



Annual Budget for Fiscal Year 2018

January 1, 2018 to December 31, 2018



The Sanitary Sewer Replacement Project (SSRP) spanned fiscal years 2017 and 2018 and involved the replacement of sanitary sewer, storm sewer, and water main from the west end of Liberty Street to North Avenue, south along North Avenue to Main Street, Main Street between North Avenue and Wool Street, and Wool Street through the North Commuter Parking Lot, under the Union Pacific Railroad, through the South Commuter Parking Lot, to the intersection of Russell and Summit Streets and along Russell Street to Spring Street. The \$14.0 million project also included the construction of a storm water detention basin in a former park and the reconstruction of all associated streets, curbs, and sidewalk at intersections. The SSRP is one of the largest infrastructure projects the Village has undertaken in decades.

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

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

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

Barrington's White House
145 West Main Street
Barrington, Illinois 60010
(224) 512-4284

TABLE OF CONTENTS

Transmittal Letter	Pages 1 – 7
Introductory Section	
2018 Budget Summary	Pages 8 – 17
Community Profile	Pages 18 – 26
Guide to Using the Budget Document	Pages 27 – 30
The Budget Process	Pages 31 – 32
The Basis of Budgeting	Pages 33 – 34
Financial and Budgeting Policies	Pages 35 – 40
Evaluation of Financial Condition	Pages 41 – 59
Analysis of Major Revenue Sources by Fund	Pages 60 – 74
Budgets by Fund	
General Fund	Pages 75 – 78
Capital Improvement Fund	Pages 79 – 82
Tax Increment Financing (TIF) Fund	Pages 83 – 86
Debt Service Fund	Pages 87 – 88
Water & Sewer Fund	Pages 89 – 92
Recycling & Refuse Fund	Pages 93 – 94
Parking System Fund	Pages 95 – 97
Barrington’s White House Fund	Pages 98 – 101
Firefighter’s Pension Fund	Pages 102 – 104
Police Pension Fund	Pages 105 – 107
Budgets by Department	
Village Board	Pages 108 – 111
Village Manager’s Office	Pages 112 – 117
Financial Services	Pages 118 – 121
Human Resources & Risk Management	Pages 122 – 125
Development Services	Pages 126 – 130
Police Department	Pages 131 – 136
Fire Department	Pages 137 – 140
Public Works	Pages 141 – 147

Capital Improvements	Pages 148 – 169
Village Property Improvements	Pages 151 – 158
Infrastructure Improvements	Pages 159 – 168
Impact on Operating Budgets	Page 169
 Legal Budget Documents	
Ordinance Adopting Annual Budget	Pages 170 – 173
Estimate of Revenues	Pages 174 – 182
Expenditure Budget	Pages 183 – 196
Compensation Plan	Pages 197 – 204
 Appendices	
Appendix I – Five Year Financial Forecast	Pages 205 – 218
Appendix II – Personnel Analysis	Pages 219 – 224
Appendix III – Legal Debt Margin & Debt Schedules	Pages 225 – 238
Appendix IV – Policy Documents	Pages 239 – 252
Appendix V – Statistical Section	Pages 253 – 262
Appendix VI – Glossary & Acronyms	Pages 263 – 270



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Barrington
Illinois**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

Principal Officials
On the Budget Approval Date of December 11, 2018

VILLAGE PRESIDENT

Karen Darch

BOARD OF TRUSTEES

James Daluga
Jason Lohmeyer
Todd Sholeen

Jennifer Wondrasek
Jeff Janssen
Ryan Julian

VILLAGE CLERK

Tony Ciganek

VILLAGE MANAGER

Jeffrey Lawler

DEPARTMENT HEADS

Director of Financial Services	Jason Hayden
Chief of Fire/EMS	James Arie
Chief of Police	David Dorn
Director of Public Works	Mark Werksman
Director of Development Services	Greg Summers
Director of Economic Development	Margaret Blanchard
Manager of Human Resources & Risk Management	Colleen Nigg
Manager of Communications, Marketing, and Events	Patricia Dowd-Schmitz



BARRINGTON

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.

December 11, 2017

Presented for your review and consideration is the Budget document for the Village of Barrington, Illinois for the Fiscal Year beginning January 1, 2018 and ending December 31, 2018. The budget provides a framework for achieving the strategic objectives established by the Village Board and details how the resources entrusted to the Village will be utilized to provide services to residents. The core purposes of the Village's annual budget is to estimate the financial resources that will be available to the Village during the budget year and to authorize a spending plan that utilizes those financial resources to fund the services, programs, and projects that the Village Board has determined should be provided to the community. The strategic objectives of the Village are used to guide decisions during the budget process and ensure the services, programs, and projects approved in the budget will effectively assist the Board in achieving its vision for the Community. The Budget is developed and modified through an extensive review process involving the Board of Trustees 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 in the community. 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 and illustrates how resources will be used to continue existing services and make improvements to those services if appropriate and achievable. The Budget explains how the Village will enhance the quality of life for residents of the community by adjusting services or programs to address the changing needs and priorities of residents, businesses, and visitors.

Similar to most municipalities, the Village has limited resources available to fund its services, programs, and infrastructure improvements. The process of developing the annual budget includes a thorough assessment of the external environment so that the Village can effectively respond to potential fluctuations in its resources. If significant variations in resources are anticipated, they are addressed through a deliberative process involving the Village Board and Staff.

Review of Accomplishments in the 2017 Budget Period

During the 2017 budget period, many of the objectives and projects that were included in the 2017 budget were achieved, as detailed below:

Significant Projects

- The Sanitary Sewer Main Replacement project was initiated and all of the work planned for 2017 was completed. This project is a \$14 million project to replace one of the primary sanitary sewer mains running through the center of the Village. The project involves digging a deep trench (as deep as 30 feet in some areas), replacing the sewer main and any associated service lines, backfilling the area, and then reconstructing the street and all associated infrastructure (i.e., curb and gutter and sidewalk).
- In 2016, the Village sold an acre of land at 322 North Hough Street to a developer. In 2017, the Developer began constructing a 64 unit luxury apartment building which is scheduled to be complete in the spring of 2018.

