvement Fund</b>						
Stormwater Management						
Stormwater Management						
Contractual Services	-	8,620	-	-	-	-
Programs	-	10,995	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Stormsewer Mgmt	-	19,615	-	-	-	-
Stormwater Mgmt Total	-	19,615	-	-	-	-
<b>Total Capital Improvement Fund</b>	<b>894,467</b>	<b>1,787,400</b>	<b>2,475,449</b>	<b>965,858</b>	<b>2,048,755</b>	<b>3,356,150</b>
<b>Village Center TIF Fund</b>						
Development Services						
Administration						
Salaries	56,190	65,000	72,650	50,932	72,650	71,500
Benefits	-	17,299	21,800	16,303	21,325	22,800
Professional Development	-	2,396	4,150	2,586	4,275	7,250
Contractual Services	16,402	10,667	39,500	30,079	60,250	14,500
Commodities	-	15,686	250	-	125	250
Miscellaneous	71,175	25,977	36,000	-	-	-
Total Administration	143,767	137,024	174,350	99,901	158,625	116,300
District Improvements						
Contractual Services	-	1,997	15,000	19,014	23,900	-
Commodities	-	66,465	101,000	14,398	45,000	45,000
Capital Outlay	116,315	51,420	30,000	19,801	20,000	20,000
Total District Improvements	116,315	119,882	146,000	53,213	88,900	65,000
Redevelopment Activities						
Contractual Services	16,108	358	125,000	14,706	70,000	75,000
Programs	2,562	70,639	100,000	41,180	60,000	25,000
Capital Outlay	2,000	-	460,000	105,531	275,000	975,000
Total Redevelopment Activities	20,670	70,997	685,000	161,416	405,000	1,075,000
Total Development Services	280,752	327,903	1,005,350	314,530	652,525	1,256,300
Debt Service						
Principal	240,000	355,000	395,000	-	395,000	475,000
Interest & Fiscal Charges	387,649	374,703	360,500	174,972	358,837	341,307
Total Debt Service	627,649	729,703	755,500	174,972	753,837	816,307
<b>Total Village Center TIF Fund</b>	<b>908,401</b>	<b>1,057,606</b>	<b>1,760,850</b>	<b>489,502</b>	<b>1,406,362</b>	<b>2,072,607</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Debt Service Fund</b>						
Debt Service						
Principal	560,000	680,000	755,000	-	755,000	770,000
Interest & Fiscal Charges	188,577	327,239	257,540	128,548	256,640	240,606
Debt Service Total	748,577	1,007,239	1,012,540	128,548	1,011,640	1,010,606
<b>Total Debt Service Fund</b>	<b>748,577</b>	<b>1,007,239</b>	<b>1,012,540</b>	<b>128,548</b>	<b>1,011,640</b>	<b>1,010,606</b>
<b>Water &amp; Sewer Fund</b>						
Administration						
General Government						
Community Services						
Salaries	95,929	79,505	90,400	64,141	87,850	93,350
Benefits	16,254	23,888	30,800	21,662	29,531	32,600
Professional Development	229	262	950	236	405	950
Contractual Services	13,382	14,907	28,250	22,187	27,980	28,225
Commodities	740	3,080	1,050	2,305	3,500	2,750
Miscellaneous	1,417	-	-	-	-	-
Capital Outlay	-	682	-	-	-	-
Total Community Services	127,951	122,324	151,450	110,530	149,266	157,875
General Government Total	127,951	122,324	151,450	110,530	149,266	157,875
Public Works						
Administration						
Salaries	157,052	193,071	211,400	153,163	208,075	168,550
Benefits	52,150	64,532	70,350	52,063	70,106	60,850
Professional Development	1,123	956	2,520	571	1,580	2,520
Contractual Services	63,079	22,728	17,900	7,860	11,750	62,150
Commodities	2,345	806	1,400	465	1,100	1,400
Miscellaneous	668,438	731,176	691,980	513,285	691,980	738,650
Capital Outlay	-	-	-	-	-	600
Administration Total	944,187	1,013,269	995,550	727,407	984,591	1,034,720
Total Public Works	944,187	1,013,269	995,550	727,407	984,591	1,034,720
Administration Total	1,072,137	1,135,593	1,147,000	837,937	1,133,857	1,192,595

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Water &amp; Sewer Fund</b>						
Operations						
Development Services						
Engineering						
Salaries	187,758	102,600	76,000	52,901	74,700	78,600
Benefits	36,928	24,815	22,750	15,943	21,395	25,400
Professional Development	303	288	940	213	625	1,975
Contractual Services	16,598	20,008	6,975	4,143	6,950	5,500
Commodities	1,576	937	1,200	489	1,275	325
<b>Total Engineering</b>	<b>243,163</b>	<b>148,648</b>	<b>107,865</b>	<b>73,689</b>	<b>104,945</b>	<b>111,800</b>
<b>Development Services Total</b>	<b>243,163</b>	<b>148,648</b>	<b>107,865</b>	<b>73,689</b>	<b>104,945</b>	<b>111,800</b>
Public Works						
Property Maintenance						
Salaries	(1,546)	-	-	-	-	-
Benefits	(112)	-	-	-	-	-
Contractual Services	6,127	4,602	10,350	2,849	6,000	11,400
Commodities	2,525	1,390	3,875	1,954	3,500	3,875
<b>Total Property Maintenance</b>	<b>6,993</b>	<b>5,992</b>	<b>14,225</b>	<b>4,802</b>	<b>9,500</b>	<b>15,275</b>
Conveyance System						
Salaries	323,000	275,911	323,050	201,740	266,300	334,800
Benefits	94,788	89,328	118,700	72,925	94,700	152,800
Professional Development	1,705	1,468	1,580	920	1,325	1,580
Contractual Services	42,709	30,992	64,470	27,216	50,350	69,170
Commodities	63,558	52,267	97,300	28,684	70,850	97,300
Programs	17,390	3,425	20,000	-	-	20,000
Miscellaneous	87,487	-	-	-	-	-
Capital Outlay	-	73	-	-	-	-
<b>Total Conveyance</b>	<b>630,637</b>	<b>453,465</b>	<b>625,100</b>	<b>331,485</b>	<b>483,525</b>	<b>675,650</b>
Water Production						
Salaries	119,647	127,106	117,900	76,413	104,500	103,250
Benefits	25,802	32,672	28,750	21,942	29,607	28,100
Professional Development	605	929	2,930	445	250	3,380
Contractual Services	156,681	126,805	168,370	77,251	124,600	180,970
Commodities	85,273	78,146	128,990	55,729	100,995	128,840
Miscellaneous	10,750	26,351	-	-	-	-
Capital Outlay	-	-	-	-	-	-
<b>Total Water Production</b>	<b>398,757</b>	<b>392,010</b>	<b>446,940</b>	<b>231,779</b>	<b>359,952</b>	<b>444,540</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Water &amp; Sewer Fund</b>						
Wastewater Treatment						
Salaries	306,389	278,821	316,050	229,322	310,800	319,850
Benefits	99,501	98,255	115,450	86,563	114,861	122,700
Professional Development	2,163	1,788	2,140	826	1,590	2,875
Contractual Services	300,416	253,004	351,760	184,081	322,525	341,185
Commodities	82,721	70,871	92,475	54,608	76,300	102,385
Miscellaneous	15,180	-	-	25	50	-
Capital Outlay	-	5,207	-	-	-	-
Total Wastewater Treatment	806,370	707,946	877,875	555,425	826,126	888,995
Public Works Total	1,842,757	1,559,411	1,964,140	1,123,492	1,679,103	2,024,460
Operations Total	2,085,920	1,708,060	2,072,005	1,197,181	1,784,048	2,136,260
Capital Expenses						
Village Facilities						
Public Works Facility						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Public Works Facility	-	-	-	-	-	-
Village Facilities Total	-	-	-	-	-	-
Street Improvements						
Annual Street Imprvmnt Prgrm						
Contractual Services	-	-	-	-	-	100,150
Capital Outlay	-	-	-	-	-	700,000
Total Annual Street Program	-	-	-	-	-	800,150
Street Improvements Total	-	-	-	-	-	800,150
Vehicle & Equipment Purchases						
Equipment Purchases						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	26,000
Total Equipment Purchases	-	-	-	-	-	26,000
Vehicle Purchases						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	205,000
Total Vehicle Purchase	-	-	-	-	-	205,000
Total Vehicle & Equipment	-	-	-	-	-	231,000

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Water &amp; Sewer Fund</b>						
Stormwater Management						
Stormwater Projects						
Contractual Services	120,823	47,037	25,150	9,710	20,750	-
Capital Outlay	49,123	38,795	570,000	445,391	458,000	-
Total Stormwater Projects	169,945	85,833	595,150	455,101	478,750	-
Stormwater Mgmt Total	169,945	85,833	595,150	455,101	478,750	-
Water & Sewer System Projects						
Water Main Projects						
Contractual Services	102,805	58,767	56,300	34,444	52,743	75,000
Capital Outlay	224,975	1,270,349	600,000	521,611	550,000	950,000
Total Water Main Projects	327,781	1,329,117	656,300	556,054	602,743	1,025,000
Water Facilities Projects						
Contractual Services	13,012	166	65,500	-	-	-
Capital Outlay	-	-	175,000	-	-	80,000
Total Water Facilities	13,012	166	240,500	-	-	80,000
Sanitary Sewer Main Projects						
Contractual Services	34,766	251,817	93,000	34,110	66,396	-
Capital Outlay	330,598	571,323	637,000	163,890	250,000	-
Total Sanitary Sewer Mains	365,365	823,140	730,000	198,000	316,396	-
Wastewater Facilities Projects						
Contractual Services	79,451	37,862	105,750	38,227	87,500	55,000
Capital Outlay	64,310	406,421	2,340,000	489,655	1,320,000	616,000
Total Wastewater Facilities	143,761	444,283	2,445,750	527,882	1,407,500	671,000
Total Water & Sewer Projects	849,919	2,596,706	4,072,550	1,281,936	2,326,639	1,776,000
Sub-Total Capital Expenses	1,019,864	2,682,538	4,667,700	1,737,036	2,805,389	2,807,150
Less: Capitalized Fixed Assets	(494,189)	(1,733,577)	(4,370,200)		(2,200,000)	(2,500,000)
Total Capital Expenses	525,675	948,961	297,500	1,737,036	605,389	307,150
Debt Service						
Principal	1,500,052	440,761	516,627	-	516,627	532,651
Interest & Fiscal Charges	251,701	630,333	532,951	247,910	531,679	519,598
Debt Service Total	1,751,753	1,071,094	1,049,578	247,910	1,048,306	1,052,249
<b>Total Water &amp; Sewer Fund</b>	<b>5,435,485</b>	<b>4,863,708</b>	<b>4,566,083</b>	<b>4,020,065</b>	<b>4,571,600</b>	<b>4,688,254</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Recycling &amp; Refuse Fund</b>						
Administration						
General Government						
Community Services						
Salaries	32,823	43,001	40,450	29,486	40,400	41,800
Benefits	5,582	10,643	13,350	9,627	13,030	14,150
Professional Development	-	-	450	120	200	800
Contractual Services	5,413	4,982	11,800	6,019	9,775	8,825
Commodities	196	1,314	1,750	1,133	1,500	750
Miscellaneous	1,971	-	-	-	-	-
Capital Outlay	-	422	1,200	-	-	-
Total Community Services	45,985	60,361	69,000	46,385	64,905	66,325
General Government Total	45,985	60,361	69,000	46,385	64,905	66,325
Administration Total	45,985	60,361	69,000	46,385	64,905	66,325
Operations						
Public Works						
Recycling & Refuse Operations						
Salaries	54,684	63,159	73,650	44,783	72,950	75,350
Benefits	21,455	20,999	30,300	14,502	22,825	29,550
Professional Development	-	-	-	-	-	-
Contractual Services	747,483	761,818	867,037	373,659	769,200	902,680
Commodities	-	16	500	-	500	500
Miscellaneous	129,574	133,081	125,400	71,725	125,400	127,080
Recycling & Refuse Total	953,196	979,073	1,096,887	504,669	990,875	1,135,160
Public Works Total	953,196	979,073	1,096,887	504,669	990,875	1,135,160
Operations Total	953,196	979,073	1,096,887	504,669	990,875	1,135,160
<b>Total Recycling &amp; Refuse Fund</b>	<b>999,181</b>	<b>1,039,433</b>	<b>1,165,887</b>	<b>551,054</b>	<b>1,055,780</b>	<b>1,201,485</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Parking System Fund</b>						
Administration						
General Government						
Community Services						
Salaries	35,347	51,750	54,600	39,253	53,950	56,350
Benefits	5,966	12,944	17,950	12,684	17,193	18,900
Professional Development	-	-	300	140	175	300
Contractual Services	111,984	109,749	146,900	112,281	146,600	149,125
Commodities	694	2,499	850	-	400	850
Programs	3,553	-	-	-	-	-
Miscellaneous	167,129	169,783	166,920	122,340	166,920	147,800
Capital Outlay	-	424	-	-	-	-
Total Community Services	324,674	347,148	387,520	286,698	385,238	373,325
General Government Total	324,674	347,148	387,520	286,698	385,238	373,325
Administration Total	324,674	347,148	387,520	286,698	385,238	373,325
Operations						
Police Department						
Parking Enforcement						
Salaries	185,788	178,303	169,600	121,651	167,200	164,200
Benefits	29,491	39,608	52,000	33,154	48,340	52,300
Professional Development	-	-	250	41	150	-
Contractual Services	3,664	1,217	6,125	1,476	2,585	5,885
Commodities	1,789	2,802	3,850	893	2,200	3,925
Capital Outlay	-	-	2,600	-	-	-
Total Parking Enforcement	220,733	221,930	234,425	157,214	220,475	226,310
Public Works						
Parking System Maintenance						
Salaries	79,162	80,003	63,950	38,581	62,750	52,800
Benefits	12,902	23,570	27,000	15,283	23,943	22,000
Contractual Services	106,991	84,254	119,300	77,097	109,700	108,700
Commodities	22,022	46,828	32,000	2,207	29,400	30,700
Total Parking Maintenance	221,078	234,656	242,250	133,168	225,793	214,200
Operations Total	441,810	456,586	476,675	290,382	446,268	440,510

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Parking System Fund (continued)</b>						
Capital Expenses						
Parking Improvements						
Commuter Lots Projects						
Contractual Services	254	-	-	-	-	-
Capital Outlay	-	-	-	-	-	175,000
Total Commuter Lots	254	-	-	-	-	175,000
Parking Lots Projects						
Contractual Services	-	344	-	-	-	-
Capital Outlay	-	698,640	-	31,294	31,300	-
Total Parking Lots	-	698,984	-	31,294	31,300	-
Total Parking Improvements	254	698,984	-	31,294	31,300	175,000
Sub-Total Capital Expenses Total	254	698,984	-	31,294	31,300	175,000
Less: Capitalized Fixed Assets	-	(698,640)	-	-	-	(175,000)
Total Capital Expenses	254	344	-	31,294	31,300	-
<b>Total Parking System Fund</b>	<b>766,736</b>	<b>804,078</b>	<b>864,195</b>	<b>608,374</b>	<b>862,806</b>	<b>813,835</b>
<b>Firefighter's Pension Fund</b>						
Fire Department						
Pension Administration						
Benefits	95,885	154,193	265,000	193,586	260,000	300,000
Professional Development	2,511	2,804	5,000	1,599	1,850	5,000
Contractual Services	71,218	92,195	67,000	44,032	74,750	77,000
Commodities	5,404	-	200	-	-	200
Pension Administration Total	175,019	249,192	337,200	239,217	336,600	382,200
Fire Department Total	175,019	249,192	337,200	239,217	336,600	382,200
<b>Total Firefighter's Pension</b>	<b>175,019</b>	<b>249,192</b>	<b>337,200</b>	<b>239,217</b>	<b>336,600</b>	<b>382,200</b>

**Budgeted Expenditures/Expenses by Fund, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Police Pension Fund</b>						
Police Department						
Pension Administration						
Benefits	1,117,910	1,377,983	1,555,000	1,160,850	1,530,000	1,505,000
Professional Development	1,250	1,500	4,000	1,585	2,750	6,500
Contractual Services	92,331	100,340	107,500	75,070	109,221	107,500
Commodities	41	-	100	-	-	200
Pension Administration Total	1,211,532	1,479,823	1,666,600	1,237,504	1,641,971	1,619,200
Police Department Total	1,211,532	1,479,823	1,666,600	1,237,504	1,641,971	1,619,200
<b>Police Pension Total</b>	1,211,532	1,479,823	1,666,600	1,237,504	1,641,971	1,619,200
<b>Total Village Expenditures</b>	27,405,264	28,289,292	33,321,634	19,132,394	30,077,345	32,731,462

## Summary of Transfers

Illustrated below are the transfers between Accounting Funds in 2012 authorized by the Village Board's adoption of the Budget Ordinance. In general, net Interfund Transfers should equal \$0, however, in 2009 the elimination of the Information Systems and Central Garage Funds led to the transfer out of their net assets into the Capital Improvement Fund and the Water & Sewer Fund, producing a positive Interfund Transfer amount in 2009 (only the Transfers In are illustrated as the two eliminated Funds are not displayed in the chart).

### Interfund Transfers, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>General Fund</b>						
Transfers Out						
Capital Improvement Fund	-	(650,000)	(820,000)	-	(820,000)	(450,000)
Debt Service Fund	-	-	-	-	-	-
Recycling & Refuse Fund	(5,000)	(5,000)	-	-	-	-
<b>Total Transfers Out</b>	<b>(5,000)</b>	<b>(655,000)</b>	<b>(820,000)</b>	<b>-</b>	<b>(820,000)</b>	<b>(450,000)</b>
<b>General Fund Net Transfers</b>	<b>(5,000)</b>	<b>(655,000)</b>	<b>(820,000)</b>	<b>-</b>	<b>(820,000)</b>	<b>(450,000)</b>
<b>Capital Improvement Fund</b>						
Transfers In						
General Fund	-	650,000	820,000	-	820,000	450,000
Information Systems	825,671	-	-	-	-	-
Central Garage	2,793,836	-	-	-	-	-
<b>Total Transfers In</b>	<b>3,619,507</b>	<b>650,000</b>	<b>820,000</b>	<b>-</b>	<b>820,000</b>	<b>450,000</b>
Transfers Out						
Debt Service Fund	-	(230,000)	(230,000)	-	-	(100,000)
<b>Total Transfers Out</b>	<b>-</b>	<b>(230,000)</b>	<b>(230,000)</b>	<b>-</b>	<b>-</b>	<b>(100,000)</b>
<b>Capital Imprvmnt Net Trnsfrs</b>	<b>3,619,507</b>	<b>420,000</b>	<b>590,000</b>	<b>-</b>	<b>820,000</b>	<b>350,000</b>
<b>Debt Service Fund</b>						
Transfers In						
Capital Improvement Fund	-	230,000	230,000	-	-	100,000
<b>Total Transfers In</b>	<b>-</b>	<b>230,000</b>	<b>230,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>
<b>Debt Service Net Transfers</b>	<b>-</b>	<b>230,000</b>	<b>230,000</b>	<b>-</b>	<b>-</b>	<b>100,000</b>

**Interfund Transfers, Fiscal Year 2009 Actual to Fiscal Year 2012 Budget (continued)**

	FY 2009 Actual	FY 2010 Actual	FY 2011 Revised Budget	FY 2011 9-Month Actual	FY 2011 Projected Actual	FY 2012 Budget
<b>Water &amp; Sewer Fund</b>						
Transfers In						
Central Garage	833,675	-	-	-	-	-
Total Transfers In	833,675	-	-	-	-	-
<b>Water &amp; Sewer Net Transfers</b>	<b>833,675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Recycling &amp; Refuse Fund</b>						
Transfers In						
General Fund	5,000	5,000	-	-	-	-
Total Transfers In	5,000	5,000	-	-	-	-
<b>Recycling &amp; Refuse Net Trnsfrs</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Interfund Transfers</b>	<b>4,453,182</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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## COMPENSATION PLAN FOR 2012

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The Compensation Plan is approved by the Village Board as part of the legal budget because it sets the number and classification of authorized positions as well as the minimum and maximum salary levels for those positions. Annual adjustments to the plan are included as part of the initial budget proposal presented to the Village Board and review of the plan is part of the budget process. Recommended changes are based on an analysis of the staffing needs of the Village, economic and labor market conditions, and the classification of positions.