Communication & Customer Service Enhancements

- In January of 2017, the Village hired a Manager of Communications, Marketing, and Community Events to enhance communications with residents and manage the Village's community events.
- The Communications, Marketing and Events Division of the Village Manager's Office has significantly increased the Village's social media presence (Facebook, Twitter, NextDoor) and is posting several times per week. The number of followers of the Village's Facebook Page has increased to 2,700, an increase of approximately 1,000 from the 1,700 followers at the beginning of the year. The Village's Facebook page is an important source for breaking news in the community, significantly enhancing communication to our constituents in newsworthy or crisis situations. In addition, the Village's social media strategies have significantly increased the marketing for Village events.
- In 2017, the Manager of Communications, Marketing, and Community Events began using the Constant Contact software to create an email newsletter that is now distributed bi-weekly to approximately 4,500 residents and other interested parties who registered. This has enhanced the Village's communication with residents and provides them with timely news of events and projects in the Village.
- The Communications, Marketing and Events Division of the Village Manager's Office has also created a much closer working relationship with Barrington's White House, significantly supporting its marketing and event execution strategies for White House events. This initiative is expected to increase significantly in 2018, saving the Village money on marketing costs.
- The Communications, Marketing and Events Division of the Village Manager's Office has worked closely with the Police and Development Services departments to enhance communications to constituents during parking or infrastructure disruptions that may affect the Barrington community.

Financial Management

- 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 for the FY 2016 Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award for the 2017 Budget document, national recognitions of the Village's financial reporting and budgeting by the Government Finance Officers Association (GFOA) of the United States.
- Managed the refunding of the Taxable General Obligation Bonds (Alternate Revenue Sources), Series 2009 (Build America Bonds – Direct Payment), thereby saving Village Taxpayers and utility system customers approximately \$572,000 in interest expenses over the next ten years.

- Received \$1.2 million in pledged or one-time donations for Barrington's White House. The Village has now received \$5.7 million of the \$6.8 million in total pledged donations for the project.

Economic Development & Community Events

- Successfully promoted the Barrington Village Center and assisted the developer in fully leasing all space in the new development. New businesses that opened at the Barrington Village Center in 2017 included Blue Mercury, a high end cosmetics retailer, and College Nannies, Sitters, and Tutors, a service business providing daycare and tutoring for primary and secondary students.
- Continued the Village's commitment to special events by coordinating or sponsoring multiple special events including the Barrington Art Fair, Cruise Nights, the 4th of July events, Scarecrow Fest, Holiday Events, and Celtic Fest.
- Actively marketed the Village at retail business trade shows to promote enhanced retail opportunities for the community.
- Revised the Shopping & Dining Guide to promote Village businesses and continued to nurture the positive relationship between the Economic Development Department and Village businesses through programs to promote local businesses and listen to business concerns.

Infrastructure Improvements

- In 2017, the Sanitary Sewer Replacement Project reconstructed 3,700 linear feet of sanitary sewer main, 1,084 linear feet of water main, 2,748 linear feet of storm sewer main, and 0.65 miles of streets and associated infrastructure.
- Other infrastructure projects that occurred in 2017 included the street patching program through which approximately 4,700 square yards of streets were patched and approximately 800 linear feet of Fox Glove Land and 650 linear feet of Wyngate Drive were resurfaced.
- In addition to these completed projects, the Village continued the process of preparing for future projects including the bidding for the construction of the phosphorous removal equipment in 2018 at the Sanitary Sewer Treatment Plant. Other projects in 2017 that progressed towards completion included the second Phase of the Sanitary Sewer Replacement Project, the realignment of Lake Zurich Road, the reconstruction of the Hart Road and Route 14 Intersection, the replacement of water main along Hart Road, the construction of a multi-use path along Hart Road, the phase 1 engineering study for a new entrance drive into the North Commuter Parking Lot, and the improvement of the intersection of Dundee Road and Grove Avenue.

Organizational and Community Challenges in 2018

A significant continuing challenge for the Village is funding its ongoing comprehensive infrastructure improvement programs. Since 2008, the Village's pension contribution expenses have increased significantly and have greatly outpaced general inflation and any increases in Village revenues. The pension benefits for Village employees are mandated by the Illinois Legislature with little input from municipalities and are causing the Village's contributions to increase significantly each year. The actuarially required pension contributions the Village must make to its pension funds have increased 54% since 2009. As a result of these cost increases, the Village has not been able to fund infrastructure improvements from its own resources at the same level it did from 2000 to 2010. The Village has been able to partially meet this challenge by obtaining grants and issuing bonds to fund infrastructure improvements but these funding mechanisms are becoming more difficult to secure. Providing sufficient funding for infrastructure improvements will be a primary challenge for the Village in 2018 and in future years.

Another significant challenge for the Barrington and the Village as an organization in 2018 will be the replacement of a sanitary sewer main that runs through the center of the Village. The Village will be issuing bonds in early 2018 to complete this project due to the significant expense of the project. The project will reconstruct a sanitary sewer main from the North Commuter Parking Lot, south under the Union Pacific Railroad, through the South Commuter Lot, and then continuing south to the intersection of Russell and Summit Streets. This will involve significant trenching activity that will affect neighborhoods and will also require the closure of portions of the commuter parking lots.

Another challenge for the Village in 2018 and in future years is the continued increase in unfunded pension liability in the Village's public safety pension funds. Since 2010, the pension liability in the Village's public safety pension funds has increased from \$36,610,051 to \$54,067,177, an increase of \$17,451,126 or 47.7%, despite the Village having reduced its public safety workforce by 21 employees during that period. The pension benefits that are causing the increase in liability, are mandated by the Illinois Legislature with little to no input by the municipalities that are required to pay the benefits. As discussed previously, the increase in liability is causing the Village's contributions into the pension funds to increase dramatically and this has reduced the Village's ability to make infrastructure improvements. If these types of increases continue in the future, the Village may be forced to make service reductions in order to make the appropriate level of contributions into the pension funds.

Another challenge for the Village as an organization and for the Barrington community is the fiscal challenges facing the State of Illinois. As an Illinois municipality, the Village faces multiple challenges that are created by the problematic financial situation of the State, including a reduced perception of the Village's finances in the general bond market and proposals by the State Legislature to reduce revenues that the State currently directs to municipalities (i.e., the municipal portion of the State Income Tax, Use Tax, and Personal Property Replacement Tax). In addition, residents of the Barrington community encounter economic difficulties and potentially higher taxes for fewer services due to the financial situation of the State of Illinois.

Strategic Goals and Performance Management

The ongoing mission of the Village is to strive to make Barrington 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 will extend over many years and involve multiple policies, programs, and achievements, the strategic goals and objectives include:

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.

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.
- Assure quality staffing, now, and in the future to lead a team to obtain Village Goals.
- Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.

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 and pursue methods of financing capital infrastructure improvements, including grants, borrowing, and revenue sources.

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.

Goals and Objectives for the 2018 Budget

The 2018 budget includes funding for the achievement of many goals and objectives, as noted below:

- 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.
- Work with local State Legislators, other municipalities, and coalitions of governments to lobby the State Legislature to make changes in municipal pension systems to enhance the viability of those systems and ease the financial strain on municipalities that is caused by the significant employer contributions that need to be made into the Funds.
- Complete the transition of Barrington's White House to operational status including completing a strategic plan, marketing the facility for private events, and implementing effective business processes.
- Continue to promote leasing activity in the Barrington Village Center Project by working with the Developer to market the property to desired retailers.
- Include a contingency in the 2018 General Fund operating budget of \$100,000 (0.50% of total operating 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 4.2 months of reserves the Village had in the General Fund at the end of 2017. Any amount remaining in the contingency at the end of 2017 will be transferred to the Capital Improvement Fund or Pension Funds to reduce the Village's 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 fiscal year.
- Continue funding an Assigned Fund Balance in the General Fund that will serve as a stabilization contingency to prepare for any decline that may occur in the Village's elastic revenue sources whenever the national and state economies enter a recession.
- Continue the Village's commitment to excellence in financial management by continuing to receive the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting.
- Explore the possibility of cooperation in service provision efforts, including outsourcing services or selling services to other communities. Outsourcing or selling services may potentially reduce expenditures or increase revenues and leads to efficiencies in service provision.
- 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.

Conclusion

The 2018 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 members, Allison Chmelik, Assistant Director and Shelley Henn, Financial Services Coordinator, 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.

Jason Hayden

Jason Hayden
Director of Financial Services and Village Treasurer

2018 Budget Summary

This section of the budget document provides a summary of the Village’s financial operations, assuming the revenue estimate and expense budget for 2018 occur as budgeted. This section also summarizes the number of authorized positions included in the 2018 compensation plan. The charts and graphs in this section provide an overview of the total revenues, expenses, and projected ending financial position for all of the appropriated funds of the Village.

Summary of 2018 Budgeted Financial Information

The 2018 Budget includes \$31,592,800 in estimated revenues and \$32,116,250 in Net Expenses, resulting in total changes in Fund Balances or Net Position of negative \$523,450 in 2018. After Transfers, Governmental Funds will have negative changes in Fund Balances of \$1,963,200, Enterprise Funds will have negative changes in Net Position of \$144,050 and Fiduciary Funds will have positive changes in Net Position Held in Trust of \$1,583,800.

Summary Statement of Changes in Fund Balances or Net Position for 2018				
	Governmental Funds	Proprietary Funds	Fiduciary Funds	Village Total
Revenues	17,548,600	9,274,200	4,770,000	31,592,800
Net Expenses ¹	19,711,800	9,218,250	3,186,200	32,116,250
Change in Fund Balance/Net Position Before Transfers	(2,163,200)	55,950	1,583,800	(523,450)
Transfers				
Transfers In	500,000	-	-	500,000
Transfers Out	(300,000)	(200,000)	-	(500,000)
Net Transfers	200,000	(200,000)	-	-
Change in Fund Balance/Net Position	(1,963,200)	(144,050)	1,583,800	(523,450)
1. Net Expenses exclude Balance Sheet transactions which are budgeted but not expensed, examples included capitalized expenses and principal payments in the Enterprise Funds.				

Please see the summaries by fund types on the following pages for a comprehensive overview of the changes in fund balances or net position by fund types (i.e., Governmental, Proprietary, or Fiduciary).