The Compensation Plan for 2012 provides legal authorization for the compensation ranges for all positions, including full-time represented, full-time non-represented, regular part-time, and temporary or seasonal positions. The number of authorized Full Time Equivalent (FTE) positions and the total number of authorized hours for regular part-time and temporary or seasonal positions are also authorized by the Plan.

### **Individual Salary Adjustments, Non-Represented Positions**

The goal of the compensation plan for non-represented employees is to encourage excellence in service by tying salary increases to job performance rather than tenure. A second goal of the plan is to reward outstanding employees for meritorious job performance by providing them with a salary increase greater than what is received by other employees who may not be performing at the same level. To accomplish this goal, the actual amount of the increase is determined by the level of performance of the particular employee. There is no set time period in which an employee can reach the top of the salary range. Employees whose performance consistently exceeds expectations will reach the top of the salary range in a shorter time period than others who may not be consistently meeting or exceeding expectations.

The Village administers salary increases for non-represented employees by linking performance to the percent of increase that an individual employee receives. Employee performance for the previous fiscal year is evaluated by supervisors in the first quarter of the current fiscal year. An employee's overall evaluation, based on individual performance factors considered, will fall into a performance category and their salary increase is based on this rating (but in no case can an increase exceed the maximum of the applicable range). Non-represented employees completing their introductory period and advancing to regular status shall be considered for a salary increase based on their individual performance as documented through the employee evaluation process. The increase is again tied to the level of performance and the method of calculation is consistent with the methodology established for annual (May 1) increases. To transition to regular status, introductory employees should have been rated as meeting or exceeding expectations.

If ranges are adjusted during an employee's introductory period and create a situation where the employee is below the range minimum, the employee's wage will be adjusted to the minimum wage established for their respective position. The first May 1 increase granted to an Employee after transitioning to regular status shall be consistent with the process followed for Regular Employees with the exception that the increase shall be subject to a pro-rata based on the number of months (inclusive of the month of transition) since the date the employee transitioned to regular status (normally the date six months after employment) through April 30. In each case the percent increase shall be rounded up to the closest ½ % increment.

## **Individual Salary Adjustments, Represented Positions**

Represented employees are subject to the salary increase provisions of the contract negotiated between the Village and the Union. There are three employee groups represented by Unions, Police Officers are represented by the Fraternal Order of Police (FOP), Fire Lieutenants and Firefighter/Paramedics are represented by the Barrington Firefighters, Local 3481, and public works Maintenance Workers, Utility Treatment Operators, Mechanics, and the Lab Technician are represented by the Teamsters Local 700.

Salary provision in Contracts between the Village and the Unions typically involve two components, an economic adjustment and a series of step increases as an employee gains experience and seniority in working for the Village. Both the economic adjustment and the step increases require a represented employee to perform satisfactorily on their annual performance review to receive the increase. The economic adjustment is typically awarded to represented employees on the anniversary of the contract beginning, typically May 1 for Village contracts. Step increases are awarded to represented employees on their anniversary date as step increases are tied to years of service. Step increases are only awarded to employees after they have completed their introductory period which is determined by an employee's collective bargaining agreement. During a represented employee's introductory period, an employee may be disciplined, terminated, or laid off at the discretion of the Village. In general, it takes a represented employee six (6) years to move through the step program.

**Compensation Plan - Schedule I: Full-Time Represented Employees**

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Authorized Positions
<b>Effective 01.01.2012 to 04.30.2012</b>									
Maintenance Worker	Annual	43,788	46,248	48,712	51,174	53,635	56,098	58,560	7.0
	Hourly	21.05	22.23	23.42	24.60	25.79	26.97	28.15	
Utility Treatment Operator	Annual	45,111	47,861	50,609	53,361	56,112	58,864	61,611	4.0
	Hourly	21.69	23.01	24.33	25.65	26.98	28.30	29.62	
Mechanic	Annual	46,820	49,775	52,731	55,687	58,643	61,598	64,553	2.0
	Hourly	22.51	23.93	25.35	26.77	28.19	29.61	31.04	
Lab Technician	Annual	46,820	49,775	52,731	55,687	58,643	61,598	64,553	1.0
	Hourly	22.51	23.93	25.35	26.77	28.19	29.61	31.04	
Firefighter/Paramedic	Annual	57,448	60,880	64,309	67,740	71,168	74,599	78,027	24.0
	Hourly	20.84	22.09	22.43	24.58	25.82	27.07	28.31	
Police Officer	Annual	57,119	62,279	67,265	71,993	76,288	79,700	81,987	17.0
	Hourly	27.46	29.94	32.34	34.61	36.68	38.32	39.42	
Fire Lieutenant	Annual	81,418	84,556	87,693	90,831	-	-	-	9.0
	Hourly	28.40	30.68	30.59	32.96	-	-	-	
Sub-Total Full-Time Represented Positions									64.0
<b>Effective 05.01.2012 to 12.31.2012</b>									
Maintenance Worker	Annual	44,445	46,942	49,443	51,942	54,440	56,939	59,438	7.0
	Hourly	21.37	22.57	23.77	24.97	26.17	27.37	28.58	
Utility Treatment Operator	Annual	45,788	48,579	51,368	54,161	56,954	59,747	62,535	4.0
	Hourly	22.01	23.36	24.70	26.04	27.38	28.72	30.06	
Mechanic	Annual	47,522	50,522	53,522	56,522	59,523	62,522	65,521	2.0
	Hourly	22.85	24.29	25.73	27.17	28.62	30.06	31.50	
Lab Technician	Annual	47,522	50,522	53,522	56,522	59,523	62,522	65,521	1.0
	Hourly	22.85	24.29	25.73	27.17	28.62	30.06	31.50	
Firefighter/Paramedic	Annual	57,448	60,880	64,309	67,740	71,168	74,599	78,027	24.0
	Hourly	20.84	22.09	23.33	24.58	25.82	27.07	28.31	
Police Officer	Annual	58,262	63,524	68,611	73,433	77,814	81,294	83,627	17.0
	Hourly	28.01	30.54	32.99	35.30	37.41	39.08	40.21	
Fire Lieutenant	Annual	81,418	84,556	87,693	90,831	-	-	-	9.0
	Hourly	29.54	30.68	31.82	32.96	-	-	-	
Sub-Total Full-Time Represented Positions									64.0

- (1) Represented employees move up one step on an annual basis with satisfactory job performance.
- (2) Full-time equivalent hours equal 2,080 except for Firefighter/Paramedic and Fire Lieutenant positions which equal 2,756 hours.
- (3) Job sharing is permitted if hours paid do not exceed budget; the number of FTE positions do not increase but the classification of the of the positions may change.
- (4) The total number of sworn police personnel shall not exceed 23 FTEs.
- (5) Stipend paid to Firefighter Paramedic assigned as station Lieutenant for a 24 hour period is \$1.25 per hour.
- (6) Stipend paid to Fire Lieutenant assigned as Shift Commander for a 24 hour period is \$1.50 per hour.
- (7) The Fire contract expires April 30, 2012.

**Compensation Plan - Schedule II: Full-Time Non-Represented Employees**

Effective 01.01.2012 to 04.30.2012

	Annual		Hourly		Authorized Positions
	Minimum	Maximum	Minimum	Maximum	
Office Assistant	30,212	45,963	14.53	22.10	1.0
Records/Police Assistant	33,815	47,995	16.26	23.07	1.0
Accounting Assistant	33,830	50,463	16.26	24.26	1.0
Executive Assistant	43,979	61,917	21.14	29.77	3.0
Records Supervisor	43,570	63,230	20.95	30.40	1.0
Accountant	48,916	70,663	23.52	33.97	1.0
Zoning Coordinator	48,916	70,663	23.52	33.97	1.0
Assistant to the Village Manager	48,916	78,258	23.52	37.62	1.0
Planner	48,921	70,657	23.52	33.97	1.0
Project Manager	55,777	80,761	26.82	38.83	1.0
Public Works Supervisor	59,844	81,165	28.77	39.02	4.0
HR/Risk Management Coordinator	58,547	85,151	28.15	40.94	1.0
Information Systems Coordinator	58,547	85,151	28.15	40.94	1.0
Sergeant	70,070	92,382	33.69	44.41	5.0
Fire Prevention Officer	70,884	93,893	34.08	45.14	1.0
Assistant Directors:					
Community & Financial Services	72,685	96,216	34.94	46.26	1.0
Engineering & Building	72,685	96,216	34.94	46.26	1.0
Public Works - Water & Sewer	72,685	96,216	34.94	46.26	1.0
Public Works - Operations	72,685	96,216	34.94	46.26	1.0
Manager of HR & Risk Management	72,685	96,216	34.94	46.26	1.0
Assistant Fire Chief	75,645	99,179	27.45	35.99	3.0
Deputy Chief	81,923	106,450	39.39	51.18	1.0
Directors:					
Community & Financial Services	85,134	119,627	40.93	57.51	1.0
Economic & Community Development	85,134	119,627	40.93	57.51	1.0
Engineering & Building	85,134	119,627	40.93	57.51	1.0
Public Works	85,134	119,627	40.93	57.51	1.0
Chief of Fire/EMS	97,611	122,889	46.93	59.08	1.0
Chief of Police	97,611	122,889	46.93	59.08	1.0
Village Manager	119,359	146,125	57.38	70.25	1.0
Sub-Total Full-Time Non-Represented Employees					40.0

(1) Full-time equivalent hours equal 2,080 except for Assistant Chief positions which equal 2,756 hours.

(2) Job sharing is permitted if hours paid do not exceed budget; the number of FTE positions do not increase but the classification of the positions may change

(3) Part-Time non-exempt positions will be compensated at the hourly equivalent within their range.

(4) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(5) The total number of sworn police personnel shall not exceed 23 FTEs.

**Compensation Plan - Schedule II: Full-Time Non-Represented Employees**

Effective 05.01.2012 to 12.31.2012

	Annual		Hourly		Authorized Positions
	Minimum	Maximum	Minimum	Maximum	
Office Assistant	30,816	46,882	14.82	22.54	1.0
Records/Police Assistant	34,491	48,955	16.58	23.54	1.0
Accounting Assistant	34,506	51,472	16.59	24.75	1.0
Executive Assistant	44,858	63,155	21.57	30.36	3.0
Records Supervisor	44,441	64,495	21.37	31.01	1.0
Accountant	49,894	72,076	23.99	34.65	1.0
Zoning Coordinator	49,894	72,076	23.99	34.65	1.0
Assistant to the Village Manager	49,894	79,823	23.99	38.38	1.0
Planner	49,899	72,070	23.99	34.65	1.0
Project Manager	56,892	82,376	27.35	39.60	1.0
Public Works Supervisor	61,040	82,788	29.35	39.80	4.0
HR/Risk Management Coordinator	59,718	86,854	28.71	41.76	1.0
Information Systems Coordinator	59,718	86,854	28.71	41.76	1.0
Sergeant	71,471	94,230	34.36	45.30	5.0
Fire Prevention Officer	72,301	95,771	34.76	46.04	1.0
Assistant Directors:					
Community & Financial Services	74,138	98,140	35.64	47.18	1.0
Engineering & Building	74,138	98,140	35.64	47.18	1.0
Public Works - Water & Sewer	74,138	98,140	35.64	47.18	1.0
Public Works - Operations	74,138	98,140	35.64	47.18	1.0
Manager of HR & Risk Management	74,138	98,140	35.64	47.18	1.0
Assistant Fire Chief	77,158	101,163	28.00	36.71	3.0
Deputy Chief	83,561	108,579	40.17	52.20	1.0
Directors:					
Community & Financial Services	86,836	122,020	41.75	58.66	1.0
Economic & Community Development	86,836	122,020	41.75	58.66	1.0
Engineering & Building	86,836	122,020	41.75	58.66	1.0
Public Works	86,836	122,020	41.75	58.66	1.0
Chief of Fire/EMS	99,563	125,347	47.87	60.26	1.0
Chief of Police	99,563	125,347	47.87	60.26	1.0
Village Manager	121,746	149,048	58.53	71.66	1.0
Sub-Total Full-Time Non-Represented Employees					40.0

(1) Full-time equivalent hours equal 2,080 except for Assistant Chief positions which equal 2,756 hours.

(2) Job sharing is permitted if hours paid do not exceed budget; the number of FTE positions do not increase but the classification of the positions may change

(3) Part-Time non-exempt positions will be compensated at the hourly equivalent within their range.

(4) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(5) The total number of sworn police personnel shall not exceed 23 FTEs.

**Compensation Plan - Schedule III: Regular & Temporary Part-Time Employees**  
**Effective 01.01.2012 to 04.30.2012**

	Hourly		Actual Positions	Authorized Hours	Full-Time Equivalent Positions
	Minimum	Maximum			
<b>Temporary/Seasonal Positions</b>					
Seasonal Laborer					
Seasonal Support	15.00	20.00	20.0	1,976	0.95
Street Operations	8.25	11.00	2.0	1,352	0.65
Forestry & Property Maintenance	8.25	17.50	1.0	728	0.35
Water & Sewer Maintenance	8.25	11.00	2.0	1,352	0.65
Water Production	8.25	11.00	1.0	728	0.35
Crossing Guards	N/A	15.00	9.0	6,136	2.95
Interns					
Village Manager	9.00	15.00	1.0	312	0.15
Economic Development	9.00	15.00	1.0	416	0.20
Engineering	9.00	15.00	1.0	728	0.35
Water & Sewer Technician	15.00	20.00	1.0	1,040	0.50
<b>Regular Part-Time Positions</b>					
Laborer	13.33	19.99	6.0	7,488	3.60
Part-Time Firefighter I	12.00	14.00	8.0	4,271	1.55
Office Assistant	14.53	22.10	3.0	4,264	2.05
Part-Time Firefighter II	14.00	16.00	1.0	826	0.30
Records/Police Assistant	16.26	23.08	5.0	4,992	2.40
Accounting Assistant	16.27	24.27	1.0	1,456	0.70
Public Service Officer	17.45	25.06	2.0	2,912	1.40
Events/Marketing Coordinator	18.33	27.73	1.0	1,560	0.75
Information Systems Technician	19.58	27.73	1.0	520	0.25
Building Inspector	11.00	33.97	1.0	1,248	0.60
Senior Building Inspector	25.49	35.67	1.0	1,248	0.60
Sub-Total Part-Time Full Time Equivalent Positions					21.30

(1) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(2) To qualify as a Part-time Firefighter II, an employee must be certified as an EMT-P, FF II, and FAE.

**Compensation Plan - Schedule III: Regular & Temporary Part-Time Employees**  
**Effective 05.01.2012 to 12.31.2012**

	Hourly		Actual Positions	Authorized Hours	Full-Time Equivalent Positions
	Minimum	Maximum			
<b>Temporary/Seasonal Positions</b>					
Seasonal Laborer					
Seasonal Support	15.00	20.00	20.0	2,000	0.96
Street Operations	8.25	11.00	2.0	1,373	0.66
Forestry & Property Maintenance	8.25	17.50	1.0	686	0.33
Water & Sewer Maintenance	8.25	11.00	2.0	1,373	0.66
Water Production	8.25	11.00	1.0	686	0.33
Crossing Guards	N/A	15.00	9.0	6,165	2.96
Interns					
Village Manager	9.00	15.00	1.0	300	0.14
Economic Development	9.00	15.00	1.0	354	0.17
Engineering	9.00	15.00	1.0	686	0.33
Water & Sewer Technician	15.00	20.00	1.0	1,040	0.50
<b>Regular Part-Time Positions</b>					
Laborer	13.60	20.39	6.0	7,488	3.60
Part-Time Firefighter I	12.00	14.00	8.0	4,295	1.56
Office Assistant	14.82	22.55	3.0	4,264	2.05
Part-Time Firefighter II	14.00	16.00	1.0	858	0.31
Records/Police Assistant	16.59	23.55	5.0	6,448	2.34
Accounting Assistant	16.60	24.76	1.0	1,456	0.70
Public Service Officer	17.80	25.57	2.0	2,912	1.40
Events/Marketing Coordinator	18.70	28.29	1.0	1,560	0.75
Information Systems Technician	19.98	28.29	1.0	520	0.25
Building Inspector	11.00	34.65	1.0	1,248	0.60
Senior Building Inspector	26.00	36.39	1.0	1,248	0.60
Sub-Total Part-Time Full Time Equivalent Positions					21.21

(1) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(2) To qualify as a Part-time Firefighter II, an employee must be certified as an EMT-P, FF II, and FAE.

**Compensation Plan - Schedule IV: Village Board**  
**Effective 01.01.12-12.31.12**

	Quarterly	Actual Positions
<b>Village Board</b>		
Village President	1,125.00	1.0
Village Trustee	300.00	6.0
Village Clerk <sup>(1)</sup>	750.00	1.0

(1) Village Clerk also receives \$100.00 per meeting. For purposes of this payment, consecutive meetings held on the same day or continued meetings shall be considered one meeting.

## Appendix I – Five-Year Financial Projection

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The Five-Year Financial Projection is intended to provide elected officials, Village Staff, and Village residents with a long-range projection of the financial condition of the major operating funds of the Village. The operating funds included in this forecast provide all of the services the Village offers to its residents. The forecast will also illustrate the funding that will be available for the Village to complete capital infrastructure projects during the next five years.

The Five Year Financial Forecast is not as detailed or precise as the Village's annual Budget; however, it is an extremely useful tool for the budgeting process because it provides a way to assess the long-range financial impact of current decisions. Although the Village's audited financial statements are prepared on an accrual or modified accrual basis (as applicable and consistent with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board), the Five-Year Financial Projection, like the annual Budget, is prepared and presented on a cash basis. This results in an easily understood document that is useful in projecting the resources that will be available to the Village in the future.

The presentation for each of the Operating Funds includes a brief description of the Fund and the revenues in the Fund followed by an analysis of projected expenditures and a projected Statement of Revenues, Expenditures, and Changes in Fund Balance. Some of the Funds also include either a chart illustrating the Changes in Fund Balances or a Projected Cash Flow Analysis. All of these projections begin with the 2012 budget .

### **General Assumptions**

The principal assumptions for the Five-Year Financial Plan involve the rate of increase for general inflation, "personnel inflation" (salary and fringe benefits costs), inflation for operational services and goods, the rate of growth in the principal revenue sources of each Fund, and interest rates. The 2013 – 2017 Five-Year Financial Plan is based on the following general assumptions:

- General inflation at a rate of 2.5% in 2013 and 3.0% from 2014 through 2017;
- Personnel inflation: In years beyond 2012, Salaries, including economic adjustments and merit adjustments applicable to personnel not at the top of their salary range, are projected to increase at 2.25% per year. Fringe benefits are projected to increase at 4.00% per year, the long term average growth rate;
- The rate of increase for operational services and goods is generally projected to be 1.50% lower than the general rate of inflation for the five year period. However, there are some significant exceptions and these are noted in the text for each Fund.
- The rate of growth in principal revenue sources for each operating Fund is analyzed in the Analysis of Major Revenue Sources by Fund on Pages 55 to 71;

In years 2015-2017, the long-range operating budget projections are adjusted by an experience factor intended to take into account normal positive variances in expenditures across the thousands of accounts that make up the Village's financial structure. This experience factor partially offsets the effect of compounding the inflation assumptions in the later years. Other assumptions specific to particular funds are described in the narrative accompanying the presentation of each fund.

## **Relationship to the Annual Budget**

The Five-Year Financial Projection is typically prepared in conjunction with the Village Board Objectives meeting held early in the budget cycle to provide a framework for decision making. The 2012 Budget and 2013-2017 Financial Forecast continues the Village Board directive that staff should prioritize budget expenses using the following hierarchy:

- Projects or expenditures necessary to maintain or replace critical equipment, projects already started but not completed, projects that are the recipient of grant funding, and items required to comply with Illinois and Federal law.
- Projects or expenditures that will directly contribute to increased revenues from sales tax, utility and telecommunications taxes, and Hotel/Motel taxes.
- Projects or expenditures that will significantly increase the efficiency of Village operations.
- Projects or expenditures that will significantly improve the safety, convenience, or quality of life for residents, non-residents, and businesses.
- Projects or expenditures that will improve the aesthetics of the Village.
- Discretionary projects or expenditures that add new services or amenities.

The economic difficulties facing the United States and the community are having negative impacts on the Village of Barrington and its residents and businesses. The impact of this recessionary economy is particularly difficult for the General Corporate Fund, which is the major operating fund of the Village. Details of the impact of the economy are contained on the pages addressing the particular fund, but overall the preparation of this Five-Year Plan has been extremely challenging and the assumptions contained in the projection are important to analyze.

## General Fund

The General Fund provides the bulk of municipal services to residents including general administration, development services, police protection, fire protection, and infrastructure maintenance. The Fund is supported by a combination of taxes, intergovernmental transfers, permits and licenses, charges for services, usage of Village property, fines and forfeitures, and investment income. An analysis of the major revenue sources for the General Fund can be found on Pages 57 – 66.

### Analysis of Expenditures

Expenditures in the General Fund are projected to increase at the rates of inflation discussed under General Assumption on the first page of this appendix. The effects of the inflationary assumptions vary depending on the category of expenditure. During the six years profiled below, Salaries and Benefits comprise an average of 75% of the Village's expenditures in the General Fund. This is fairly typical for a municipal government as the services provided to residents are dependent on staffing resources. However, this is an increase for the Village as the percent of expenditures related to personnel was lower in the early 2000's (benefit costs have increased at rates greater than the general rate of inflation during the latter half of the previous decade).

#### General Fund Expenditures by Category

	FY 2012 Budget	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection	FY 2017 Projection
<b>Expenditures by Category</b>						
Salaries	8,027,500	8,208,119	8,392,801	8,581,639	8,774,726	8,972,158
(\$ Change)		180,619	184,683	188,838	193,087	197,431
(% Change)		2.25%	2.25%	2.25%	2.25%	2.25%
Benefits	3,151,025	3,277,066	3,408,149	3,544,475	3,686,254	3,833,704
(\$ Change)		126,041	131,083	136,326	141,779	147,450
(% Change)		4.00%	4.00%	4.00%	4.00%	4.00%
Professional Development	608,955	615,045	621,195	627,407	633,681	640,018
(\$ Change)		6,090	6,150	6,212	6,274	6,337
(% Change)		1.00%	1.00%	1.00%	1.00%	1.00%
Contractual Services	2,522,300	2,537,818	2,459,360	2,474,529	2,447,349	2,462,822
(\$ Change)		15,518	(78,458)	15,169	(27,180)	15,473
(% Change)		0.62%	-3.09%	0.62%	-1.10%	0.63%
Commodities	652,835	659,363	665,957	672,617	679,343	686,136
(\$ Change)		6,528	6,594	6,660	6,726	6,793
(% Change)		1.00%	1.00%	1.00%	1.00%	1.00%
Programs	283,610	286,446	289,311	292,204	295,126	298,077
(\$ Change)		2,836	2,864	2,893	2,922	2,951
(% Change)		1.00%	1.00%	1.00%	1.00%	1.00%
Capital Outlay	15,900	16,059	16,220	16,382	16,546	16,711
(\$ Change)		159	161	162	164	165
(% Change)		1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Expenditures</b>	<b>15,262,125</b>	<b>15,599,915</b>	<b>15,852,992</b>	<b>16,209,252</b>	<b>16,533,024</b>	<b>16,909,626</b>
(\$ Change)		337,790	253,077	356,259	323,772	376,602
(% Change)		2.21%	1.62%	2.25%	2.00%	2.28%
Annual Personnel Cost Increases		306,660	315,765	325,164	334,866	344,881
All Other Cost Increases		31,131	(62,688)	31,095	(11,094)	31,720

## Analysis of Projected Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance

The projected net change in Fund Balance in the General Fund varies between \$11,685 and \$49,558 throughout the five year period. However, the ability to generate these small surpluses is the result of a change in policy for the use of a portion of the Village's utility taxes. In previous years, utility taxes were dedicated to the Capital Improvement Fund for infrastructure improvements in the Village. In the 2012 five year projection, the only way to maintain Village services at their current levels is to move the Telecommunications and half of the Electricity Utility Taxes to the General Fund to offset the unprecedented decrease in general revenues that occurred in 2008 and 2009. The General Fund will then transfer excess funds to the Capital Improvement Fund for infrastructure improvements. Although the Transfer Out each year is significant, a portion of this transfer will be saved for future equipment purchases and the amount available for infrastructure improvements is substantially less than in previous years.

### General Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Revenues</b>						
Property Taxes	2,845,000	2,885,000	2,955,000	3,010,000	3,070,000	3,115,000
Other Taxes	6,080,000	6,262,500	6,362,500	6,587,500	6,712,500	6,862,500
Intergovernmental	162,500	185,000	195,000	210,000	220,000	230,000
Licenses & Permits	372,000	382,000	407,000	407,000	407,000	407,000
Charges for Services	5,375,385	5,495,385	5,615,385	5,735,385	5,877,385	6,001,385
Fines & Forfeitures	133,500	138,500	138,500	138,500	138,500	138,500
Village Property Usage	450,000	450,000	460,000	465,000	465,000	475,000
Investment Income	217,425	217,425	267,425	317,425	367,425	367,425
Miscellaneous	88,000	63,000	63,000	63,000	63,000	63,000
<b>Total Revenues</b>	<b>15,723,810</b>	<b>16,078,810</b>	<b>16,463,810</b>	<b>16,933,810</b>	<b>17,320,810</b>	<b>17,659,810</b>
<b>Expenditures</b>						
General Government	2,681,100	2,713,812	2,653,194	2,686,870	2,678,887	2,714,271
Development Services	819,170	837,101	855,503	874,389	893,773	913,672
Public Safety	9,653,840	9,904,081	10,161,623	10,426,702	10,699,560	10,980,448
Public Works	2,108,015	2,144,921	2,182,672	2,221,291	2,260,804	2,301,235
<b>Total Expenditures</b>	<b>15,262,125</b>	<b>15,599,915</b>	<b>15,852,992</b>	<b>16,209,252</b>	<b>16,533,024</b>	<b>16,909,626</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>461,685</b>	<b>478,895</b>	<b>610,818</b>	<b>724,558</b>	<b>787,786</b>	<b>750,184</b>
<b>Other Financing (Uses)</b>						
Transfers Out	(450,000)	(450,000)	(575,000)	(675,000)	(750,000)	(725,000)
<b>Net Other Financing</b>	<b>(450,000)</b>	<b>(450,000)</b>	<b>(575,000)</b>	<b>(675,000)</b>	<b>(750,000)</b>	<b>(725,000)</b>
<b>Net Change in Fund Balance</b>	<b>11,685</b>	<b>28,895</b>	<b>35,818</b>	<b>49,558</b>	<b>37,786</b>	<b>25,184</b>
<b>Beginning Fund Balance</b>	<b>10,220,960</b>	<b>10,232,645</b>	<b>10,261,539</b>	<b>10,297,357</b>	<b>10,346,916</b>	<b>10,384,702</b>
<b>Ending Fund Balance</b>	<b>10,232,645</b>	<b>10,261,539</b>	<b>10,297,357</b>	<b>10,346,916</b>	<b>10,384,702</b>	<b>10,409,886</b>

## Analysis of Projected Changes in Fund Balances

The Unassigned Fund Balance is projected to increase from \$6.272 million in 2012 to \$6.669 million in 2017. The increase in the Unassigned Fund Balance is caused by small surpluses every year combined with reductions in the Restricted and Assigned Fund Balances. The Restricted Fund Balance will decrease as the Village will be using restricted revenues to fund appropriate expenditures. In previous years, restricted revenue had been accumulated and the Unassigned Fund Balance had been used to fund those expenditures. Beginning in 2010, the Village changed this policy and is now utilizing restricted revenues as needed to offset associated expenditures. The Assigned Fund Balance is decreasing as the Village continues to move the Fund Balance Assigned for Equipment Purchases to the Capital Improvement Fund; it is more appropriate for these types of equipment purchases to be made out of the Capital Improvement Fund and the Village will accumulate reserves in that fund to make future equipment purchases.

The number of months of expenses available in the Unassigned Fund Balance will decrease from 4.93 months at the end of 2012 to 4.73 months at the end of 2017. This decrease is caused by the increases in expenditures throughout the period which are larger than the surpluses generated during the period.

<b>General Fund - Analysis of Changes in Fund Balance</b>						
	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Fund Balance						
Non-spendable	-	-	-	-	-	-
Restricted	435,000	360,000	335,000	310,000	285,000	285,000
Committed	-	-	-	-	-	-
Assigned	3,525,000	3,455,000	3,455,000	3,455,000	3,455,000	3,455,000
Unassigned	6,272,645	6,446,539	6,507,357	6,581,916	6,644,702	6,669,886
Fund Balance Total	10,232,645	10,261,539	10,297,357	10,346,916	10,384,702	10,409,886
One Month Expenses	1,271,844	1,299,993	1,321,083	1,350,771	1,377,752	1,409,135
Three Months Expenses	3,815,531	3,899,979	3,963,248	4,052,313	4,133,256	4,227,406
Months of Expenses in Unassigned Fund Balance	4.93	4.96	4.93	4.87	4.82	4.73

## Capital Improvement Fund

The Capital Improvement Fund is utilized by the Village for capital expenditures including facility construction and renovation, infrastructure improvements, and equipment and vehicle purchases. Capital expenditures are defined by the Village as expenditures on facilities, infrastructure, or equipment that have useful lives of multiple years and cost in excess of \$5,000. Under Illinois Statute, the Village can accumulate up to 3% of the Equalized Assessed Value (EAV) of real estate in the community for future capital improvement expenditures; this was equal to \$20,119,360 using the 2010 EAV (the most recent available).

### Analysis of Expenditures

Expenditures in the Capital Improvement Fund range from a low of \$1,199,573 in 2013 to a high of \$3,356,150 in 2012. Development Service expenditures represent a portion of the salaries and benefits for employees who spend a portion of their time planning and supervising the Village's annual road program.

#### Capital Improvement Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Revenues</b>						
Other Taxes	562,500	562,500	562,500	562,500	562,500	562,500
Intergovernmental	2,250,000	110,000	-	-	-	-
Charges for Services	53,700	15,000	21,905	23,600	164,500	90,175
Village Property Usage	105,000	105,000	105,000	105,000	105,000	105,000
Investment Income	40,100	35,000	35,000	35,000	35,000	35,000
Miscellaneous	30,000	30,000	30,000	30,000	30,000	30,000
<b>Total Revenues</b>	<b>3,041,300</b>	<b>857,500</b>	<b>754,405</b>	<b>756,100</b>	<b>897,000</b>	<b>822,675</b>
<b>Expenditures</b>						
Development Services	84,450	86,673	88,959	91,310	93,727	96,214
Village Facilities	10,000	-	-	-	-	-
Street Improvements	2,900,000	800,000	1,350,000	900,000	900,000	900,000
Community Improvements	-	-	-	-	-	-
Vehicles & Equipment	361,700	312,900	565,860	491,800	559,100	567,535
Stormwater Management	-	-	-	-	-	-
Fiscal Charges	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,356,150</b>	<b>1,199,573</b>	<b>2,004,819</b>	<b>1,483,110</b>	<b>1,552,827</b>	<b>1,563,749</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>(314,850)</b>	<b>(342,071)</b>	<b>(1,250,414)</b>	<b>(727,010)</b>	<b>(655,827)</b>	<b>(741,074)</b>
<b>Other Financing Sources/(Uses)</b>						
Transfers In	450,000	450,000	575,000	675,000	750,000	725,000
Transfers Out	(100,000)	(230,000)	(230,000)	(230,000)	(230,000)	(230,000)
Debt Proceeds	-	-	-	-	-	-
<b>Net Other Financing</b>	<b>350,000</b>	<b>220,000</b>	<b>345,000</b>	<b>445,000</b>	<b>520,000</b>	<b>495,000</b>
<b>Net Change in Fund Balance</b>	<b>35,150</b>	<b>(122,071)</b>	<b>(905,414)</b>	<b>(282,010)</b>	<b>(135,827)</b>	<b>(246,074)</b>
<b>Beginning Fund Balance</b>	<b>12,874,423</b>	<b>12,909,573</b>	<b>12,787,502</b>	<b>11,882,088</b>	<b>11,600,078</b>	<b>11,464,251</b>
<b>Ending Fund Balance</b>	<b>12,909,573</b>	<b>12,787,502</b>	<b>11,882,088</b>	<b>11,600,078</b>	<b>11,464,251</b>	<b>11,218,177</b>

Expenditures for Street Improvements will range from \$800,000 in 2013 to \$2,900,000 in 2012. The large amount of spending in 2012 is the result of a grant received from the Federal Government for the design engineering of a grade separation (underpass) for the EJ&E/CN Railroad and US Route 14 (Northwest Highway). In typical years (not 2012), the bulk of expenditures in this category comprise the road portion of the annual road improvement program which will equal between \$800,000 and \$900,000 during the five year period (a portion of these expenditures also come from the Water & Sewer Fund for the underground utility work associated with the reconstruction of certain streets). It should be noted this is a substantial decrease from previous years (e.g., 2000 to 2007 when the Village was able to spend approximately \$1.3 million per year on the road program) as the Village has experienced severe decreases in its revenues. In the period from 2013 to 2017 the Village has no funding for sidewalk repairs or new installations. Vehicle and Equipment purchases ranging from \$312,900 in 2013 to \$567,535 in 2017 are necessary to provide the Village's operating departments with the equipment they need to be able to provide services to Barrington residents.

### Analysis of Projected Changes in Fund Balances

The Assigned Fund Balance for Infrastructure will range from \$748,177 at the end of 2017 to \$1,260,073 at the end of 2012; this represents the amount available for capital projects such as the annual road program or sidewalk improvements. The Non-spendable Fund Balance is the amount owed by the Village's TIF Fund to the Capital Improvement Fund and will decline from \$6,350,000 in 2012 to \$5,410,000 in 2017 as the TIF Fund repays the Capital Improvement Fund throughout the period.

The Committed Fund Balance represents amounts that have been committed by the Village Board for certain purposes. This Fund Balance includes amounts for future Facility Improvements, Street Improvements, Downtown Parking, and Bikeways Construction. The Committed Balance will decline significantly in 2014 as a major portion of this balance will be used for the Hart Road and Route 14 improvement. The Assigned Fund Balance for future vehicle and equipment purchases will be maintained between \$3,400,000 and \$3,650,000 throughout the five year period, this represents approximately 50% of the cost of the Village's vehicles and equipment.

#### Capital Improvement Fund - Analysis of Changes in Fund Balance

	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget
Fund Balance						
Non-spendable	6,350,000	6,225,000	6,100,000	5,870,000	5,640,000	5,410,000
Committed	1,899,500	2,114,500	1,410,000	1,410,000	1,410,000	1,410,000
Assigned						
Vehicles & Equipment	3,400,000	3,450,000	3,500,000	3,550,000	3,600,000	3,650,000
Infrastructure	1,260,073	998,002	872,088	770,078	814,251	748,177
Fund Balance Total	12,909,573	12,787,502	11,882,088	11,600,078	11,464,251	11,218,177

## Village Center Tax Increment Financing Fund

The Village Center Tax Increment Financing (TIF) Fund is utilized by the Village to assist with the redevelopment of the Village's downtown area. The TIF District has improved the infrastructure in the Village Center, contributed to the redevelopment of Cook Street Plaza, and contributed to improvements in many businesses by providing small business matching grants. The TIF Fund derives its resources from the increase in the real estate values in the District as explained in the Analysis of Major Revenues by Fund section on Page 67.

### **Analysis of Expenditures**

Expenditures in the TIF Fund range from a low of \$1,015,896 in 2013 to a high of \$2,072,607 in 2012. The Administration costs are those costs associated with administering and marketing the Fund and its programs. District Improvements are the infrastructure improvements completed from TIF Funds within the Village center. The expenditures during the five year period provide for a wayfinding sign program and continued streetscape improvements. Redevelopment Activities are those programs and services intended to benefit all businesses in the District such as the façade and small business improvement grant program as well as expenses related to encouraging the redevelopment of certain properties in the District; the \$1,075,000 in expenditures in 2012 provides for the construction of a parking facility and infrastructure improvements in area of the Hough-Main properties. The Debt Service expenditures repay the debt certificates that were issued in 2007 that allowed the Village to purchase the properties at Hough and Main.

#### **Village Center TIF Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Revenues</b>						
Property Taxes	1,150,000	1,150,000	1,150,000	1,200,000	1,400,000	1,400,000
Intergovernmental	-	-	-	-	-	-
Village Property Usage	-	-	-	-	-	-
Investment Income	5,000	5,000	5,000	5,000	5,000	5,000
Miscellaneous	-	-	-	-	-	-
<b>Total Revenues</b>	<b>1,155,000</b>	<b>1,155,001</b>	<b>1,155,000</b>	<b>1,205,000</b>	<b>1,405,000</b>	<b>1,405,000</b>
<b>Expenditures</b>						
<b>Development Services</b>						
Administration	116,300	109,321	111,914	114,583	117,328	120,154
District Improvements	65,000	30,000	30,000	30,000	30,000	30,000
Redevelopment Activities	1,075,000	35,000	35,000	35,000	35,000	35,000
Debt Service	816,307	841,575	870,431	893,081	924,481	953,881
<b>Total Expenditures</b>	<b>2,072,607</b>	<b>1,015,896</b>	<b>1,047,345</b>	<b>1,072,664</b>	<b>1,106,809</b>	<b>1,139,035</b>
<b>Excess (Deficiency) of Revenues</b>						
Over (Under) Expenditures	(917,607)	139,105	107,655	132,336	298,191	265,965
<b>Net Change in Fund Balance</b>	<b>(917,607)</b>	<b>139,105</b>	<b>107,655</b>	<b>132,336</b>	<b>298,191</b>	<b>265,965</b>
<b>Beginning Fund Balance</b>	<b>(5,970,112)</b>	<b>(6,887,719)</b>	<b>(6,748,614)</b>	<b>(6,640,959)</b>	<b>(6,508,622)</b>	<b>(6,210,432)</b>
<b>Ending Fund Balance</b>	<b>(6,887,719)</b>	<b>(6,748,614)</b>	<b>(6,640,959)</b>	<b>(6,508,622)</b>	<b>(6,210,432)</b>	<b>(5,944,466)</b>

## Projected Cash Flow

The TIF Fund has a negative Fund Balance because it was loaned \$7,000,000 by the Capital Improvement Fund in the early 2000's as a source of funding to get the District started. To understand the resources available to complete projects in the TIF District, an analysis of the Fund's cash position must be completed. The cash flow analysis below demonstrates that the TIF Fund will be able to meet its future obligations from future cash receipts. Throughout the six year period a cash balance between \$37,000 and \$152,000 will be maintained. Cash will be increasing in the latter half of the period as the increment from the Hough-Main properties begins to have a positive impact on cash receipts in 2015.

The TIF Fund will be repaying the Capital Improvement Fund between \$100,000 and \$230,000 per year and this will lead to a reduction in the cash available for projects but will increase the Fund Balance.

### Village Center TIF Fund - Cash Flow Analysis

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Beginning Cash Balance	1,131,183	138,576	152,681	135,336	37,673	105,863
Cash Receipts						
Revenues	1,155,000	1,155,001	1,155,000	1,205,000	1,405,000	1,405,000
Change in Receivables	25,000	-	-	-	-	-
Net Cash Receipts	1,180,000	1,155,001	1,155,000	1,205,000	1,405,000	1,405,000
Cash Outflows						
Expenditures	2,072,607	1,015,896	1,047,345	1,072,664	1,106,809	1,139,035
Repay Capital Impr Fund	100,000	125,000	125,000	230,000	230,000	230,000
Changes in Payables	-	-	-	-	-	-
Net Cash Outflows	2,172,607	1,140,896	1,172,345	1,302,664	1,336,809	1,369,035
Ending Cash Balance	138,576	152,681	135,336	37,673	105,863	141,829

## Water & Sewer Fund

The Water and Sewer Fund provides water and sewer services to residents and businesses in the Village and in some areas surrounding the Village. The Fund is an enterprise activity and is therefore expected to charge users for the services provided in an amount that is sufficient to pay for the administration, operations, infrastructure improvements, and debt service needed to provide the utility services. The primary revenue source for the Water & Sewer Fund is profiled on Page 69 of this document and includes a five year projection.