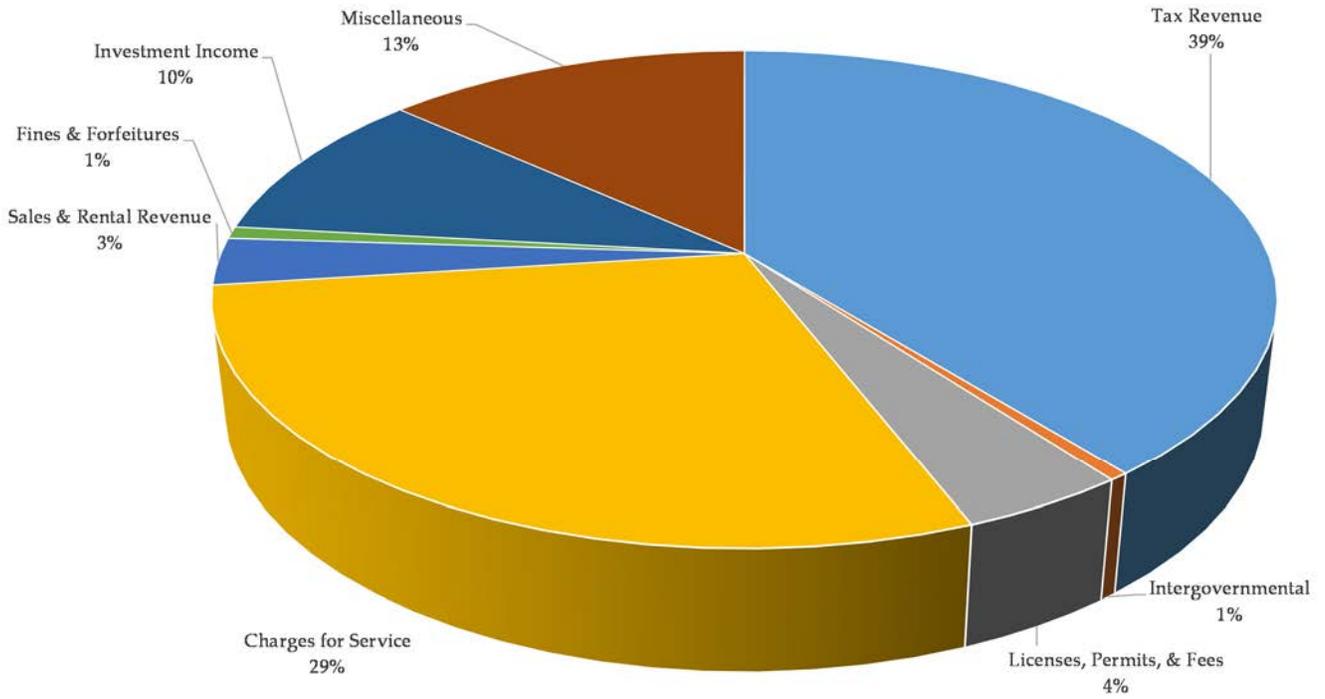
Analysis of Total Village Revenues

Total Village revenues are projected to equal \$31,592,800 in 2018, an increase of \$528,400 (1.63%) from 2017 Estimated Revenues of \$31,064,400. The largest sources of revenue for the Village in 2018 include Tax Revenues at \$12,423,000 (39.32% of the total), Charges for Services at \$9,096,000 (28.79% of the total), Miscellaneous revenue (\$4,189,000 or 13.26% of the total), and Investment Income at \$3,140,300 (9.94% of the total). The General Fund will receive the largest portion of total Village revenues at \$14,712,000 (46.57% of the total) followed by the Water & Sewer Fund (\$6,086,000 or 19.26%) and the Police Pension Fund (\$2,975,000 or 9.42% of total revenues).

Village Wide Revenue Receipts, 2014 Actual - 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2017 Projected	FY 2018 Budget
By Revenue Type						
Tax Revenue	12,332,762	12,370,069	12,504,792	12,872,000	13,035,500	12,423,000
Intergovernmental	2,058,391	205,450	409,324	425,000	192,450	160,000
Licenses, Permits, & Fees	1,074,530	1,105,061	1,065,748	1,375,000	1,337,500	1,370,000
Charges for Service	8,379,810	8,432,520	8,828,899	8,861,000	8,979,519	9,096,000
Sales & Rental Revenue	501,528	581,848	869,392	806,000	898,201	968,500
Fines & Forfeitures	246,779	267,384	200,054	290,000	291,100	246,000
Investment Income	2,390,699	458,745	2,445,308	2,985,400	4,256,750	3,140,300
Miscellaneous	3,524,259	3,540,209	4,303,712	3,450,000	3,358,327	4,189,000
Total Revenues	30,508,758	26,961,286	30,627,229	31,064,400	32,349,347	31,592,800
By Fund						
General	14,058,316	14,396,923	14,993,264	15,082,000	15,052,719	14,712,000
Capital Improvement	2,713,189	499,928	610,138	560,000	464,450	1,445,000
TIF	771,269	735,344	551,292	825,500	927,001	925,500
Debt Service	850,622	795,569	839,259	851,200	849,100	466,100
Water & Sewer	5,234,228	5,277,358	5,501,186	5,785,000	5,815,000	6,086,000
Recycling & Refuse	1,198,954	1,247,662	1,191,902	1,185,200	1,191,050	1,185,200
Parking System	870,423	888,520	917,546	881,000	919,300	882,000
Barrington White House	1,250,617	1,500,154	2,318,592	1,424,500	1,341,200	1,121,000
Firefighter's Pension	1,423,472	705,299	1,424,114	1,660,000	2,134,027	1,795,000
Police Pension	2,137,668	914,529	2,279,936	2,810,000	3,655,500	2,975,000
Total Revenues	30,508,758	26,961,286	30,627,229	31,064,400	32,349,347	31,592,800