### **Analysis of Expenditures**

Operating Expenses in the Water & Sewer Fund range from \$4,486,005 in 2012 to \$4,567,335 in 2017. Administration costs include management and financial services. Operation costs include all expenditures necessary to provide the basic services to residences and businesses. Capital outlays are those infrastructure improvement or equipment purchase expenses that are not capitalized and depreciated. Non-operating expenses consist of interest payments on debt issued for water and sewer infrastructure improvements.

#### **Water & Sewer Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Operating Revenues</b>						
Charges for Services	4,800,000	4,944,000	5,092,320	5,245,090	5,402,442	5,564,516
Miscellaneous	7,500	7,500	7,500	7,500	7,500	7,500
<b>Total Revenues</b>	<b>4,807,500</b>	<b>4,951,500</b>	<b>5,099,820</b>	<b>5,252,590</b>	<b>5,409,942</b>	<b>5,572,016</b>
<b>Operating Expenses</b>						
Administration	1,192,595	1,141,362	1,152,270	1,163,480	1,175,000	1,186,840
Operations	2,136,260	2,177,949	2,220,685	2,264,499	2,309,424	2,355,495
Capital Outlay	307,150	200,000	435,000	225,000	260,000	50,000
Depreciation	850,000	875,000	900,000	925,000	950,000	975,000
<b>Total Operating Expenses</b>	<b>4,486,005</b>	<b>4,394,311</b>	<b>4,707,955</b>	<b>4,577,979</b>	<b>4,694,425</b>	<b>4,567,335</b>
<b>Operating Income (Loss)</b>	<b>321,495</b>	<b>557,189</b>	<b>391,865</b>	<b>674,611</b>	<b>715,517</b>	<b>1,004,681</b>
<b>Non-operating Revenues/(Expenses)</b>						
Investment Income	35,000	35,000	35,000	35,000	35,000	35,000
Connection Fees	75,000	75,000	75,000	75,000	75,000	75,000
Other Income	125,000	75,000	75,000	75,000	75,000	75,000
Disposal of Capital Assets	-	-	-	-	-	-
Interest & Fiscal Charges	(519,598)	(506,553)	(492,904)	(472,327)	(453,671)	(432,977)
<b>Total Non-operating Revenues/ (Expenses)</b>	<b>(284,596)</b>	<b>(321,553)</b>	<b>(307,904)</b>	<b>(287,327)</b>	<b>(268,671)</b>	<b>(247,977)</b>
<b>Change in Net Assets</b>	<b>36,899</b>	<b>235,636</b>	<b>83,961</b>	<b>387,284</b>	<b>446,846</b>	<b>756,704</b>
<b>Net Assets - January 1</b>	<b>23,349,333</b>	<b>23,386,232</b>	<b>23,621,869</b>	<b>23,621,869</b>	<b>23,621,869</b>	<b>24,068,715</b>
<b>Net Assets - December 31</b>	<b>23,386,232</b>	<b>23,621,869</b>	<b>23,705,830</b>	<b>24,009,153</b>	<b>24,068,715</b>	<b>24,825,419</b>

The change in Net Assets for the Fund will range from an increase of \$36,899 in 2012 to an increase of \$756,704 in 2017. The increase or decrease is largely determined by a combination of non-capitalized infrastructure expenses and depreciation. The Fund is generating sufficient revenues to easily support operations and interest expense on an accounting basis. Between 2012 and 2017, more of the Fund's assets will be shifted to Unrestricted Net Assets as the positive Changes in Net Assets during the period will accrue to Unrestricted Net Assets.

**Water & Sewer Fund - Composition of Net Assets**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Net Assets						
Invested in Capital, Net of Debt	21,549,081	21,899,081	21,774,081	21,924,081	21,936,581	22,299,081
Restricted	740,000	740,000	740,000	-	-	-
Unrestricted	1,097,149	982,788	1,191,749	2,085,072	2,132,134	2,526,338
	23,386,230	23,621,869	23,705,830	24,009,153	24,068,715	24,825,419

## Projected Cash Flow

The Change in Net Assets in the Statement of Revenues, Expenditures, and Changes in Net Assets is an indicator of the Funds long-term financial standing but does not provide sufficient information to determine the resources available in a particular year to finance operations and complete infrastructure improvements. The cash flow analysis below illustrates the Fund's cash position at the beginning and end of each fiscal year, thus providing the information needed to understand the financial resources available to the Fund in a particular year. As demonstrated by the projection, the Funds cash position will decline throughout the five year period and end at \$2,533,784 in 2017 (74.39% of non-capital cash expenses in that year). This decline is occurring as the Village will be drawing down upon bond proceeds from the 2009 bond issue to complete some necessary capital improvements. An unanticipated major infrastructure project could really impact this cash analysis (an example would be the purchasing or construction of backup water wells which is a project that has been recommended by the Village's Public Works Department).

### Water & Sewer Fund - Cash Flow Analysis

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Cash Flows from Operating Activities</b>						
Receipts from Customers	5,007,500	5,101,500	5,249,820	5,402,590	5,559,942	5,722,016
Payments to Employees	(1,520,850)	(1,562,462)	(1,605,306)	(1,649,422)	(1,694,849)	(1,741,632)
Payments to Suppliers	(2,115,155)	(1,956,849)	(2,202,649)	(2,003,558)	(2,049,575)	(1,850,703)
<b>Total</b>	<b>1,371,495</b>	<b>1,582,189</b>	<b>1,441,865</b>	<b>1,749,611</b>	<b>1,815,517</b>	<b>2,129,681</b>
<b>Cash Flows from Capital and Related Financing Activities</b>						
Purchase of Capital Assets	(2,500,000)	(1,600,000)	(1,000,000)	(1,400,000)	(1,250,000)	(1,750,000)
Disposal of Capital Assets	-	-	-	-	-	-
Interest Expenses	(519,598)	(506,553)	(492,904)	(472,327)	(453,671)	(432,977)
Issuance of Debt	-	-	-	-	-	-
Payment of Principal	(532,651)	(543,840)	(735,198)	(576,730)	(598,440)	(610,334)
<b>Total</b>	<b>(3,552,249)</b>	<b>(2,650,393)</b>	<b>(2,228,102)</b>	<b>(2,449,057)</b>	<b>(2,302,111)</b>	<b>(2,793,311)</b>
<b>Cash Flows from Investing Activities</b>						
Interest Received	35,000	35,000	35,000	35,000	35,000	35,000
<b>Total</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>Net Change in Cash</b>	<b>(2,145,754)</b>	<b>(1,033,204)</b>	<b>(751,237)</b>	<b>(664,446)</b>	<b>(451,594)</b>	<b>(628,630)</b>
<b>Cash &amp; Cash Equivalents</b>						
Beginning	8,208,648	6,062,894	5,029,691	4,278,454	3,614,008	3,162,414
Ending	6,062,894	5,029,691	4,278,454	3,614,008	3,162,414	2,533,784

## Recycling & Refuse Fund

The Recycling and Refuse Fund provides recycling and refuse collection and disposal services to residents and businesses in the Village. The Fund is an enterprise activity and is therefore expected to charge users for the services provided in an amount that is sufficient to pay for the administration and operations necessary to provide the collection and disposal services. The primary revenue source for the Recycling & Refuse Fund is profiled on Page 70 of this document and includes a five year projection.

### **Analysis of Expenditures**

Operating Expenses in the Recycling & Refuse Fund range from a low of \$1,201,485 in 2012 to a high of \$1,365,341 in 2017. Administration costs include management and financial services and Operation costs primarily include the cost for the contracts to collect and dispose of recycling and refuse. The primary component of the cost escalation in the six year period is the projected increases in the cost of the contracts to provide collection and disposal services.

The Change in Net Assets will be negative from 2012 through 2014 before becoming and remaining positive in 2015. The Village will absorb some of the cost increases related to the disposal contract from 2012 to 2014 to avoid a large rate increase for residents in one year. Net Assets are sufficient to absorb these costs during this period of time but will drop to about 2.5 months of operating in 2014 before returning to 3 months of operating expenses in 2017.

#### **Recycling & Refuse Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Operating Revenues						
Charges for Services	1,135,000	1,191,750	1,251,338	1,313,904	1,353,322	1,393,921
Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Revenues</b>	<b>1,138,000</b>	<b>1,194,750</b>	<b>1,254,338</b>	<b>1,316,904</b>	<b>1,356,322</b>	<b>1,396,921</b>
Operating Expenses						
Administration	66,325	67,935	69,590	71,292	73,041	74,839
Operations	1,135,160	1,175,420	1,203,141	1,231,550	1,260,665	1,290,502
<b>Total Operating Expenses</b>	<b>1,201,485</b>	<b>1,243,356</b>	<b>1,272,732</b>	<b>1,302,842</b>	<b>1,333,705</b>	<b>1,365,341</b>
Operating Income/(Loss)	(63,485)	(48,605)	(18,394)	14,062	22,616	31,580
Non-operating Revenues						
Investment Income	1,000	1,000	1,000	1,000	1,000	1,000
<b>Income Before Transfers</b>	<b>(62,485)</b>	<b>(47,605)</b>	<b>(17,394)</b>	<b>15,062</b>	<b>23,616</b>	<b>32,580</b>
Transfers						
Transfers In	-	-	-	-	-	-
<b>Net Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Change in Net Assets</b>	<b>(62,485)</b>	<b>(47,605)</b>	<b>(17,394)</b>	<b>15,062</b>	<b>23,616</b>	<b>32,580</b>
Net Assets - January 1	389,671	327,186	279,581	262,187	277,250	300,866
<b>Net Assets - December 31</b>	<b>327,186</b>	<b>279,581</b>	<b>262,187</b>	<b>277,250</b>	<b>300,866</b>	<b>333,446</b>

## Parking System Fund

The Parking System Fund provides access to parking facilities in the downtown area of the Village, including the 975 spaces associated with the Village's commuter train station. The Fund is an enterprise activity and is therefore expected to charge users for the use of various Village parking facilities to provide the resources for maintaining those facilities. The primary revenue source for the Parking Fund is profiled on Page 71 of this document and includes a five year projection.

### **Analysis of Expenditures**

Operating Expenses in the Parking System Fund range from a low of \$868,835 in 2012 to a high of \$946,871 in 2017. Administration costs include management and financial services and Operation costs are the expenses associated with parking enforcement and maintenance. The increase in expenses throughout the six year period is primarily caused by increases in salaries and benefits for the employees who provide services related to the parking system and by an increase in the cost of leasing parking lots.

#### **Parking System Fund - Statement of Revenues, Expenses, and Changes in Net Assets**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Operating Revenues</b>						
Licenses & Permits	250,000	250,000	250,000	250,000	250,000	250,000
Charges for Service	460,000	460,000	460,000	460,000	460,000	460,000
Fines & Forfeitures	90,000	90,000	90,000	90,000	90,000	90,000
Village Property Usage	9,000	9,000	9,000	9,000	9,000	9,000
Miscellaneous	-	-	-	-	-	-
<b>Total Revenues</b>	<b>809,000</b>	<b>809,000</b>	<b>809,000</b>	<b>809,000</b>	<b>809,000</b>	<b>809,000</b>
<b>Operating Expenses</b>						
Administration	373,325	377,252	380,852	384,528	388,282	392,116
Operations	440,510	449,857	459,447	469,288	479,388	489,755
Capital Outlay	-	-	-	-	-	-
Depreciation	55,000	65,000	65,000	65,000	65,000	65,000
<b>Total Operating Expenses</b>	<b>868,835</b>	<b>892,108</b>	<b>905,299</b>	<b>918,816</b>	<b>932,670</b>	<b>946,871</b>
<b>Operating Income/(Loss)</b>	<b>(59,835)</b>	<b>(83,108)</b>	<b>(96,299)</b>	<b>(109,816)</b>	<b>(123,670)</b>	<b>(137,871)</b>
<b>Non-operating Revenues</b>						
Investment Income	10,000	10,000	10,000	10,000	10,000	10,000
Property Taxes	-	-	-	-	-	-
<b>Total Non-Operating Revenues</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Change in Net Assets</b>	<b>(49,835)</b>	<b>(73,108)</b>	<b>(86,299)</b>	<b>(99,816)</b>	<b>(113,670)</b>	<b>(127,871)</b>
<b>Net Assets - January 1</b>	<b>3,401,138</b>	<b>3,351,303</b>	<b>3,278,195</b>	<b>3,191,896</b>	<b>3,092,079</b>	<b>2,978,409</b>
<b>Net Assets - December 31</b>	<b>3,351,303</b>	<b>3,278,195</b>	<b>3,191,896</b>	<b>3,092,079</b>	<b>2,978,409</b>	<b>2,850,538</b>

As demonstrated by the negative Change in Net Assets for the six year period, the Parking Fund will probably have the most difficulty of any of the Village's Funds in generating the resources needed to maintain the system. The parking system has a fixed source of revenues which is the number of spaces available for parking. However, expenses in the Fund are not fixed and continue to escalate; this is especially true for salaries and benefits and

parking lot lease expenses. This mismatch between increases in revenues and expenses causes the continuous escalation in the deficits in the Parking Fund. In future years, the Village will have to find additional revenue or reduce expenditures in order to maintain the financial position of the Parking Fund.

The Net Assets of the Fund are primarily composed of Capital Assets, the improved land that is used for parking facilities. The Unrestricted Net Assets in the Fund will be declining throughout the period as the decreases in total Net Assets negatively impact this portion of total Net Assets.

**Parking System Fund - Composition of Net Assets**

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
Net Assets						
Invested in Capital, Net of Debt	2,399,944	2,349,944	2,299,944	2,249,944	2,199,944	2,149,944
Restricted	-	-	-	-	-	-
Unrestricted	951,359	928,251	891,952	842,135	778,465	700,594
	<u>3,351,303</u>	<u>3,278,195</u>	<u>3,191,896</u>	<u>3,092,079</u>	<u>2,978,409</u>	<u>2,850,538</u>

## Projected Cash Flow

The Change in Net Assets in the Statement of Revenues, Expenditures, and Changes in Net Assets is an indicator of the Funds long-term financial standing but does not provide sufficient information to determine the resources available in a particular year to finance operations and complete infrastructure improvements. The cash flow analysis below illustrates the Fund's cash position at the beginning and end of each fiscal year, thus providing the information needed to understand the financial resources available to the Fund in a particular year. The Fund's cash position will deteriorate throughout the six year period as the deficit spending has a compounding negative effective on the Funds available cash. However, the cash position does not deteriorate at the same rate as the negative change in Net Assets as a portion of the negative change in Net Assets is caused by depreciation expense, a non-cash expense.

### Parking System Fund - Cash Flow Analysis

	FY 2012 Budget	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected
<b>Cash Flows from Operating Activities</b>						
Receipts from Customers	809,000	809,000	809,000	809,000	809,000	809,000
Payments to Employees	(366,550)	(376,428)	(386,594)	(397,057)	(407,825)	(418,909)
Payments to Suppliers	(447,285)	(450,680)	(453,705)	(456,760)	(459,845)	(462,962)
<b>Total</b>	<b>(4,835)</b>	<b>(18,108)</b>	<b>(31,299)</b>	<b>(44,816)</b>	<b>(58,670)</b>	<b>(72,871)</b>
<b>Cash Flows from Capital and Related Financing Activities</b>						
Purchase of Capital Assets	(175,000)	-	-	-	-	-
Disposal of Capital Assets	-	-	-	-	-	-
<b>Total</b>	<b>(175,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash Flows from Investing Activities</b>						
Interest Received	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Change in Cash</b>	<b>(169,835)</b>	<b>(8,108)</b>	<b>(21,299)</b>	<b>(34,816)</b>	<b>(48,670)</b>	<b>(62,871)</b>
<b>Cash &amp; Cash Equivalents</b>						
Beginning	1,488,504	1,318,669	1,310,561	1,289,262	1,254,446	1,205,775
Ending	1,318,669	1,310,561	1,289,262	1,254,446	1,205,775	1,142,904

## Appendix II – Personnel Analysis

The mission of municipalities such as the Village is to provide services to their residents. Providing residents with high quality municipal services is largely dependent on the number and quality of staff employed by the organization. A municipality does not produce goods but is organized to provide services that are difficult for the private sector to provide. This appendix includes an analysis of the effect of personnel costs, both salaries and benefits, on the Village’s total operating expenditures. This is a critical component to understanding the Village’s fiscal operations because 65% of the Village’s total operating costs and 73% of the total operating costs within the General Fund are directly related to personnel.

### Number of Employees

Personnel costs are directly tied to the actual number of employees employed by the Village. The Village converts the number of full-time and part-time employees to full-time equivalency to accurately reflect the number of employees on the payroll. Full-time equivalency is equal to 2,080 hours for all employees except Assistant Fire Chiefs, Fire Lieutenants and Firefighter/Paramedics whose full-time equivalency is 2,756 hours.

The 2012 Budget includes 125.21 full-time equivalent employees of which 104 are classified as full-time and 69 are classified as regular part-time or temporary/seasonal part-time employees. This represents a 17.55% reduction in full-time equivalent employees when compared to the 2008 budget. The decrease is the net result of a reduction in force, not replacing several vacant positions, an early retirement program, the reduction of four full-time employees to part-time, and the reduction of hours for 4 part-time employees.