Revenue Distribution by Type



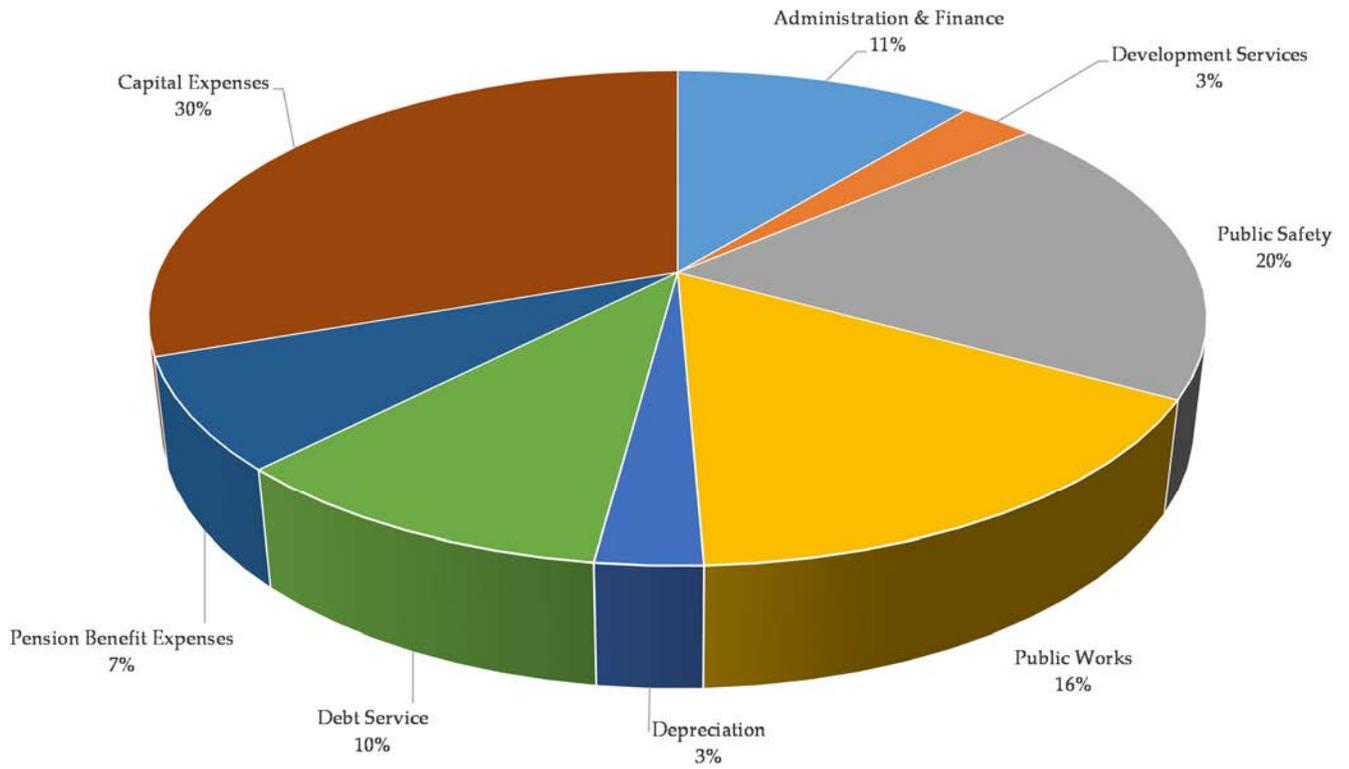
Total Village Revenues - \$31,573,800

Analysis of Total Village Expenditures

Total budgeted expenses prior to accrual adjustments equal \$43,539,250 in 2018, an increase of \$1,947,700 (5.10%) from 2017 budgeted expenses of \$41,591,550. These expense totals are adjusted at the end of each fiscal year to subtract capitalized expenses and principal payments in the Enterprise funds as required by accrual accounting standards. As a result, total expenses expected to be recognized in the Village's annual financial report are projected to equal \$32,116,250 in 2018, an increase of \$745,700 (2.55%) from 2017 budgeted expenses of \$31,370,550. Total expenditures/expenses in 2018 include \$30,308,450 (69.7% of total expenses) for operations, debt service, and pension benefit payments and \$13,230,800 (30.39% of total expenses) for capital expenditures/expenses. Capital expenditures/expenses are budgeted to increase \$697,800 (5.57%). The Village has budgeted significant infrastructure investments in 2018 to continue its commitment to maintaining excellent infrastructure in the community.

Village Wide Expenditures/Expenses, FY 2014 Actual - 2018 Budget						
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 Projected	FY 2018 Budget
By Expenditures/Expense Type						
Administration & Finance	4,474,266	4,287,737	4,441,317	4,660,925	4,576,479	4,746,500
Development Services	802,869	854,194	979,001	989,700	985,000	1,197,000
Public Safety	7,971,478	7,992,009	8,076,959	8,217,950	8,139,688	8,458,500
Public Works	6,034,730	6,398,071	6,507,435	6,564,975	6,324,450	7,082,000
Depreciation	1,015,044	1,077,803	1,001,971	1,148,250	1,174,594	1,200,250
Debt Service	3,185,825	7,361,772	5,125,973	4,576,050	4,565,025	4,438,000
Pension Benefit Expenses	2,310,566	2,399,332	2,662,144	2,900,700	2,912,862	3,186,200
Capital Expenses	8,743,343	8,829,736	2,710,381	12,533,000	9,504,500	13,230,800
Sub-total	34,538,121	39,200,654	31,505,181	41,591,550	38,182,598	43,539,250
Budgeted, Non-Expensed Items						
Capitalized Expenses	(3,959,356)	(6,501,263)	(861,325)	(8,383,000)	(7,094,500)	(9,375,000)
Principal Payments	(735,198)	(1,676,730)	(2,344,667)	(1,838,000)	(1,838,000)	(2,048,000)
Sub-Total Non-Expensed	(4,694,554)	(8,177,993)	(3,205,992)	(10,221,000)	(8,932,500)	(11,423,000)
Net Expenses by Type	29,843,567	31,022,661	28,299,189	31,370,550	29,250,098	32,116,250
Expenses by Fund						
General	13,290,593	13,326,900	13,490,725	14,034,700	13,809,324	14,551,000
Capital Improvement	4,415,345	1,840,978	1,641,653	3,899,900	2,515,000	3,462,800
TIF	1,301,646	4,164,160	966,997	1,025,050	1,002,550	1,058,000
Debt Service	1,019,700	999,262	1,031,394	1,032,000	1,031,600	640,000
Water & Sewer	5,019,680	5,615,287	5,565,615	5,543,600	5,188,200	6,193,800
Recycling & Refuse	1,183,162	1,185,158	1,184,951	1,226,700	1,197,400	1,224,300
Parking System	1,204,645	1,018,293	1,054,772	1,037,150	961,700	1,159,350
Barrington White House	98,230	473,291	700,938	670,750	631,462	640,800
Firefighter's Pension	580,775	573,676	631,523	784,200	836,862	899,700
Police Pension	1,729,791	1,825,656	2,030,621	2,116,500	2,076,000	2,286,500
Total Expenses	29,843,567	31,022,661	28,299,189	31,370,550	29,250,098	32,116,250

Expense Distribution by Type



Total Village Expenditures - \$42,539,250

Summary of Governmental Funds Financial Position

The Village's Governmental Funds will have a net decrease in total Fund Balances in 2018 as only the General Fund will have a positive change in Fund Balance. Several significant capital projects will be completed in 2018 and this will cause the Capital Improvement Fund to have a significant negative change in Fund Balance. The decrease in the TIF Fund Balance in 2018 will turn positive in future years.

Village of Barrington, Illinois					
Schedule of Revenues, Expenditures, and Changes in Funds Balances - Governmental Funds					
As Budgeted for the Fiscal Year Ended December 31, 2018					
	General	Debt Service	Capital Improvements	Village Center TIF	Total
Revenue					
Taxes	10,895,000	423,000	180,000	925,000	12,423,000
Intergovernmental	135,000	-	25,000	-	160,000
Licenses & Permits	1,085,000	-	-	-	1,085,000
Charges for Services	1,496,000	-	10,000	-	1,506,000
Sales & Rental Revenue	480,000	-	180,000	-	660,000
Fines & Forfeits	146,000	-	-	-	146,000
Investment Income	235,000	100	10,000	500	245,600
Miscellaneous	240,000	43,000	20,000	-	303,000
Total Revenues	14,712,000	466,100	425,000	925,500	16,528,600
Expenditures					
Current					
Administration & Finance	3,433,200	-	-	35,000	3,468,200
Development Services	695,500	-	142,000	-	837,500
Public Safety	8,127,500	-	-	-	8,127,500
Public Works	2,294,800	-	-	-	2,294,800
Capital Projects	-	-	3,320,800	-	3,320,800
Debt Service					
Principal Retirement	-	535,000	-	875,000	1,410,000
Interest & Fiscal Charges	-	105,000	-	148,000	253,000
Total Expenditures	14,551,000	640,000	3,462,800	1,058,000	19,711,800
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	161,000	(173,900)	(3,037,800)	(132,500)	(3,183,200)
Other Financing Sources/(Uses)					
Gain on Sale of Assets	-	-	20,000	-	20,000
Debt Proceeds	-	-	1,000,000	-	1,000,000
Transfers In	-	170,000	330,000	-	500,000
Transfers Out	(130,000)	-	(170,000)	-	(300,000)
Net Change in Fund Balances	31,000	(3,900)	(1,857,800)	(132,500)	(1,963,200)
Beginning Fund Balances	8,882,703	4,091	13,048,128	(7,465,460)	14,469,462
Ending Fund Balances	8,913,703	191	11,190,328	(7,597,960)	12,506,262

Summary of Enterprise Funds Financial Position

The Village’s Enterprise Funds will have a positive change in Net Position positive changes in the Net Position of the Water & Sewer and Barrington White House Funds will offset negative changes in the Net Positions of the other Funds. The Recycling & Refuse Fund will return to a positive result in future years but the Parking System Fund will continue to be challenged in the future due to the inability to increase revenues in the Fund.

Village of Barrington, Illinois					
Statement of Revenues, Expenses, and Changes in Net Position - Enterprise Funds					
As Budgeted for the Fiscal Year Ended December 31, 2018					
	Water & Sewer Fund	Recycling & Refuse Fund	Parking System Fund	Barrington White House Fund	Total Enterprise Funds
Operating Revenues					
Licenses & Permits	-	-	285,000	-	285,000
Charges for Service	5,930,000	1,180,000	480,000	-	7,590,000
Fines & Forfeitures	-	-	100,000	-	100,000
Sales & Rental Revenue	-	-	12,000	426,500	438,500
Miscellaneous	-	5,000	1,000	-	6,000
Total Operating Revenues	5,930,000	1,185,000	878,000	426,500	8,419,500
Operating Expenses					
Administration	1,202,100	96,600	434,400	-	1,733,100
Operations	2,779,700	1,127,700	641,700	473,800	5,022,900
Capital Outlay	535,000	-	-	-	535,000
Depreciation	1,000,000	-	83,250	117,000	1,200,250
Total Operating Expenses	5,516,800	1,224,300	1,159,350	590,800	8,491,250
Operating Income/(Loss)	413,200	(39,300)	(281,350)	(164,300)	(71,750)
Non-operating Revenues					
Investment Income	30,000	200	4,000	500	34,700
Intergovernmental	-	-	-	-	-
Other Income	126,000	-	-	694,000	820,000
Interest & Fiscal Charges	(677,000)	-	-	(50,000)	(727,000)
Net Non-Operating Revenues	(521,000)	200	4,000	644,500	127,700
Transfers					
Transfers In	-	-	-	-	-
Transfers Out	(200,000)	-	-	-	(200,000)
Net Transfers	(200,000)	-	-	-	(200,000)
Change in Net Position	(307,800)	(39,100)	(277,350)	480,200	(144,050)
Net Position - January 1	26,368,212	380,071	3,190,417	5,854,962	29,938,700
Net Position - December 31	26,060,412	340,971	2,913,067	6,335,162	29,794,650

Summary of Fiduciary Funds Financial Position

The Village’s Fiduciary Funds are projected to have a positive change in Net Position Held in Trust for Pension Benefits due to significant projected investment revenues. One of the challenges for the Pension Funds, especially the Police Pension Fund, is that expenses exceed Contributions from the Village and employees. Any year in which Investment Income does not make up the difference between Contributions and Deductions will cause a decrease in total Net Assets for the Pension Funds.

Village of Barrington, Illinois Fiduciary Funds Statement of Changes in Fiduciary Net Position As Budgeted for the Fiscal Year Ended December 31, 2018			
	Police Pension Fund	Firefighter's Pension Fund	Total Fiduciary Funds
Additions			
Contributions - Employer	1,100,000	450,000	1,550,000
Contributions - Employee	195,000	165,000	360,000
Total Contributions	1,295,000	615,000	1,910,000
Investment Income			
Interest	480,000	500,000	980,000
Net Change in Fair Value	1,200,000	680,000	1,880,000
Total Investments	1,680,000	1,180,000	2,860,000
Less Investment Expenses	(75,000)	(50,000)	(125,000)
Net Investment Income	1,605,000	1,130,000	2,735,000
Total Additions	2,900,000	1,745,000	4,645,000
Deductions			
Administration	41,500	89,700	131,200
Benefits & Refunds	2,170,000	760,000	2,930,000
Total Deductions	2,211,500	849,700	3,061,200
Change in Net Assets	688,500	895,300	1,583,800
Net Position Held in Trust for Pension Benefits			
Beginning	20,440,370	17,033,203	37,473,573
Ending	21,128,870	17,928,503	39,057,373

2018 Personnel Summary

The 2018 budget includes 108.95 Full-Time Equivalent (FTE) employees, an increase of 1.00 FTE employees compared to the 2017 budget. The chart below summarizes the change in FTE employees by Fund and Program Area and a further description is provided on the following page.