#### **Personnel Summary by Fund, Program Area, and Budget Unit**

	FY 2008	FY 2009	FY 2010	FY 2011	2010 - 2011 Change	FY 2012	2011 - 2012 Change
<b>General Fund</b>							
<b>General Government</b>							
Village Board	-	-	-	0.25	0.25	0.25	-
Village Manager's Office	4.15	4.15	3.75	3.20	(0.55)	2.35	(0.85)
Information Systems	1.25	1.25	1.25	1.25	-	1.25	-
Financial Services	3.75	2.62	2.62	2.52	(0.10)	2.52	-
Human Resources	2.70	2.00	2.00	1.30	(0.70)	1.30	-
Risk Management	-	-	-	0.70	0.70	0.70	-
<b>Total General Government</b>	<b>11.85</b>	<b>10.02</b>	<b>9.62</b>	<b>9.22</b>	<b>(0.40)</b>	<b>8.37</b>	<b>(0.85)</b>
<b>Development Services</b>							
Building & Property Maintenance	5.31	4.71	4.28	2.12	(2.16)	2.12	-
Engineering	-	-	-	0.58	0.58	0.58	-
Planning & Zoning	-	-	-	2.30	2.30	2.07	(0.23)
Economic Development	3.62	3.27	3.27	1.29	(1.98)	1.19	(0.10)
Community Events	-	-	-	0.85	0.85	0.85	-
<b>Total Development Services</b>	<b>8.93</b>	<b>7.98</b>	<b>7.55</b>	<b>7.13</b>	<b>(0.42)</b>	<b>6.80</b>	<b>(0.33)</b>

**Personnel Summary by Fund, Program Area, and Budget Unit (Continued)**

	FY 2008	FY 2009	FY 2010	FY 2011	2010 - 2011 Change	FY 2012	2011 - 2012 Change
<b>Public Safety</b>							
<b>Police Department</b>							
Administration	7.40	6.10	4.54	3.54	(1.00)	3.54	-
Investigations	4.00	3.25	3.25	3.25	-	3.25	-
Patrol Operations	27.25	22.91	19.00	19.00	-	19.00	-
School/Community Programs	3.71	3.71	3.71	3.71	-	3.71	-
<b>Fire Department</b>							
Administration	4.00	3.00	3.00	3.00	-	3.00	-
Operations	38.87	38.87	38.87	37.87	(1.00)	37.87	-
Prevention/Education	1.00	1.00	1.00	1.00	-	1.00	-
<b>Services</b>							
Emergency Management	-	-	-	0.15	0.15	-	(0.15)
<b>Total Public Safety</b>	<b>86.23</b>	<b>78.84</b>	<b>73.37</b>	<b>71.52</b>	<b>(1.85)</b>	<b>71.37</b>	<b>(0.15)</b>
<b>Public Works</b>							
Administration	1.65	0.90	0.90	0.90	-	0.90	-
Street Operations	5.15	4.75	4.75	4.75	-	4.75	-
Forestry	2.00	2.13	2.13	2.13	-	2.13	-
Property Maintenance	2.00	1.80	1.80	1.80	-	1.80	-
Central Garage	3.00	3.00	3.00	2.20	(0.80)	2.20	-
<b>Total Public Works</b>	<b>13.80</b>	<b>12.58</b>	<b>12.58</b>	<b>11.78</b>	<b>(0.80)</b>	<b>11.78</b>	<b>-</b>
<b>General Fund Total</b>	<b>120.81</b>	<b>109.42</b>	<b>103.12</b>	<b>99.65</b>	<b>(3.47)</b>	<b>98.32</b>	<b>(1.33)</b>
<b>Capital Improvement Fund</b>							
<b>Development Services</b>							
Engineering	-	-	-	0.75	0.75	0.75	-
<b>Total Development Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>-</b>
<b>Capital Improvement Fund Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>-</b>
<b>Village Center TIF Fund</b>							
<b>Development Services</b>							
Economic Development	-	-	-	0.65	0.65	0.65	-
<b>Total Development Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>	<b>-</b>
<b>Village Center TIF Fund Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>	<b>-</b>

**Personnel Summary by Fund, Program Area, and Budget Unit (Continued)**

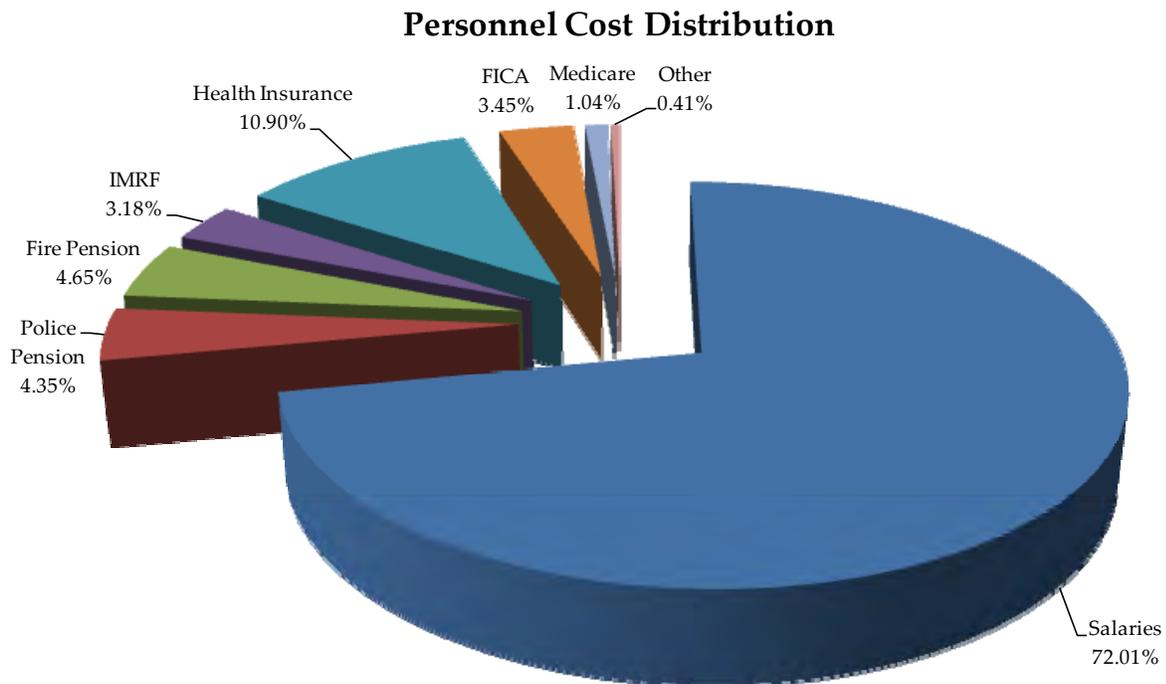
	FY 2008	FY 2009	FY 2010	FY 2011	2010 - 2011 Change	FY 2012	2011 - 2012 Change
<b>Water &amp; Sewer Fund</b>							
General Government							
Community Services	1.75	1.49	1.49	1.49	-	1.49	-
Total General Government	1.75	1.49	1.49	1.49	-	1.49	-
Development Services							
Engineering	1.78	1.78	1.78	1.25	(0.53)	1.25	-
Total Development Services	1.78	1.78	1.78	1.25	(0.53)	1.25	-
Public Works							
Administration	2.50	1.90	1.90	1.90	-	1.90	-
Maintenance	5.75	5.56	5.56	5.70	0.14	5.70	-
Water Production	1.85	1.75	1.75	1.75	-	1.75	-
Wastewater Treatment	6.90	4.85	4.85	5.26	0.41	5.26	-
Total Public Works	17.00	14.06	14.06	14.61	0.55	14.61	-
<b>Water &amp; Sewer Fund Total</b>	<b>20.53</b>	<b>17.33</b>	<b>17.33</b>	<b>17.35</b>	<b>0.02</b>	<b>17.35</b>	<b>-</b>
<b>Recycling &amp; Refuse Fund</b>							
General Government							
Community Services	0.67	0.67	0.67	0.67	-	0.67	-
Total General Government	0.67	0.67	0.67	0.67	-	0.67	-
Public Works							
Operations	0.80	0.80	0.80	0.80	-	0.80	-
Total Public Works	0.80	0.80	0.80	0.80	-	0.80	-
<b>Recycling &amp; Refuse Fund Total</b>	<b>1.47</b>	<b>1.47</b>	<b>1.47</b>	<b>1.47</b>	<b>-</b>	<b>1.47</b>	<b>-</b>
<b>Parking System Fund</b>							
General Government							
Community Services	1.16	0.92	0.92	0.92	-	0.92	-
Total General Government	1.16	0.92	0.92	0.92	-	0.92	-
Public Safety							
Parking Enforcement	5.40	4.20	4.20	4.20	-	4.20	-
Total Public Safety	5.40	4.20	4.20	4.20	-	4.20	-
Public Works							
Operations	2.50	2.30	2.30	1.55	(0.75)	1.55	-
Total Public Works	2.50	2.30	2.30	1.55	(0.75)	1.55	-
<b>Parking System Fund Total</b>	<b>9.06</b>	<b>7.42</b>	<b>7.42</b>	<b>6.67</b>	<b>(0.75)</b>	<b>6.67</b>	<b>-</b>
<b>Total Village Employees</b>	<b>151.87</b>	<b>135.64</b>	<b>129.34</b>	<b>126.54</b>	<b>(2.80)</b>	<b>125.21</b>	<b>(1.33)</b>

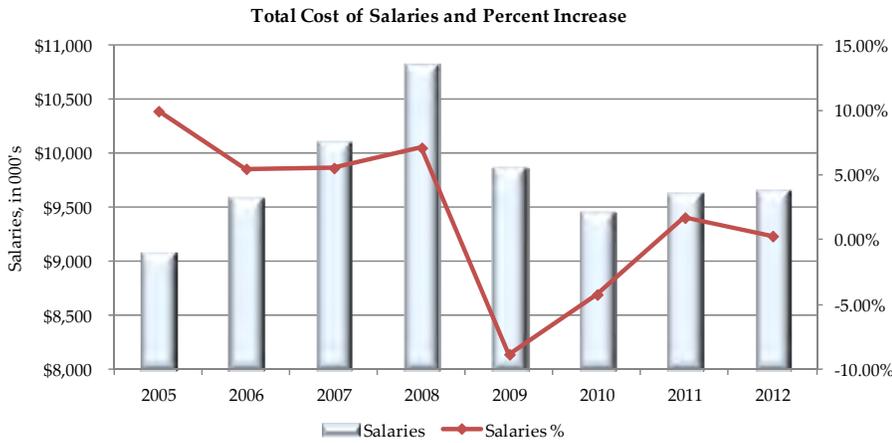
In terms of the distribution of actual employees, the majority of Village employees are those who directly provide services to residents (i.e. Police Officers, Firefighter/Paramedics, Public Works Maintenance Employees); these employees represent 78.70% of the total Village work Force.

<b>Personnel Summary by Type of Employee</b>							
	FY 2008	FY 2009	FY 2010	FY 2011	2010 - 2011 Change	FY 2012	2011 - 2012 Change
<b>Employees by Function</b>							
Managerial	15.00	15.00	15.00	14.00	(1.00)	13.00	(1.00)
Administrative	20.05	14.07	13.67	13.87	0.20	13.67	(0.20)
Engineering/Property Maintenance	5.09	4.49	4.06	4.06	-	3.93	(0.13)
Public Safety - Police Services	32.00	24.91	22.00	22.00	-	22.00	-
Public Safety - Fire/EMS Services	39.87	39.87	39.87	38.87	(1.00)	38.87	-
Public Safety - Services	9.76	11.26	8.70	8.70	-	8.70	-
Public Safety - Streets & Maintenance	20.60	18.04	18.04	17.54	(0.50)	17.54	-
Public Works - Utility Services	9.50	8.00	8.00	7.50	(0.50)	7.50	-
<b>Total Employees</b>	<b>151.87</b>	<b>135.64</b>	<b>129.34</b>	<b>126.54</b>	<b>(2.80)</b>	<b>125.21</b>	<b>(1.33)</b>

**Analysis of Personnel Costs**

The Village’s workforce of 125.21 full-time equivalent employees in 2012 results in total Village wide personnel costs of \$13,414,208. The largest portion of these costs is salaries at 72% of total personnel costs. However, fringe benefit costs, currently at 28% of total personnel costs, continue to increase faster than salary costs and are projected to comprise a greater portion of total personnel costs in the future. Pensions are the largest part of fringe benefit costs, comprising 43.52% (\$1,633,991) of total fringe benefit costs and 12.18% of total personnel costs. Health insurance is the second largest fringe benefit cost at \$1,462,658 (38.95% of fringe benefit costs and 10.90% of total personnel costs).

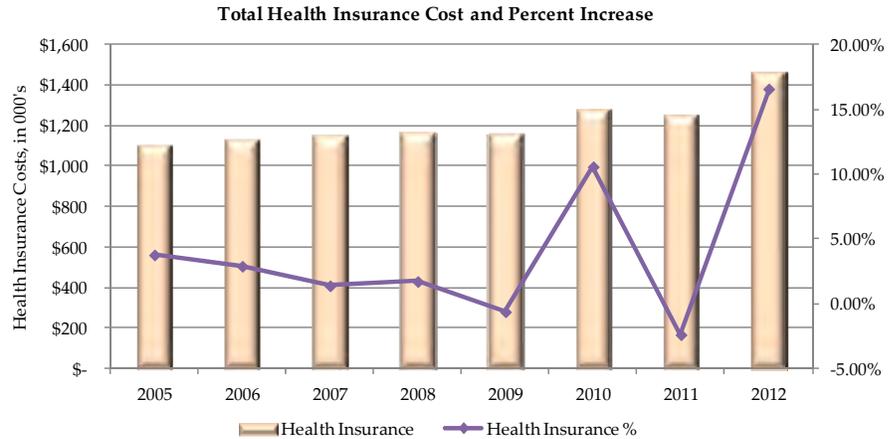




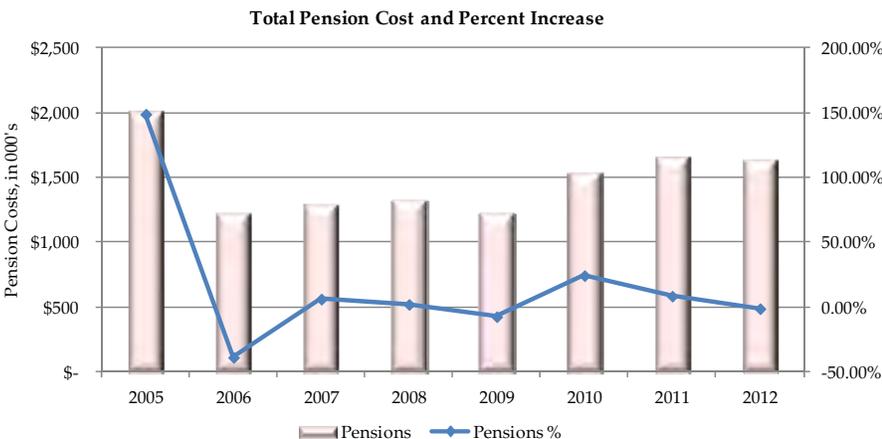
Total salary costs have increased from \$8.267 million in fiscal year 2004 to a budgeted \$9.659 million in 2012, a total increase of 16.84% over the nine year period. The increase in salary costs ranges from a low of -8.82% in 2009 to a high of 9.94% in 2005. The spike in costs in 2008 was caused by the reduction in force that occurred in that year which caused the Village to pay out accrued vacation time for those employees whose positions were eliminated. The decreases in 2009 and 2010 were caused by the reductions in

force that occurred in 2008 and 2009. The 2008 reduction in force was precipitated by a decrease in revenue caused by the recession and included the elimination of 13 FTE positions, thereby reducing personnel expenditures in 2009. The 2009 reduction in force occurred in the Police Department due to the loss of the contract to provide police services to the Village of Inverness. This reduction in force reduced expenses in 2010 as 9 FTE positions in the Police Department were eliminated through an early retirement program in 2009.

Health insurance costs ranged from \$1,101,743 in fiscal year 2005 to a budgeted \$1,462,658 in 2012. Although the cost for health insurance per employee has increased substantially during the seven years illustrated in the chart, the reductions in force that occurred in 2008 and 2009 have moderated the impact of the increases per employee on the total actual cost.



Total pension costs have increased from \$804,295 in 2004 to a budgeted total of \$1,633,991 in 2012, a total increase of 103.16% over the seven year period. The debilitating increase in pension costs is making it challenging for the Village to balance revenues and expenses and is reducing the resources available for capital projects.



The average increase of 15% per year well exceeds increases in revenues received by the Village. The spike in cost in 2005 is the result of a one-time contribution by the Village and Barrington Countryside Fire Protection District to bring the Firefighter's Pension Fund to 100% funded status.

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## Appendix III – Debt Analysis

Illinois Statute (65 ILCS ) limits the amount of general obligation debt a municipality of less than 500,000 may incur. The legal debt margin is set at 8.625% of a municipalities Equalized Assessed Value (EAV). Barrington’s legal debt margin at the end of 2011, based on the 2010 EAV (the most recent available), is:

### Legal Debt Margin

2010 Equalized Assessed Value	\$ 670,645,634
Legal Debt Limit (8.625% of EAV):	57,843,186
Less Amount of Debt Applicable to Limit:	
Debt Certificates	8,510,000
General Obligation Bonds	4,650,000
Legal Debt Margin:	\$ 44,683,186

A schedule of the Village’s total debt and debt per capita from 2001 through 2017 is provided below. This schedule assumes no further debt issuances by the Village as there are currently not any plans to issue new debt in the foreseeable future.

### Outstanding Debt by Type, 2001 - 2016

Fiscal Year	General Government			Enterprise Activities			Total Debt	Debt Per Capita
	General Obligation Bonds	Installment Contracts	Alternate Revenue Bonds	Alternate Revenue Bonds	IEPA Loans	Debt Certificates		
2001	9,780,000	585,000	-	-	2,415,000	2,560,817	15,340,817	\$ 1,506.66
2002	9,380,000	500,000	-	-	2,275,000	2,656,768	14,811,768	\$ 1,452.70
2003	8,960,000	410,000	-	-	2,125,000	4,147,903	15,642,903	\$ 1,531.97
2004	8,525,000	315,000	-	-	1,970,000	4,007,445	14,817,445	\$ 1,449.14
2005	8,060,000	215,000	-	-	1,810,000	3,818,750	13,903,750	\$ 1,357.92
2006	7,575,000	110,000	-	-	1,645,000	3,624,932	12,954,932	\$ 1,264.76
2007	7,065,000	-	-	9,500,000	1,470,000	3,425,845	21,460,845	\$ 2,092.11
2008	6,535,000	-	-	9,500,000	1,290,000	3,221,350	20,546,350	\$ 2,000.23
2009	5,890,000	-	2,550,000	9,260,000	9,690,000	3,011,299	30,401,299	\$ 2,955.60
2010	5,305,000	-	2,455,000	8,905,000	9,465,000	2,795,538	28,925,538	\$ 2,800.96
2011	4,665,000	-	2,340,000	8,510,000	9,170,000	2,573,911	27,258,911	\$ 2,639.58
2012	4,010,000	-	2,225,000	8,080,000	8,865,000	2,346,260	25,526,260	\$ 2,471.80
2013	3,335,000	-	2,110,000	7,605,000	8,555,000	2,112,420	23,717,420	\$ 2,296.64
2014	2,635,000	-	1,995,000	7,085,000	8,060,000	1,872,222	21,647,222	\$ 2,096.18
2015	1,935,000	-	1,880,000	6,520,000	7,730,000	1,625,492	19,690,492	\$ 1,906.70
2016	1,185,000	-	1,760,000	5,905,000	7,385,000	1,372,052	17,607,052	\$ 1,704.95
2017	410,000	-	1,640,000	5,240,000	7,035,000	1,111,718	15,436,718	\$ 1,494.79
2018	-	-	1,515,000	4,520,000	6,670,000	844,303	13,549,303	\$ 1,312.03
2019	-	-	1,385,000	3,745,000	6,295,000	569,611	11,994,611	\$ 1,161.48
2020	-	-	1,255,000	2,910,000	5,910,000	287,445	10,362,445	\$ 1,003.43

The following pages include debt service schedules for each of the Village’s outstanding debt issuances.

Note: These Debt Certificates were utilized by the Village's TIF District to assemble land at the corner of Hough (Illinois Route 59) and Main Streets (Lake-Cook Road) for the purpose of facilitating redevelopment of the site and spurring development activity in the Village Center.

**Village of Barrington, Illinois**  
**Schedule of Long-Term Debt Requirements**  
**Debt Certificate Series of 2007**  
**As of December 31, 2011**

Date of Issue	October 15, 2007
Date of Maturity	January 1, 2023
Authorized Issue	\$9,500,000
Interest Rates	4.00% - 4.50%
Interest Dates	July 1 and January 1
Principal Maturity Date	January 1
Payable at	The Bank of New York Trust Company, N.A.

**Current and Future Principal and Interest Requirements**

Fiscal Year Ending	Requirements			Interest Due on			
	Principal	Interest	Totals	January 1	Amount	July 1	Amount
2012	430,000	340,807	770,807	2012	174,975	2012	165,832
2013	475,000	321,575	796,575	2013	165,837	2013	155,738
2014	520,000	300,431	820,431	2014	155,743	2014	144,688
2015	565,000	278,081	843,081	2015	144,693	2015	133,388
2016	615,000	254,481	869,481	2016	133,393	2016	121,088
2017	665,000	228,881	893,881	2017	121,093	2017	107,788
2018	720,000	201,181	921,181	2018	107,793	2018	93,388
2019	775,000	171,281	946,281	2019	93,393	2019	77,888
2020	835,000	138,561	973,561	2020	77,894	2020	60,667
2021	900,000	102,776	1,002,776	2021	60,671	2021	42,105
2022	970,000	64,207	1,034,207	2022	42,107	2022	22,100
2023	1,040,000	22,100	1,062,100	2023	22,100	2023	-
	<u>8,510,000</u>	<u>2,424,362</u>	<u>10,934,362</u>		<u>1,299,692</u>		<u>1,124,670</u>

Note: These Alternate Revenue Bonds were issued for the purpose of making capital improvements to the Village's Water and Sanitary Sewer System including the renovation of the Wastewater Treatment Plan, the rehabilitation of several lift stations, and the installation or reconstruction of water, sanitary sewer, and stormwater sewer main throughout the Village.

**Village of Barrington, Illinois**  
**Schedule of Long-Term Debt Requirements**  
**Taxable General Obligation Alternate Revenue Source Bond Series of 2009**  
**As of December 31, 2011**

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2028
Authorized Issue	\$8,600,000
Denomination of Bonds	\$5,000
Interest Rates	1.25% - 5.72%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	The Bank of New York Mellon Trust Company, N.A.