Personnel Summary by Fund and Program Area							
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
General Fund							
Administration & Finance	11.29	11.44	10.65	11.25	0.60	11.70	0.45
Development Services	4.72	6.02	5.20	5.30	0.10	6.54	1.24
Public Safety	71.15	51.60	52.20	52.20	0.00	49.25	(2.95)
Public Works	12.00	12.45	13.50	13.55	0.05	13.55	0.00
General Fund Total	99.16	81.51	81.55	82.30	0.75	81.04	(1.26)
Capital Improvement Fund							
Development Services	1.52	1.70	1.10	1.10	0.00	1.23	0.13
Capital Improvement Fund Total	1.52	1.70	1.10	1.10	0.00	1.23	0.13
Water & Sewer Fund							
Administration & Finance	1.49	1.49	1.65	1.65	0.00	1.65	0.00
Development Services	1.73	1.90	2.50	2.50	0.00	2.63	0.13
Public Works	14.60	14.35	14.15	13.50	(0.65)	14.00	0.50
Water & Sewer Fund Total	17.82	17.74	18.30	17.65	(0.65)	18.28	0.63
Recycling & Refuse Fund							
Administration & Finance	0.67	0.67	0.70	0.70	0.00	0.70	0.00
Public Works	0.60	0.75	0.50	0.50	0.00	0.50	0.00
Recycling & Refuse Fund Total	1.27	1.42	1.20	1.20	0.00	1.20	0.00
Parking System Fund							
Administration & Finance	0.92	0.92	0.70	0.70	0.00	0.70	0.00
Public Safety	3.25	3.30	3.30	3.30	0.00	3.30	0.00
Public Works	1.45	1.10	1.05	1.20	0.15	1.20	0.00
Parking System Fund Total	5.62	5.32	5.05	5.20	0.15	5.20	0.00
Barrington White House Fund							
Administration & Finance	0.00	0.00	0.30	0.50	0.20	2.00	1.50
Barrington White House Fund Total	0.00	0.00	0.30	0.50	0.20	2.00	1.50
Total Village Employees	125.39	107.69	107.50	107.95	0.45	108.95	1.00
Employees by Program Area							
Administration & Finance	14.37	14.52	14.00	14.80	0.80	16.75	1.95
Development Services	7.97	9.62	8.80	8.90	0.10	10.40	1.50
Public Safety	74.40	54.90	55.50	55.50	0.00	52.55	(2.95)
Public Works	28.65	28.65	29.20	28.75	(0.45)	29.25	0.50
Total Village Employees	125.39	107.69	107.50	107.95	0.45	108.95	1.00

Changes in authorized FTE employees in the 2018 budget include:

- The authorization to add a part-time Events Coordinator position in the Communications, Marketing, and Events division of the Village Manager's Office;
- The authorization to add a full-time Building Inspector position to the Development Services Department to assist with the increased number of inspections expected in 2018 and 2019 due to development projects that are occurring.
- The authorization to add a part-time Administrative Assistant position in the Development Services Department to assist with the increased workload due to development projects that are occurring in the Village.
- A reduction of 2.95 full-time equivalent (FTE) employees in the Police Department as crossing guard services were outsourced to a contractor at the end of 2017.
- A change in the Public Works Department as a full-time Maintenance Worker position was authorized in exchange for the elimination of three part-time Laborer positions.

The size of the Village's workforce has been significantly reduced since 2008 when the authorized number of positions was 151.87 FTE employees. The reduction of 44.92 FTE employees (29.6% of the 2008 workforce) to 106.95 FTE employees in 2018 has been caused by a number of economic and operational events since 2008, including the decline in revenues that resulted from the 2008 – 2009 recession and the termination of the agreements to provide police protection services to the Village of Inverness and fire/EMS services to the Barrington Countryside Fire Protection District. 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, not filling open positions from 2009 to 2012, and a reduction in force in the Fire Department at the end of 2013. Finally, in 2017, the Village outsourced the crossing guard services and eliminated an additional 2.95 FTE employees.

COMMUNITY PROFILE

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 baby boom after World War II and the suburbanization in the Chicago metropolitan area.

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 now 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 and the General Electric Healthcare Finance Division. As a residential community, the Village has many amenities including two large parks, several 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 thirty-one consecutive years.

Location and Transportation

Barrington is located approximately 40 miles northwest of Chicago, in both Cook and Lake Counties, Illinois. There are three significant regional roads that transit through the Village including Northwest Highway (US Route 14), Illinois Route 59 (Hough Street), and Lake-Cook Road (Main Street). 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 includes the Barrington Train Station which offers Metra commuter rail services to and from Chicago with a train ride of approximately an hour. The PACE Suburban bus system also has stops in the Village. 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.

Education, Culture, and Recreation

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.

In addition to the educational opportunities discussed on the previous page, Village residents have many choices for cultural and recreational activities. 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. In addition, in 2015 the Village completed the renovation of Barrington’s White House which has become a facility for community events, exhibitions, and classes.

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.

Population Information

The Village’s population has increased relatively slowly since 1990, with a total increase from 1990 to 2010 of approximately 800 residents and an increase from 2000 to 2010 of 159 people, to a total of 10,327.

Population Data	% Change			
	1990	2000	2010	2000 - 2010
Village of Barrington	9,504	10,168	10,327	1.54%
Cook County	5,105,067	5,376,741	5,194,675	-3.50%
Lake County	516,418	644,356	703,462	8.40%
State of Illinois	11,430,602	12,419,293	12,830,632	3.21%

Source: United States Census Bureau, 1990, 2000, and 2010 Census

The Village’s population in 2010 was comprised largely of Caucasians who were not of Hispanic or Latino ethnicity (92.08%). 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 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. The portion of the population over the age of 60 now includes more than 20% of the population, a significant increase when compared to the 2000 census.

Population Characteristics					
	Number	Percent		Number	Percent
Gender			Household Information		
Male	4,863	47.09%	Family Households	2,724	69.69%
Female	5,464	52.91%	Non-Family Households	1,185	30.31%
Total	10,327		Total Households	3,909	
Racial Composition			Age Groups		
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 & Alaska Native	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%
Total Population	10,327		Total Population	10,327	
Hispanic/Latino Origin	468	4.53%	Median Age	42.9	

Source: 2010 Census

The economic characteristics of Barrington compare very favorably to the surrounding Counties and to the State of Illinois. Barrington's housing values and rental costs are higher than surrounding Counties or the State of Illinois and its Per Capita Income and Median Household Income are significantly higher than surrounding areas. In addition, the majority of Barrington's economic indicators have been improving over time, as indicated by the change in Barrington characteristics from the 2009-2013 ACS to the 2012-2016 ACS.