**Current and Future Principal and Interest Requirements**

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2011	80,000	435,038	515,038	2012	217,519	2012	217,519
2012	85,000	433,246	518,246	2013	216,623	2013	216,623
2013	270,000	431,020	701,020	2014	215,510	2014	215,510
2014	330,000	422,596	752,596	2015	211,298	2015	211,298
2015	345,000	410,650	755,650	2016	205,325	2016	205,325
2016	350,000	396,850	746,850	2017	198,425	2017	198,425
2017	365,000	381,555	746,555	2018	190,777	2018	190,778
2018	375,000	365,056	740,056	2019	182,528	2019	182,528
2019	385,000	347,544	732,544	2020	173,772	2020	173,772
2020	500,000	328,988	828,988	2021	164,494	2021	164,494
2021	645,000	302,136	947,136	2022	151,068	2022	151,068
2022	685,000	267,500	952,500	2023	133,750	2023	133,750
2023	760,000	230,716	990,716	2024	115,358	2024	115,358
2024	785,000	189,904	974,904	2025	94,952	2025	94,952
2025	815,000	145,002	960,002	2026	72,501	2026	72,501
2026	845,000	98,384	943,384	2027	49,192	2027	49,192
2027	875,000	50,050	925,050	2028	25,025	2028	25,025
	<u>8,495,000</u>	<u>5,236,235</u>	<u>13,731,235</u>		<u>2,618,117</u>		<u>2,618,118</u>

Note: These Alternate Revenue Bonds were issued for capital improvements to the Village's streets for 2009, 2010, 2011, and 2012.

**Village of Barrington, Illinois**  
**Schedule of Long-Term Debt Requirements**  
**Taxable General Obligation Alternate Revenue Source Bond Series of 2009**  
**As of December 31, 2011**

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2028
Authorized Issue	\$2,550,000
Denomination of Bonds	\$5,000
Interest Rates	1.25% - 5.72%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	The Bank of New York Mellon Trust Company, N.A.

**Current and Future Principal and Interest Requirements**

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2011	115,000	111,144	226,144	2012	55,572	2012	55,572
2012	115,000	108,568	223,568	2013	54,284	2013	54,284
2013	115,000	105,556	220,556	2014	52,778	2014	52,778
2014	115,000	101,968	216,968	2015	50,984	2015	50,984
2015	120,000	97,804	217,804	2016	48,902	2016	48,902
2016	120,000	93,004	213,004	2017	46,502	2017	46,502
2017	125,000	87,760	212,760	2018	43,880	2018	43,880
2018	130,000	82,110	212,110	2019	41,055	2019	41,055
2019	130,000	76,040	206,040	2020	38,020	2020	38,020
2020	135,000	69,774	204,774	2021	34,887	2021	34,887
2021	140,000	62,524	202,524	2022	31,262	2022	31,262
2022	145,000	55,006	200,006	2023	27,503	2023	27,503
2023	155,000	47,220	202,220	2024	23,610	2024	23,610
2024	160,000	38,896	198,896	2025	19,448	2025	19,448
2025	165,000	29,744	194,744	2026	14,872	2026	14,872
2026	175,000	20,306	195,306	2027	10,153	2027	10,153
2027	180,000	10,296	190,296	2028	5,148	2028	5,148
	<u>2,340,000</u>	<u>1,197,720</u>	<u>3,537,720</u>		<u>598,860</u>		<u>598,860</u>

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 1992 and used for water and sewer improvements.

**Village of Barrington, Illinois**  
**Schedule of Long-Term Debt Requirements**  
**General Obligation (Alternate Revenue Source) Refunding Bond Series of 2009B**  
**As of December 31, 2011**

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2014
Authorized Issue	\$1,090,000
Denomination of Bonds	\$5,000
Interest Rates	2.25% - 2.50%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2014
Payable at	The Bank of New York Mellon Trust Company, N.A.

**Current and Future Principal and Interest Requirements**

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2011	225,000	15,750	240,750	2012	7,875	2012	7,875
2012	225,000	10,688	235,688	2013	5,344	2013	5,344
2013	225,000	5,624	230,624	2014	2,812	2014	2,812
	<u>675,000</u>	<u>32,062</u>	<u>707,062</u>		<u>16,031</u>		<u>16,031</u>

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 1998 and 1999 for the construction of the Public Safety Facility and the Village Hall.

**Village of Barrington, Illinois**  
**Schedule of Long-Term Debt Requirements**  
**General Obligation Refunding Bond Series of 2009A**  
**As of December 31, 2011**

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2018
Authorized Issue	\$5,890,000
Denomination of Bonds	\$5,000
Interest Rates	2.25% - 3.50%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2018
Payable at	The Bank of New York Mellon Trust Company, N.A.

**Current and Future Principal and Interest Requirements**

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2011	655,000	128,712	783,712	2012	64,356	2012	64,356
2012	675,000	113,974	788,974	2013	56,987	2013	56,987
2013	700,000	98,788	798,788	2014	49,394	2014	49,394
2014	700,000	81,288	781,288	2015	40,644	2015	40,644
2015	750,000	62,038	812,038	2016	31,019	2016	31,019
2016	775,000	39,538	814,538	2017	19,769	2017	19,769
2017	410,000	14,350	424,350	2018	7,175	2018	7,175
	<u>4,665,000</u>	<u>538,688</u>	<u>5,203,688</u>		<u>269,344</u>		<u>269,344</u>

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

**Village of Barrington, Illinois**  
**Long-Term Debt Requirements**  
**IEPA Loan of 2001**  
**As of December 31, 2011**

Date of Contract	December 15, 2001
Date of Maturity	December 15, 2020
Amount of Loan	\$1,649,301
Interest Rate	2.535%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1616

**Current and Future Principal and Interest Requirements**

Year Ended	Requirements		
	Principal	Interest	Totals
2010	\$ 82,451	25,641	108,092
2011	84,555	23,538	108,093
2012	86,712	21,380	108,092
2013	88,924	19,168	108,092
2014	91,192	16,900	108,092
2015	93,519	14,573	108,092
2016	95,904	12,188	108,092
2017	98,351	9,741	108,092
2018	100,859	7,233	108,092
2019	103,433	4,659	108,092
2020	106,071	2,020	108,091
	<u>1,031,971</u>	<u>157,041</u>	<u>1,189,012</u>

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

**Village of Barrington, Illinois**  
**Long-Term Debt Requirements**  
**IEPA Loan of 2002**  
**As of December 31, 2011**

Date of Contract	September 25, 2002
Date of Maturity	June 1, 2023
Amount of Loan	\$887,776
Interest Rate	2.570%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1480

**Current and Future Principal and Interest Requirements**

Year Ended	Requirements		
	Principal	Interest	Totals
2010	\$ 41,067	17,103	58,170
2011	42,129	16,041	58,170
2012	43,218	14,952	58,170
2013	44,336	13,834	58,170
2014	45,483	12,687	58,170
2015	46,659	11,511	58,170
2016	47,866	10,304	58,170
2017	49,104	9,066	58,170
2018	50,374	7,796	58,170
2019	51,677	6,493	58,170
2020	53,014	5,156	58,170
2021	54,385	3,785	58,170
2022	55,792	2,378	58,170
2023	50,586	928	51,514
	<u>675,690</u>	<u>132,034</u>	<u>807,724</u>

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

**Village of Barrington, Illinois**  
**Long-Term Debt Requirements**  
**IEPA Loan of 2002**  
**As of December 31, 2011**

Date of Contract	December 15, 2002
Date of Maturity	December 15, 2021
Amount of Loan	\$1,885,195
Interest Rate	2.905%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1238

**Current and Future Principal and Interest Requirements**

Year Ended	Requirements		
	Principal	Interest	Totals
2010	\$ 92,243	37,206	129,449
2011	94,943	34,506	129,449
2012	97,721	31,728	129,449
2013	100,580	28,869	129,449
2014	103,523	25,926	129,449
2015	106,552	22,897	129,449
2016	109,670	19,779	129,449
2017	112,879	16,570	129,449
2018	116,182	13,267	129,449
2019	119,582	9,867	129,449
2020	123,081	6,367	129,448
2021	126,682	2,767	129,449
	<u>1,303,638</u>	<u>249,749</u>	<u>1,553,387</u>

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## Appendix IV – Capitalization Policy

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Governmental Accounting Standards Board (GASB) Statement 34 requires municipal governments to capitalize assets (i.e. land, roads, bridges, drainage systems, water systems, vehicles, equipment, etc.) and include the financial impact of these capitalized assets in the government wide financial statements. The intent of this policy is to provide an overview of the implementation of GASB Statement No. 34 for the Village and to establish those policies and procedures necessary to ensure continued compliance with Statement 34.

### **Classes and Capitalization Thresholds for Fixed Assets**

This document is applicable to capital assets that the Village is responsible for reporting according to GASB Statement 34 requirements. This is not an inventory policy and should not be construed as the level at which the Village's inventory of equipment or other assets should be tracked.

Capital assets are typically defined as all tangible assets including but not limited to land, improvements to land, rights of way, buildings, vehicles, equipment, and infrastructure (including streets, intersections, sidewalks, storm sewer, street lighting, etc.) that are used in operations and have initial useful lives extending beyond a fiscal year. In addition, capital assets typically require substantial financial resources to acquire.

Based on this definition of a capital asset, the Village has established classifications and financial thresholds for the tangible assets owned by the Village. By utilizing these classifications and thresholds, the Village has been and will continue to be able to distinguish between those tangible assets that should be reported in the Government Wide Financial Statements in compliance with Statement 34 and those assets that do not need to be reported. The classifications and thresholds for all of the capital assets of the Village are detailed in Exhibit A to this document according to the columns entitled "Class of Asset" and "Type of Activity Capitalized".

### **Useful Life and Depreciation**

The useful life of fixed assets is dependent on the type of asset and is detailed by the Class of Asset on Exhibit A to this document.

The Village will depreciate all items on a straight line basis and will include full years only. This means that there will be no depreciation in the first year in which an asset was purchased or completed while the last year of the asset's useful life will include a full year of depreciation.

### **Recognition of Capital Assets Donated or Provided to the Village of Barrington**

Many of the assets acquired by the Village of Barrington are acquired by donation or conveyance (a prime example of this are Village Streets which are often acquired by the Village upon annexation of a subdivision into the Village). The Village will recognize donated or conveyed assets as belonging to the Village on the date upon which the Corporate Authorities of the Village formally accept the donated/conveyed asset. Once this formal acceptance is complete, the asset will be placed into the appropriate classification according to Exhibit A and the proper procedures to account for that asset will be initiated from that point forward (i.e. annual depreciation, etc).

Class of Asset	Threshold for Capitalization	Type of Activity Capitalized	Depreciable Life	Asset Description	Description of Initial Asset Analysis
Land	All Land	Purchase/Donation	N/A	All parcels of land owned by Village	A list of all parcels of land owned by the Village was compiled. A search was conducted of Village and township records to determine original date of acquisition and historical cost was available. If a historical cost was not available, an estimated cost was calculated by deflating current cost of land back to year of purchase.
Right of Way	All Land	Purchase/Donation	N/A	All right of ways owned by the Village, typically including roads and alleys along with the parkway and sidewalks, with a width of usually 60', 66', or 80'.	A list of all segments of right of way was compiled and a process of valuing the historical cost of the right of way similar to the valuation of the Village owned land was conducted.
Bridges	\$50,000	Acquisition, Construction, or Reconstruction	40 Years	All acquisitions, construction or reconstruction of bridges that exceed \$50,000	A list of bridges owned by the Village was compiled and the historical cost was used. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition, construction, or reconstruction.
Buildings	\$25,000	Acquisition, Construction, or Reconstruction	40 Years	All acquisitions, construction or reconstruction of buildings that exceed \$25,000	The historical cost to acquire or construct buildings was obtained from Village Records. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition or construction.

Class of Asset	Threshold for Capitalization	Type of Activity Capitalized	Depreciable Life	Asset Description	Description of Initial Asset Analysis
Streets	All Streets	Acquisition, Construction, or Reconstruction	60 Years	All acquisitions, construction or reconstruction of streets	A list of all Village owned streets was compiled. The year of acquisition, construction, or reconstruction was determined or estimated based on Village records. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition or construction.
Vehicles & Equipment	\$50,000	Acquisition, Construction, or Reconstruction	Variable, Depending on Item	All acquisitions of vehicles or equipment greater than \$50,000	The cost of acquisition of each vehicle or piece of equipment was determined from the Village's financial records.
Stormsewer Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of stormsewer segments	An average current cost to construct a linear foot of storm sewer was determined by the Village Engineer. The current cost was then applied to storm sewer segments and then depreciated to original date of construction/reconstruction.
Traffic Signals		Do not capitalize			These were excluded from capitalization because they did not meet the capitalization threshold of the entire system being at least 10% of the GFAAG at \$1,449,791 in 1999.
Sidewalks		Do not capitalize			
Streetlights		Do not capitalize			
Water Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of water main or water system segments	Determined by the current financial records of the Village (since these are included in the Water & Sewer Fund, an Enterprise Fund, the Village had current records of capitalization and depreciation from the beginning of the Water and Sewer Fund.
Sewer Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of sewer main or sewer system segments or equipment	

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## Appendix V – Investment Policy

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### **I. Policy**

It is the policy of the Village of Barrington to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the Village and conforming to all state and local statutes governing the investment of public funds.

### **II. Scope**

This investment policy applies to all financial assets and investment activities of the Village of Barrington with the exception of the financial assets and investment activities of the Police and Firefighters' Pension Funds which are governed by independent Boards of Trustees and the assets in the Internal Revenue Code Section 457 Deferred Compensation Plan which, while titled to the Village of Barrington, are governed by individual employees. The financial assets of all funds, excepting Police and Firefighters' Pension Funds and the Deferred Compensation Agency Fund, accounted for in the Village's Comprehensive Annual Financial Report, including the General Fund, Special Revenue funds, Capital Project funds, Debt Service funds, Enterprise funds, and any other funds that may be created from time to time, shall be administered in accordance with the provisions of this policy.

### **III. Objectives**

The primary objectives of investment activities shall be:

1. Safety of Principal - Safety of principal is the foremost objective of the investment program. Investments of the Village shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. To attain this objective, diversification is required so that potential losses on individual securities and/or financial institutions do not exceed the income generated from the remainder of the portfolio.
2. Liquidity - The Village's investment portfolio shall remain sufficiently liquid to enable the Village to meet all operating requirements which may be reasonable anticipated within each of the Village's individual Funds.
3. Return on Investments - The investment portfolio of the Village shall be designed with the objective of attaining a market average rate of return throughout budgetary and economic cycles, taking into account the Village's risk constraints, the cash flow characteristics of the portfolio and legal restrictions for the return on investment.

### **IV. Standards of Care**

1. Prudence - 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 this 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 the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgement and care under circumstances then prevailing, which 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 principal as well as the probable income to be derived.

2. Ethics and Conflicts of Interest - In addition to the prohibitions contained in the Public Funds Investment Act, officers and employees involved in the investment process shall refrain from personal business

activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Board of Trustees any material financial interests in financial institutions that conduct business with the Village, and they shall further disclose any large personal financial or investment positions that could be related to the performance of the Village's portfolio. To the extent possible, Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Village.

3. Delegation of Authority - The establishment of investment policies is the responsibility of the Village Board. Management and administrative responsibility for the investment program of the Village of Barrington is hereby delegated to the Director of Community & Financial Services, who, under the direction of the Village Manager, shall establish written procedures for the operation of the Investment Program, consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in any investment transaction except as provided under the terms of this policy and the procedures established by the Director of Community & Financial Services and approved by the Village Manager. The Director of Community & Financial Services shall be responsible for all transactions undertaken and shall establish a system of internal controls to safeguard Village assets. The Director of Community & Financial Services may from time to time amend the written procedures in a manner not inconsistent with this Policy or with State law. The responsibility for investment activities of the Police and Firefighters' Pension Funds rests with the Board of Trustees of each of those Funds.
4. Maintaining the Public Trust - All Participants in the investment process shall seek to act responsibly as custodians of the public trust and shall avoid any transactions that might impair public confidence in the Village.

#### **V. Safekeeping and Custody**

1. Authorized Financial Dealers and Institutions - The Director of Community & Financial Services shall maintain a list of financial institutions authorized to provide investment services. In addition, a list shall also be maintained of approved security brokers/dealers selected by credit worthiness (minimum capital requirement \$10,000,000 and at least five years of operation), who maintain an office in the State of Illinois. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule). No public deposit shall be made except in a qualified public depository as established by statute.

The Village will not maintain funds in any financial institution that is not a member of the FDIC system. In addition, the Village will not maintain funds in any institution not willing or capable of pledging required collateral for funds in excess of FDIC insurable limits.

No financial institution shall receive funds unless it has complied with the requirements established pursuant to Section 6 of the Public Funds Investment Act, 30 ILCS 235/6. In addition, the amount of funds deposited and/or invested in a financial institution shall not exceed 65% of the capital stock and surplus of such bank, or the net worth of such savings bank or savings and loan associations, as defined by the FDIC, unless collateral security has been pledged, in which case the amount of such uncollateralized deposits and/or investments shall not exceed 75% thereof.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transaction must supply the following as appropriate:

- members of the Security Investor Protection Corporation (SIPC)
- audited financial statements
- proof of National Association of Securities Dealers (NASD) certification
- certification of having read the Village's investment policy

An annual review of the financial condition and registration of qualified bidders will be conducted by the Director of Community & Financial Services.

This section shall not limit the ability of the Village of Barrington to participate in governmental investment pools within the State of Illinois that may have an association with financial dealers and institutions outside of the State.

2. Internal Controls - The Director of Community & Financial Services shall establish and maintain an internal control structure designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the Village of Barrington. To ensure compliance with such policies and procedures, the internal control structure shall be reviewed annually by an external auditor in conjunction with the annual examination of the financial statement of the Village.
3. Delivery vs. Payment - Except for Commercial Paper, all security transactions entered into by the Village of Barrington shall be conducted on a delivery-versus-payment (DVP) basis. Securities shall be held by a third party custodian designated by the Director of Community & Financial Services and evidenced by safekeeping receipts.

## **VI. Suitable and Authorized Investments**

1. Investment Instruments - The Village may invest in any type of security authorized by the Public Funds Investment Act (30 ILCS 235), a copy of which is attached hereto as Attachment A and made a part hereof, except as noted below. Attachment A shall be updated as changes to the Public Funds Investment Act occur.

The Village shall invest in commercial paper only if the commercial paper has a Moody's rating of Prime-1 or a Standard and Poor's rating of A-1 or better.

2. Collateralization - It is the policy of the Village of Barrington to require that funds on deposits in excess of FDIC insurable limits be secured by some form of collateral. The Village will accept any of the following assets as collateral:
  - U.S. Government Securities
  - Obligations of Federal Agencies
  - Obligations of Federal Instrumentalities
  - Obligations of the State of Illinois
  - General Obligation Municipal Bonds of the State of Illinois and its Political Subdivisions which have a rating of "A" or better

(The Village reserves the right to accept/reject any form of the above named securities).

The amount of collateral provided shall not be less than 110 percent of the fair market value of the net amount of public funds secured. The ratio of fair market value of collateral to the amount of funds secured will be reviewed monthly and additional collateral will be required when the ratio declines below the level required and collateral will be released if the fair market value exceeds the required level. Pledged collateral will be held in safekeeping, by an independent third party depository designate by the Village of Barrington and evidenced by a safekeeping agreement. Collateral agreements shall preclude the release of the pledged assets without an authorized signature from the Village. In addition, such agreements shall comply with all the requirements of the Financial Institutions Reform, Recovery and Enforcement Act of 1989 (FIRREA). The Village of Barrington realizes that there is a cost factor involved with the collateralization and the Village will pay any reasonable and customary fees related to collateralization.

## **VII. Investment Parameters**

1. Diversification - It is the policy of the Village to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting in over concentration in a specific maturity, issuer, or class of securities. Diversification strategies shall be determined and revised periodically by the Director of Community & Financial Services or his/her designee with approval by the Director of Community & Financial Services. In no case, however, shall the following diversification limits be exceeded unless specifically authorized by the Board of Trustees:
  - A. No financial institution shall hold more than 50% of the Village's investment portfolio, exclusive of U.S. Treasury securities in safekeeping.
  - B. Monies deposited at a financial institution shall not exceed 65% of the capital stock and surplus of that institution.
  - C. Commercial paper shall not exceed 30% of the Village's investment portfolio.
  - D. Deposits in the Illinois Funds shall not exceed 50% of the investment portfolio.
  - E. Deposits in the Illinois Metropolitan Investment Fund (IMET) shall not exceed 15% of the investment portfolio.
2. Maximum Maturities - To the extent possible, the Village of Barrington will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, or controlled by specific ordinance, the Village will not directly invest in securities maturing more than five (5) years from the date of purchase.

Reserve funds may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of the funds.

## **VIII. Reporting**

1. Methods - The Director of Community & Financial Services shall submit to the Village Board of Trustees, at least quarterly, an investment report which shall describe the portfolio in terms of types, percentages, and amounts of investments by fund. The report shall include names of institutions and the percentage of total investment funds purchased through those institutions. A monthly report shall be produced listing type, institution, fund, rate of return, book value, income earned, market value, purchased date, and maturity date.
2. Performance Standards - The investment portfolio for the Village of Barrington 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 basis to be used by the Village to determine whether market yields are being achieved shall be the six-month U.S. Treasury Bill.

**IX. Policy**

1. Exemption - Any investment held by the Village of Barrington on or before the adoption of this policy shall be exempted from the requirements of said policy. At maturity or liquidation, such monies shall be reinvested only in accordance with this policy.
2. Adoption/Amendment - This policy shall be adopted by resolution of the Corporate Authorities of the Village of Barrington. The policy shall be reviewed from time to time and any revisions made thereto shall be presented to the Corporate Authorities for their approval.
3. Conflict - All Village Ordinances and parts of Ordinances and all Resolutions or parts thereof in conflict with this policy, or any parts thereof, are hereby repealed. In the event of any conflict between this Policy and the Illinois Compiled Statutes or case decisions of the State of Illinois, then the Statutes and case law decisions shall control.
4. Captions and Headings - The captions and headings used herein are for convenience of reference only and do not define or limit the contents.

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## Appendix VI – Historical Statistics

The following statistics are intended to provide historical perspective on many aspects of the Village’s financial operations. They begin by presenting information about the Village’s Equalized Assessed Value, continue with statistics on the total sources and uses of funds, move to an overview of Governmental and Enterprise Funds, then present General Fund performance, and finally provide information about Village Sales Tax receipts. This section of the budget document is presented in a landscape format to enhance the readability of the numbers.

### Historical Changes in Equalized Assessed Valuation (EAV)

Year	Residential Property	Commercial Property	Industrial Property	Farm	Railroad	Total Assessed Value	% Increase or Decrease from Prior Year	Ratio of Commercial & Industrial EAV to Residential
2000	244,628,725	96,351,563	32,608,764	5,926	75,074	373,670,052	3.26%	34.53%
2001	270,997,588	110,333,352	49,657,393	5,926	230,617	431,224,876	15.40%	37.16%
2002	291,665,510	115,301,439	39,490,942	5,926	264,704	446,728,521	3.60%	34.71%
2003	316,487,085	125,305,502	33,526,421	5,926	294,205	475,619,139	6.47%	33.46%
2004	350,332,278	131,777,623	36,812,617	5,926	327,058	519,255,502	9.17%	32.53%
2005	367,287,879	138,379,808	38,733,231	5,926	307,641	544,714,485	4.90%	32.57%
2006	388,341,502	139,783,380	42,423,318	5,926	304,144	570,858,270	4.80%	31.97%
2007	464,957,230	153,596,653	39,231,826	110,366	338,311	658,234,386	15.31%	29.36%
2008	499,046,138	156,630,113	41,009,582	35,871	357,841	697,079,545	5.90%	28.41%
2009	527,412,128	147,745,125	30,757,434	4,080	447,980	706,366,747	1.33%	25.33%

1. 2009 is the most recent data available from the Cook County Clerk's Office.

**Analysis of Sources & Uses of Funds**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Sources of Funds</b>											
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,665,795	4,636,916	4,660,268	4,556,241
Other Taxes	6,751,178	6,174,058	6,625,521	6,240,924	6,294,426	6,672,447	6,714,655	6,176,403	5,668,163	6,616,631	6,797,172
Licenses & Permits	688,321	367,819	480,875	638,026	681,160	812,878	551,418	718,967	633,726	530,811	763,497
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	219,973	653,527
Charges for Services	7,166,317	7,509,170	7,809,988	8,785,233	10,218,586	10,023,100	10,795,700	10,988,777	10,413,883	11,430,857	11,525,659
Fines & Forfeits	194,121	159,856	173,600	206,716	269,079	225,230	210,473	225,556	229,721	201,889	254,268
Property Usage	432,261	490,686	427,122	412,678	427,309	452,456	516,645	580,598	496,129	474,647	464,769
Investment Income	1,235,987	404,500	440,335	601,736	648,548	1,325,713	1,522,060	636,750	199,750	129,039	421,645
Miscellaneous	1,317,371	1,443,071	1,448,492	1,571,789	1,565,770	1,963,370	1,847,368	1,358,089	1,182,524	323,567	358,849
<b>Total Sources of Funds</b>	<b>20,900,989</b>	<b>20,010,360</b>	<b>21,066,780</b>	<b>22,231,300</b>	<b>24,558,783</b>	<b>25,876,908</b>	<b>26,873,660</b>	<b>25,794,533</b>	<b>24,297,823</b>	<b>24,587,682</b>	<b>25,795,627</b>
<b>Uses of Funds</b>											
General Government	1,921,961	2,079,632	2,696,350	2,411,394	2,408,929	2,367,272	2,776,073	4,451,999	3,808,979	3,651,357	2,699,722
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	7,870,713	1,011,759	1,166,024	1,507,738
Public Safety	7,406,514	8,501,024	7,500,616	8,158,984	10,107,606	9,722,807	10,719,753	10,743,125	10,495,169	9,562,323	9,412,971
Public Works	4,741,984	4,585,035	5,101,269	5,592,792	5,582,021	5,660,998	6,409,398	6,632,609	5,660,241	5,600,902	6,729,664
Capital Improvements	6,668,698	3,665,645	3,725,242	2,758,617	3,055,490	7,506,310	6,314,220	4,151,601	2,213,924	5,188,636	2,842,970
Debt Service	1,341,900	1,432,406	1,503,509	1,545,721	1,561,092	1,824,741	1,874,826	1,644,077	3,177,165	2,808,036	2,291,615
<b>Total Uses of Funds</b>	<b>22,716,938</b>	<b>20,895,568</b>	<b>20,968,891</b>	<b>20,978,640</b>	<b>23,253,844</b>	<b>27,641,690</b>	<b>28,722,276</b>	<b>35,494,124</b>	<b>26,367,237</b>	<b>27,977,278</b>	<b>25,484,680</b>
<b>Other Financing Sources</b>											
Debt Proceeds	1,322,117	181,463	1,619,707	29,783	-	-	9,500,000	-	18,130,000	-	-
<b>Net Other Financing Sources</b>	<b>1,322,117</b>	<b>181,463</b>	<b>1,619,707</b>	<b>29,783</b>	<b>-</b>	<b>-</b>	<b>9,500,000</b>	<b>-</b>	<b>18,130,000</b>	<b>-</b>	<b>-</b>
<b>Net Sources of Funds Over / (Under) Uses of Funds</b>	<b>(493,832)</b>	<b>(703,745)</b>	<b>1,717,596</b>	<b>1,282,443</b>	<b>1,304,939</b>	<b>(1,764,782)</b>	<b>7,651,384</b>	<b>(9,699,591)</b>	<b>16,060,586</b>	<b>(3,389,596)</b>	<b>310,947</b>

1. This chart excludes non-cash expenses such as depreciation but includes revenues and expenses not recognized in the Income Statements such as capital expenses and principal payments in the Enterprise Funds.

2. This chart excludes the Internal Service Funds that existed prior to 2009 but does not adjust for the corresponding Interfund Charges related to those Funds.

**Analysis of Governmental Fund Revenues**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Taxes</b>											
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,619,999	4,635,436	4,525,566	4,530,641
Sales Tax	4,670,622	4,352,592	4,520,109	4,179,395	4,238,256	4,420,193	4,381,733	3,702,421	3,229,784	3,561,253	3,797,482
Photo Finishing Tax	22,919	9,415	-	-	-	-	-	-	-	-	-
Income Tax	728,820	671,488	624,763	650,813	765,054	833,098	907,704	961,415	826,460	794,998	804,897
Utility Tax	591,730	507,879	581,327	563,412	627,657	621,940	613,226	650,249	704,226	884,318	864,788
Telecommunications Tax	489,974	426,934	677,618	596,304	372,313	475,117	472,112	514,353	601,656	749,670	681,818
Auto Rental Tax	18,326	14,276	12,847	16,236	20,878	20,029	17,367	18,117	15,445	14,895	17,236
Local Use Tax	113,738	91,141	90,967	105,438	116,270	133,189	134,875	149,252	124,894	133,742	151,651
Replacement Tax	95,891	59,009	68,769	76,973	104,522	113,510	133,506	132,789	112,406	120,123	106,832
Foreign Fire Tax	19,158	24,430	32,600	35,703	31,447	34,690	31,234	28,952	41,544	39,629	39,668
Hotel/Motel Tax	-	16,894	16,521	16,650	18,029	20,681	22,898	18,855	11,748	10,855	9,394
Motor Fuel Tax	-	-	-	-	-	-	-	-	-	307,148	323,406
<b>Total Taxes</b>	<b>9,449,145</b>	<b>9,083,115</b>	<b>9,721,721</b>	<b>9,581,765</b>	<b>10,188,350</b>	<b>10,623,202</b>	<b>10,952,162</b>	<b>10,796,402</b>	<b>10,303,599</b>	<b>11,142,197</b>	<b>11,327,813</b>
Licenses & Permits	508,470	195,767	311,609	430,846	468,856	590,417	328,884	490,148	380,561	279,684	484,738
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	219,973	653,527
Charges for Services	2,996,697	3,151,168	3,363,105	3,996,558	5,036,962	4,873,444	5,338,692	5,572,153	4,614,155	5,167,529	5,199,439
Fines & Forfeits	98,597	74,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	132,724	177,940
Village Property Usage	429,388	485,470	419,785	404,679	414,569	430,803	503,624	569,465	490,183	465,648	458,477
Investment Income	960,065	311,600	349,508	277,983	451,589	982,745	1,153,498	469,308	154,901	87,875	393,142
Miscellaneous Revenue	968,299	552,531	830,055	808,165	900,400	866,465	915,521	944,430	131,581	131,414	261,109
<b>Total</b>	<b>15,828,127</b>	<b>14,406,571</b>	<b>15,640,815</b>	<b>16,013,850</b>	<b>18,147,205</b>	<b>18,917,841</b>	<b>19,762,112</b>	<b>19,392,712</b>	<b>17,050,919</b>	<b>17,627,044</b>	<b>18,956,185</b>

1. FY 2011 Revenues are projected as final audited numbers were not available when this document was produced.

**Analysis of Governmental Fund Revenues, Expenditures, and Net Change in Fund Balances**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Revenue</b>											
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,619,999	4,635,436	4,525,566	4,530,641
Other Taxes	6,751,178	6,174,058	6,625,521	6,240,924	6,294,426	6,672,447	6,714,655	6,176,403	5,668,163	6,616,631	6,797,172
Licenses & Permits	508,470	195,767	311,609	430,846	468,856	590,417	328,884	490,148	380,561	279,684	484,738
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	219,973	653,527
Charges for Services	2,996,697	3,151,168	3,363,105	3,996,558	5,036,962	4,873,444	5,338,692	5,572,153	4,614,155	5,167,529	5,199,439
Fines & Forfeits	98,597	74,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	132,724	177,940
Village Property Usage	429,388	485,470	419,785	404,679	414,569	430,803	503,624	569,465	490,183	465,648	458,477
Investment Income	960,065	311,600	349,508	277,983	451,589	982,745	1,153,498	469,308	154,901	87,875	393,142
Miscellaneous	968,299	552,531	830,055	808,165	900,400	866,465	915,521	944,430	1,093,629	131,414	261,109
<b>Total Revenue</b>	<b>15,828,127</b>	<b>14,406,571</b>	<b>15,640,815</b>	<b>16,013,850</b>	<b>18,147,205</b>	<b>18,917,841</b>	<b>19,762,112</b>	<b>19,392,712</b>	<b>18,012,967</b>	<b>17,627,044</b>	<b>18,956,185</b>
<b>Expenditures</b>											
General Government	1,803,251	1,961,544	2,343,124	2,011,550	2,001,111	1,953,053	2,284,155	3,936,297	3,351,097	3,121,523	2,699,722
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	7,698,584	908,145	1,017,376	1,507,738
Public Safety	6,863,678	6,942,907	7,210,189	7,869,718	9,827,353	9,439,030	10,395,661	10,394,285	10,274,437	9,340,393	9,412,971
Public Works	1,820,362	1,519,773	1,619,527	1,648,192	1,695,027	1,676,608	2,052,672	2,116,136	1,518,748	1,814,493	1,948,452
Capital Outlay	4,148,677	3,516,023	1,841,635	1,885,289	1,528,100	5,851,468	5,228,218	1,845,703	894,467	1,787,400	1,844,993
Debt Service											
Principal	470,000	485,000	510,000	530,000	565,000	590,000	620,000	530,000	800,000	1,035,000	1,150,528
Interest	567,097	539,941	512,065	482,761	452,329	695,494	715,476	579,136	625,412	701,942	609,409
<b>Total</b>	<b>16,308,946</b>	<b>15,597,014</b>	<b>14,478,445</b>	<b>14,938,642</b>	<b>16,607,626</b>	<b>20,765,215</b>	<b>21,924,188</b>	<b>27,100,141</b>	<b>18,372,306</b>	<b>18,818,127</b>	<b>19,173,813</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>(480,819)</b>	<b>(1,190,443)</b>	<b>1,162,370</b>	<b>1,075,208</b>	<b>1,539,579</b>	<b>(1,847,374)</b>	<b>(2,162,076)</b>	<b>(7,707,429)</b>	<b>(359,339)</b>	<b>(1,191,083)</b>	<b>(217,628)</b>
<b>Other Financing Sources/(Uses)</b>											
Transfers In	762,098	950,676	512,800	513,696	114,364	114,807	2,015,016	-	3,619,507	880,000	1,250,000
Transfers Out	(817,098)	(1,005,676)	(547,800)	(518,696)	(119,364)	(119,807)	(2,020,016)	(5,000)	(5,000)	(885,000)	(1,250,000)
Debt Issuance	-	-	-	-	-	-	9,500,000	-	8,440,000	-	-
Payment to Escrow Agent	-	-	-	-	-	-	-	-	(5,975,000)	-	-
Sale of Property	-	34,489	-	-	-	-	-	-	-	-	-
<b>Net Other Financing</b>	<b>(55,000)</b>	<b>(20,511)</b>	<b>(35,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>9,495,000</b>	<b>(5,000)</b>	<b>6,079,507</b>	<b>(5,000)</b>	<b>-</b>
<b>Net Change in Fund Balances</b>	<b>(535,819)</b>	<b>(1,210,954)</b>	<b>1,127,370</b>	<b>1,070,208</b>	<b>1,534,579</b>	<b>(1,852,374)</b>	<b>7,332,924</b>	<b>(7,712,429)</b>	<b>5,720,168</b>	<b>(1,196,083)</b>	<b>(217,628)</b>
<b>Fund Balances - January 1</b>	<b>13,004,989</b>	<b>14,190,506</b>	<b>13,201,255</b>	<b>14,301,716</b>	<b>15,371,924</b>	<b>16,906,503</b>	<b>15,054,129</b>	<b>22,387,053</b>	<b>13,455,932</b>	<b>19,176,100</b>	<b>17,980,017</b>
<b>Fund Balances - December 31</b>	<b>12,469,170</b>	<b>12,979,552</b>	<b>14,328,625</b>	<b>15,371,924</b>	<b>16,906,503</b>	<b>15,054,129</b>	<b>22,387,053</b>	<b>14,674,624</b>	<b>19,176,100</b>	<b>17,980,017</b>	<b>17,762,389</b>

1. FY 2011 Revenues are projected as final audited numbers were not available when this document was produced.

**Analysis of Enterprise Funds Changes in Net Assets**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Operating Revenues</b>											
Intergovernmental	-	-	-	-	-	-	-	-	-	-	85,300
Licenses & Permits	179,851	172,052	169,266	207,180	212,304	222,461	222,534	228,819	253,165	251,127	278,759
Charges for Services	4,169,620	4,358,002	4,446,883	4,788,675	5,181,624	5,149,656	5,457,008	5,416,624	5,799,728	6,263,328	6,326,220
Fines & Forfeitures	95,524	85,079	93,215	126,219	142,581	125,424	118,576	118,348	90,793	69,165	76,328
Village Property Usage	2,873	5,216	7,337	7,999	12,740	21,653	13,021	11,133	5,946	8,999	6,292
Miscellaneous	37,629	32,381	38,426	61,341	71,751	50,975	87,736	95,545	448,104	53,592	99,088
<b>Total Revenues</b>	<b>4,485,497</b>	<b>4,652,730</b>	<b>4,755,127</b>	<b>5,191,414</b>	<b>5,621,000</b>	<b>5,570,169</b>	<b>5,898,875</b>	<b>5,870,469</b>	<b>6,597,736</b>	<b>6,646,211</b>	<b>6,871,987</b>
<b>Operating Expenses</b>											
Administration	659,451	708,779	814,491	867,613	868,124	867,910	947,861	1,218,419	1,221,738	1,195,954	1,597,411
Operations	2,923,717	4,032,688	3,310,904	3,766,097	3,706,941	3,814,476	4,224,875	4,334,725	3,701,983	3,490,867	3,183,801
Capital Outlay	138,632	612,386	633,661	551,724	541,955	543,893	735,671	841,672	525,929	949,306	997,977
<b>Total Operating Expenses</b>	<b>3,721,800</b>	<b>5,353,853</b>	<b>4,759,056</b>	<b>5,185,434</b>	<b>5,117,020</b>	<b>5,226,279</b>	<b>5,908,407</b>	<b>6,394,816</b>	<b>5,449,650</b>	<b>5,636,127</b>	<b>5,779,189</b>
<b>Operating Income/(Loss)</b>	<b>763,697</b>	<b>(701,123)</b>	<b>(3,929)</b>	<b>5,980</b>	<b>503,980</b>	<b>343,890</b>	<b>(9,532)</b>	<b>(524,347)</b>	<b>1,148,086</b>	<b>1,010,084</b>	<b>1,092,798</b>
Depreciation	521,312	495,931	633,388	660,264	667,528	666,258	678,261	681,457	714,588	775,230	800,000
<b>Operating Income (Loss)</b>	<b>242,385</b>	<b>(1,197,054)</b>	<b>(637,317)</b>	<b>(654,284)</b>	<b>(163,548)</b>	<b>(322,368)</b>	<b>(687,793)</b>	<b>(1,205,804)</b>	<b>433,498</b>	<b>234,854</b>	<b>292,798</b>
<b>Non-operating Revenues/(Expenses)</b>											
Investment Income	275,922	92,900	90,827	323,753	196,959	342,968	368,562	167,442	44,849	41,164	28,503
Property Taxes	-	-	-	-	-	-	-	45,796	1,480	134,702	25,600
Connection Fees	343,435	739,790	471,620	677,450	572,370	747,680	426,025	407,635	76,970	2,000	97,740
Other Income	5,637	150,750	146,817	86,174	93,000	349,225	505,822	6,024	11,925	190,153	-
Disposal of Capital Assets	-	-	-	(22,275)	(15,395)	(93,223)	(23,369)	(7,282)	-	-	-
Interest & Fiscal Charges	(174,803)	(181,953)	(202,872)	(207,719)	(195,069)	(180,429)	(165,263)	(150,447)	(251,701)	(630,333)	(531,678)
<b>Non-Operating Net</b>	<b>450,191</b>	<b>801,487</b>	<b>506,392</b>	<b>857,383</b>	<b>651,865</b>	<b>1,166,221</b>	<b>1,111,777</b>	<b>469,168</b>	<b>(116,477)</b>	<b>(262,314)</b>	<b>(379,835)</b>
<b>Income (Loss) Before Transfers</b>	<b>692,576</b>	<b>(395,567)</b>	<b>(130,925)</b>	<b>203,099</b>	<b>488,317</b>	<b>843,853</b>	<b>423,984</b>	<b>(736,636)</b>	<b>317,021</b>	<b>(27,460)</b>	<b>(87,037)</b>
Transfers In	55,000	55,000	35,000	5,000	5,000	5,000	5,000	5,000	838,675	5,000	-
<b>Change in Net Assets</b>	<b>747,576</b>	<b>(340,567)</b>	<b>(95,925)</b>	<b>208,099</b>	<b>493,317</b>	<b>848,853</b>	<b>428,984</b>	<b>(731,636)</b>	<b>1,155,696</b>	<b>(22,460)</b>	<b>(87,037)</b>
<b>Net Assets - January 1</b>	<b>21,730,349</b>	<b>20,336,590</b>	<b>25,409,282</b>	<b>25,313,357</b>	<b>25,521,456</b>	<b>26,014,773</b>	<b>26,863,626</b>	<b>27,292,610</b>	<b>26,560,974</b>	<b>27,716,670</b>	<b>27,694,210</b>
Capital Contributions	-	388,000	-	-	-	-	-	-	-	-	-
<b>Net Assets - December 31</b>	<b>22,477,925</b>	<b>20,384,023</b>	<b>25,313,357</b>	<b>25,521,456</b>	<b>26,014,773</b>	<b>26,863,626</b>	<b>27,292,610</b>	<b>26,560,974</b>	<b>27,716,670</b>	<b>27,694,210</b>	<b>27,607,173</b>

1. FY 2011 Revenues are projected as final audited numbers were not available when this document was produced.

**Analysis of General Fund Revenues, Expenditures, and Net Change in Fund Balances**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Revenue</b>											
Property Taxes	1,744,828	1,941,960	1,954,739	2,037,627	2,306,927	2,349,170	2,424,595	2,663,475	2,596,464	2,714,823	2,741,983
Sales Tax	4,670,622	4,352,592	4,520,109	4,179,395	4,238,256	4,420,193	4,381,733	3,702,421	3,229,784	3,561,253	3,797,482
Other Taxes	755,211	661,898	846,467	901,813	1,056,200	1,155,197	1,247,584	1,309,380	2,438,379	3,055,378	2,780,900
Licenses & Permits	508,380	195,767	311,609	430,846	468,856	590,417	308,884	490,148	380,561	279,684	484,738
Intergovernmental	95,656	359,691	382,823	396,879	423,234	449,477	477,834	443,598	837,011	219,973	318,229
Charges for Services	2,801,583	3,147,358	3,363,105	3,993,355	5,036,105	4,873,444	5,338,692	5,572,153	4,614,155	5,120,518	4,987,370
Fines & Forfeits	85,892	73,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	132,724	177,940
Village Property Usage	212,113	238,024	87,585	96,090	105,747	115,878	134,060	223,588	427,183	444,648	458,477
Investment Income	544,833	190,685	246,307	156,402	238,890	469,784	534,271	207,510	119,468	44,020	315,308
Miscellaneous	851,264	541,531	716,924	788,141	688,534	603,597	810,321	844,430	996,239	77,688	201,922
<b>Total Revenue</b>	<b>12,270,382</b>	<b>11,703,283</b>	<b>12,510,053</b>	<b>13,061,045</b>	<b>14,689,247</b>	<b>15,126,963</b>	<b>15,749,871</b>	<b>15,563,911</b>	<b>15,778,172</b>	<b>15,650,709</b>	<b>16,264,349</b>
<b>Expenditures</b>											
General Government	1,780,321	1,961,544	2,343,124	2,011,550	2,001,111	1,953,053	2,284,155	3,936,297	3,351,097	3,121,523	2,734,722
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	762,473	627,393	689,473	725,029
Public Safety	6,625,745	6,942,907	7,210,189	7,869,718	9,827,353	9,439,030	10,395,661	10,394,285	10,274,437	9,340,393	9,452,971
Public Works	1,416,299	1,519,773	1,619,527	1,648,192	1,695,027	1,676,608	2,052,672	2,116,136	1,518,748	1,814,493	2,013,452
<b>Total</b>	<b>10,458,246</b>	<b>11,056,050</b>	<b>11,614,745</b>	<b>12,040,592</b>	<b>14,062,197</b>	<b>13,628,253</b>	<b>15,360,494</b>	<b>17,209,191</b>	<b>15,771,675</b>	<b>14,965,882</b>	<b>14,926,174</b>
<b>Excess of Revenues Over (Under) Expenditures</b>	<b>1,812,136</b>	<b>647,233</b>	<b>895,308</b>	<b>1,020,453</b>	<b>627,050</b>	<b>1,498,710</b>	<b>389,377</b>	<b>(1,645,280)</b>	<b>6,497</b>	<b>684,827</b>	<b>1,338,175</b>
<b>Other Financing Sources/(Uses)</b>											
Transfers In	-	-	-	-	-	-	-	-	-	-	-
Transfers Out	(817,098)	(1,005,676)	(547,800)	(518,696)	(119,364)	(119,807)	(2,020,016)	(5,000)	(5,000)	(655,000)	(1,275,000)
Sale of Property	-	-	-	-	-	-	-	-	-	-	-
<b>Net Other Financing</b>	<b>(817,098)</b>	<b>(1,005,676)</b>	<b>(547,800)</b>	<b>(518,696)</b>	<b>(119,364)</b>	<b>(119,807)</b>	<b>(2,020,016)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(655,000)</b>	<b>(1,275,000)</b>
<b>Net Change in Fund Balances</b>	<b>995,038</b>	<b>(358,443)</b>	<b>347,508</b>	<b>501,757</b>	<b>507,686</b>	<b>1,378,903</b>	<b>(1,630,639)</b>	<b>(1,650,280)</b>	<b>1,497</b>	<b>29,827</b>	<b>63,175</b>
<b>Fund Balance - January 1</b>	<b>8,180,636</b>	<b>10,897,010</b>	<b>10,760,271</b>	<b>10,995,992</b>	<b>11,497,749</b>	<b>12,005,435</b>	<b>13,384,338</b>	<b>11,753,699</b>	<b>10,103,419</b>	<b>10,104,916</b>	<b>10,134,743</b>
<b>Fund Balance - December 31</b>	<b>9,175,674</b>	<b>10,538,567</b>	<b>11,107,779</b>	<b>11,497,749</b>	<b>12,005,435</b>	<b>13,384,338</b>	<b>11,753,699</b>	<b>10,103,419</b>	<b>10,104,916</b>	<b>10,134,743</b>	<b>10,197,918</b>

1. FY 2011 Revenues are projected as final audited numbers were not available when this document was produced.

**Analysis of Sales Tax Receipts by Category**

Sales Category	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Average
General Merchandise	-	-	-	-	-	-	-	-	-	-	3,100	282
Food	355,557	335,769	322,458	336,802	313,184	332,305	335,538	361,719	353,048	327,255	290,271	333,082
Drinking & Eating Places	161,403	160,565	157,358	167,542	167,933	172,494	193,626	178,131	158,747	153,603	184,579	168,726
Apparel	118,640	95,971	89,456	97,731	98,338	94,134	93,091	78,886	69,301	55,287	97,006	89,804
Furniture, Household & Radio	296,444	241,818	215,197	205,710	219,868	192,632	199,628	235,499	194,241	137,434	148,556	207,912
Lumber, Building, Hardware	108,957	99,222	99,077	112,054	110,430	103,201	104,429	105,176	57,278	13,195	16,632	84,514
Automobile & Filling Stations	3,016,053	2,890,429	2,735,387	2,871,259	2,561,287	2,590,645	2,674,736	2,513,537	2,062,700	1,844,185	2,047,230	2,527,950
Drugs & Misc. Retail	415,429	401,269	365,448	343,811	329,197	331,784	368,174	411,772	374,849	360,270	484,599	380,600
Agriculture & All Other*	541,775	453,478	373,917	378,280	373,737	409,125	460,247	506,648	401,198	306,782	255,597	405,526
Manufacturers	-	-	-	18,014	16,022	17,509	-	-	-	35,206	34,443	11,018
<b>Total Received</b>	<b>5,014,258</b>	<b>4,678,521</b>	<b>4,358,298</b>	<b>4,531,203</b>	<b>4,189,996</b>	<b>4,243,829</b>	<b>4,429,469</b>	<b>4,391,368</b>	<b>3,671,362</b>	<b>3,233,217</b>	<b>3,562,013</b>	<b>4,209,130</b>

**Analysis of Percent of Total**

General Merchandise	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.09%	0.01%
Food	7.09%	7.18%	7.40%	7.43%	7.47%	7.83%	7.58%	8.24%	9.62%	10.12%	8.15%	7.91%
Drinking & Eating Places	3.22%	3.43%	3.61%	3.70%	4.01%	4.06%	4.37%	4.06%	4.32%	4.75%	5.18%	4.01%
Apparel	2.37%	2.05%	2.05%	2.16%	2.35%	2.22%	2.10%	1.80%	1.89%	1.71%	2.72%	2.13%
Furniture, Household & Radio	5.91%	5.17%	4.94%	4.54%	5.25%	4.54%	4.51%	5.36%	5.29%	4.25%	4.17%	4.94%
Lumber, Building, Hardware	2.17%	2.12%	2.27%	2.47%	2.64%	2.43%	2.36%	2.40%	1.56%	0.41%	0.47%	2.01%
Automobile & Filling Stations	60.15%	61.78%	62.76%	63.37%	61.13%	61.04%	60.39%	57.24%	56.18%	57.04%	57.47%	60.06%
Drugs & Misc. Retail	8.28%	8.58%	8.39%	7.59%	7.86%	7.82%	8.31%	9.38%	10.21%	11.14%	13.60%	9.04%
Agriculture & All Other*	10.80%	9.69%	8.58%	8.35%	8.92%	9.64%	10.39%	11.54%	10.93%	9.49%	7.18%	9.63%
Manufacturers	0.00%	0.00%	0.00%	0.40%	0.38%	0.41%	0.00%	0.00%	0.00%	1.09%	0.97%	0.26%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.91%	100.00%

**Analysis of Change from Previous Year**

General Merchandise	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	#DIV/0!
Food	-5.57%	-3.96%	4.45%	-7.01%	6.11%	0.97%	7.80%	-2.40%	-7.31%	-11.30%	
Drinking & Eating Places	-0.52%	-2.00%	6.47%	0.23%	2.72%	12.25%	-8.00%	-10.88%	-3.24%	20.17%	
Apparel	-19.11%	-6.79%	9.25%	0.62%	-4.28%	-1.11%	-15.26%	-12.15%	-20.22%	75.46%	
Furniture, Household & Radio	-18.43%	-11.01%	-4.41%	6.88%	-12.39%	3.63%	17.97%	-17.52%	-29.25%	8.09%	
Lumber, Building, Hardware	-8.93%	-0.15%	13.10%	-1.45%	-6.55%	1.19%	0.72%	-45.54%	-76.96%	26.05%	
Automobile & Filling Stations	-4.17%	-5.36%	4.97%	-10.80%	1.15%	3.25%	-6.03%	-17.94%	-10.59%	11.01%	
Drugs & Misc. Retail	-3.41%	-8.93%	-5.92%	-4.25%	0.79%	10.97%	11.84%	-8.97%	-3.89%	34.51%	
Agriculture & All Other*	-16.30%	-17.54%	1.17%	-1.20%	9.47%	12.50%	10.08%	-20.81%	-23.53%	-16.68%	
Manufacturers	0.00%	0.00%	100.00%	-11.06%	9.28%	-100.00%	0.00%	0.00%	100.00%	100.00%	
	-6.70%	-6.84%	3.97%	-7.53%	1.28%	4.37%	-0.86%	-16.40%	-11.93%	10.17%	

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## Appendix VII – Glossary

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The Annual Budget Document contains specialized and technical terminology and acronyms that are unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms and acronyms, a budget glossary has been included.

### Terms

**Abatement** – A complete or partial cancellation of a tax levy imposed by a government.

**Accrual Accounting** – A basis of accounting that utilizes a current financial resources measurement focus thereby recognizing revenue as it is earned and realizable and recognizing expenditures when they are incurred.

**Adjustment for Accounting Interpretations** – The revenues from the Village’s Property Tax Levy are received in the year after they are levied for (i.e., in Illinois, Property Tax Revenues levied in 2004 are received in 2005). In order to adjust for Accounting Interpretation Three whereby the prior year’s levy is utilized, an adjustment for accounting interpretation is used to adjust fund balances.

**Alternate Revenue Bonds** – General obligation bonds that, rather than being repaid by Village-wide property taxes, are retired by specifically pledged revenue streams (i.e., Water and Sewer or Motor Vehicle Parking System revenues).

**Amortization** – Gradual reduction, redemption, or liquidation of the balance of an account according to a specified schedule of times and amounts. Also, provision for the extinguishment of a debt by means of a Debt Service Fund.

**Appropriation** – A legal authorization granted by a legislative body (the Village Board) to make expenditures or incur obligations for specific purposes. An appropriation is usually limited in amount and in the time in which it may be expended.

**Assessed Valuation** – A valuation set upon real estate by the Township Assessor and Supervisor of Assessments as a basis for levying real estate taxes.

**Assets** – Property owned by a government that can be converted to a monetary value.

**Balanced Budget** – A budget in which the expenditures incurred during a period are matched by revenues.

**Bond** – A written promise to pay (debt) a specified sum of money (principal) at a specified future date (maturity dates) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt. When a government pledges its full faith and credit to the repayment of the bonds it issues, then these are known as general obligation bonds. Bonds with principal and interest that are payable exclusively from the earnings of an Enterprise Fund are known as revenue bonds.

**Budget** – Plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed revenue estimates of financing them. Used without qualification, the term usually indicates a financial plan for a single fiscal year.

**Budget Calendar** – The schedule of key dates or milestones that Village departments follow in the preparation, adoption and administration of the budget.

**Budget Document** – The official written document prepared by Administrative Services that presents the legal Budget (the Revenue Estimate, Expenditure Budget, Summary of Transfers, Official Compensation Plan, and Schedule of Estimated Real Estate Tax Levies) to the legislative body and the residents of the Village. The document includes written summaries, schedules of revenues, expenditures, and transfers, and charts and graphs to ease the understanding of the effect of the Legal Budget on the Village’s financial condition.

**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 available appropriations and available revenues.

**Capital Improvement Program** – Plan for capital expenditures to be incurred each year over a fixed period of several future years, setting forth each capital project, identifying its expected beginning and ending date, the amount to be expended in each year, and the method of financing those expenditures.

**Capital Equipment** – Expenditures for the acquisition of capital assets, i.e., vehicles, operating equipment, office equipment.

**Capital Projects** – Projects involving the purchase or construction of capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

**Cash Accounting** – A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

**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 highest interest and return available for temporary cash balances.

**Contingency Account** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Debt Service** – The Village’s obligation to pay for the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

**Debt Service Funds** – Funds created to pay for the principal and interest of all bonds and other debt instruments according to a predetermined schedule.

**Deficit** – The excess of expenditures over revenues during an accounting period; or, in the case of Enterprise and Intergovernmental Service Funds, the excess of expense over income during an accounting period.

**Depreciation** – The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset’s lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

**Eliminations** – When funds are consolidated, transactions between funds are eliminated in order to eliminate double accounting.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

**Enterprise Fund** – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the Village Board is that the costs of providing services to the general public on a continuing basis be financed or recovered primarily through user charges, i.e., water utility, parking system.

**Equalized Assessed Valuation** – The Board of Review, on a county basis, reviews assessed valuation of all townships and may assign multipliers to equalize assessed valuations from township to township. If necessary, the State will then assign multipliers for counties in order that all property will be assessed at 33⅓ percent of market value.

**Expenditure** – This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

**Fiduciary Funds** – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be sued to support the government's own programs.

**Fiscal Year** – A twelve-month period that the annual operating budget applies at the end of which a determination of financial position and results of operations is carried out by the government.

**Fixed Assets** – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**Full Faith and Credit** – A pledge of the general taxing power of a government to replay debt obligations (typically used in reference to bonds).

**Full-Time Equivalent Position (FTE)** – A part-time position converted to the decimal equivalent of a full-time position based on 2,090 hours per year. For example, a Head Start teacher working for nine months, or 1,560 hours, would be equivalent to 0.75 of a full-time position.

**Fund** – A budgetary and accounting entity that is segregated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance** – The fund equity of governmental funds and trust funds (excess of assets over liabilities).

**Fund Type** – In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

**General Fund** – The fund used to account of all activities of a government except those required to be accounted for in another fund.

**General Obligation Bond** – Bonds that have the full faith and credit of the issuing government or agency to be used or expended for a specified purpose or activity.

**Governmental Funds** - Funds generally used to account for tax-supported activities.

**Grant** – A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**Internal Service Fund** – A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost reimbursement basis.

**Investment** – Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

**Letter of Transmittal** – The opening section of the budget provides the Village Board and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the objectives and assumptions that provide guidance to the development of the budget.

**Line-Item Budget** – A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**Liquidity** – Available cash or the capacity to obtain it on demand.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Mission Statement** – A brief description of functions and objectives rendered by an organization for the community it serves.

**Modified Accrual Accounting** – A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are “measurable” and available for “expenditure”. Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

**Obligations** – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

**Operating Budget** – The authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year or less. The use of annual operating budgets is usually required by law.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as state statute, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

**Pension Trust Fund** – A trust fund used to account for public employee retirement systems.

**Performance Budget** – A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

**Performance Measures** – Specific quantitative and qualitative measures of work performed as an objective in the department.

**Property Tax** – Property taxes are levied on real property according to the property’s valuation and the tax rate.

**Rating** – The credit worthiness of a Village as evaluated by independent agencies.

**Requisition** – A written demand or request, usually from one department, to the purchasing office to another department for specific articles or services.

**Reserve** – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Revenue Bonds** – Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

**Revenue** – Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

**Risk Management** – An organized attempt to protect a government's assets against accidental loss in the most economical method.

**Securities** – Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

**Special Revenue Fund** – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

**Surplus** – An excess of the assets of a fund over its liabilities and reserves.

**Tax Anticipation Notes** – Notes issued in anticipation of collection of taxes and retired from the proceeds of the tax levy whose collection they anticipate.

**Tax Increment Financing (TIF) District** – Areas of the Village (as defined by State law) in need of development/redevelopment improvements that use a portion of property taxes collected in this area to make public improvements.

**Tax Levy** – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**Tax Rate** – The amount of tax levied for each \$100 of equalized assessed valuation. The tax rate times equalized assessed valuation equals the tax levy.

**Transfers In/Out** – A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**User Charges** – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

## **Acronyms**

**BACOG** – Barrington Area Council of Governments

**BARN** – Barrington Area Radio Network

**BCFPD** – Barrington Countryside Fire Protection District

**BOT** – Board of Trustees

**CAFR** – Comprehensive Annual Financial Report

**CIF** – Capital Improvement Fund

**CIP** – Capital Improvement Projects

**CMAP** – Chicago Metropolitan Agency for Planning

**COW** – Committee of the Whole

**EAV** – Equalized Assessed Valuation

**EJ&E** – Elgin, Joliet & Eastern Rail System

**EMS** – Emergency Management Services

**FATS** – Fire Arms Training System

**FTE** – Full Time Equivalent

**GAAP** – Generally Accepted Accounting Principals

**GASB** – Governmental Accounting Standards Board

**GDP** – Gross Domestic Product

**GFOA** – Government Finance Officers Association

**GIS** – Geographical Information Systems

**IDOT** – Illinois Department of Transportation

**IEPA** – Illinois Environmental Protection Agency

**IGA** – Intergovernmental Agreement

**IPBC** – Intergovernmental Personnel Benefit Cooperative

**IRMA** – Intergovernmental Risk Management Agency

**IWINS** – Illinois Wireless Information Network from the State of Illinois

**NPDES** – National Pollutant Discharge Elimination System

**PZED** – Planning, Zoning and Economic Development

**SWANCC** – Solid Waste Agency of Northern Cook County

**TIF District** – Tax Increment Financing District

**VOB** – Village of Barrington

**WWTP** – Waste Water Treatment Plant