Comparisons of Economic Characteristics					
	Median Gross Rent	Median Housing Value	Per Capita Income	Median Household Income	
Village of Barrington	\$ 1,220	\$ 493,000	\$ 60,576	\$ 119,688	
Cook County	999	219,800	32,179	56,902	
Lake County	1,088	246,700	40,655	79,886	
State of Illinois	925	174,800	31,502	59,196	
Change in Barrington Economic Characteristics					
ACS Year 2009-2013	\$ 1,274	\$ 462,900	\$ 57,190	\$ 106,489	
ACS Year 2010-2014	1,290	475,400	56,426	110,469	
ACS Year 2011-2015	1,239	471,400	57,152	116,062	
ACS Years 2012-2016	1,220	493,000	60,576	119,688	

Source: United States Census Bureau, American Community Survey Data

Educational, Employment, and Income Information

The 2012 – 2016 American Community Survey reported that approximately 65% of Village residents age 25 or older have attained a college degree, including 29% who have a graduate or professional degree. This is much higher than Illinois or national averages (32.9% and 30.3%, respectively). Another 21.5% of residents who are age 25 or older have attended some college or attained an Associate’s degree. An estimated 94.5% of Village residents age 25 or older have their high school diploma (or equivalent); this is also much higher than the State or National average (88.3% and 87% respectively).

Education for Residents Age 25 or Older	Village of Barrington	Cook County	Lake County	State of Illinois	United States
Less than 9th grade	1.50%	7.20%	5.30%	5.30%	5.60%
9 th to 12 th grade, no diploma	3.90%	7.00%	4.90%	6.40%	7.40%
High school graduate (includes equivalency)	8.60%	23.70%	20.90%	26.50%	27.50%
Some college, no degree	16.40%	19.20%	18.90%	21.10%	21.00%
Associate’s degree	4.10%	6.50%	6.30%	7.80%	8.20%
Bachelor’s degree	36.80%	21.90%	25.90%	20.20%	18.80%
Graduate or professional degree	28.60%	14.60%	17.80%	12.70%	11.50%
Percent high school graduate or higher	94.50%	85.80%	89.80%	88.30%	87.00%
Percent bachelor’s degree or higher	65.40%	36.50%	43.70%	32.90%	30.30%

Source: U.S. Census Bureau, 2012-2016 American Community Survey

The majority of Barrington residents who are employed work in professional or service occupations, as illustrated in the Occupations table below.

Occupations	Village of Barrington	Cook County	Lake County	State of Illinois	United States
Agriculture, forestry, fishing and hunting and mining	0.00%	0.18%	0.25%	1.06%	1.92%
Construction	3.78%	4.56%	4.77%	5.17%	6.25%
Manufacturing	11.41%	10.09%	16.25%	12.45%	10.34%
Wholesale Trade	2.80%	2.87%	4.48%	3.06%	2.70%
Retail Trade	13.92%	10.02%	11.60%	10.93%	11.50%
Transportation and warehousing, and utilities	2.69%	6.73%	3.68%	6.04%	5.00%
Information	2.28%	2.25%	1.96%	1.98%	2.11%
Finance and insurance, and real estate and rental and leasing	14.84%	8.08%	7.94%	7.32%	6.57%
Professional, scientific, and management, and administrative and waste management services	15.85%	14.15%	13.77%	11.56%	11.15%
Educational services, and health care and social assistance	23.21%	22.70%	19.50%	22.90%	23.16%
Arts, entertainment, and recreation, and accommodation and food services	4.17%	9.84%	8.96%	9.07%	9.67%
Other Services, except public administration	3.97%	4.97%	4.15%	4.74%	4.91%
Public administration	1.09%	3.56%	2.68%	3.72%	4.71%

Source: U.S. Census Bureau, 2012-2016 American Community Survey

As a result of the educational achievements and choices of employment, the Barrington workforce has a lower level of unemployment than the workforces in surrounding Counties, the State of Illinois, or the United States.

Unemployment Rate Comparison					
	2008 - 2012	2009 - 2013	2010 - 2014	2011 - 2015	2012 - 2016
	ACS	ACS	ACS	ACS	ACS
Barrington	8.20%	8.70%	7.80%	5.80%	4.90%
Cook County	11.50%	12.20%	11.70%	10.70%	9.70%
Lake County	9.10%	9.60%	9.00%	7.90%	7.00%
State of Illinois	9.90%	10.50%	10.00%	9.10%	8.20%
United States	9.30%	9.70%	9.20%	8.30%	7.40%

Source: U.S. Census Bureau, 2012-2016 American Community Survey

The educational and occupational characteristics of Barrington residents also results in an elevated level of income for individuals and households in Barrington when compared to the averages of larger jurisdictions. According to the 2012-2016 American Community Survey, the median household income in Barrington was \$119,688, \$60,492 (110.34%) higher than the median for Illinois and \$64,366 (116.35%) higher than the national median. An estimated 27.5% of Barrington households have income that exceeds \$200,000 per year, in comparison only 5.7% of United States and 6.2% of Illinois Households have this level of income.

Household Income	Village of Barrington	Cook County	Lake County	State of Illinois	United States
Under \$10,000	5.50%	8.50%	4.20%	7.10%	7.00%
\$10,000 to \$14,999	3.00%	4.80%	2.70%	4.40%	5.10%
\$15,000 to \$24,999	3.10%	10.10%	6.60%	9.60%	10.20%
\$25,000 to \$34,999	3.90%	9.10%	6.80%	9.20%	9.90%
\$35,000 to \$49,999	8.30%	12.20%	10.80%	12.60%	13.20%
\$50,000 to \$74,999	10.50%	16.70%	16.00%	17.50%	17.80%
\$75,000 to \$99,999	5.90%	12.00%	12.50%	12.70%	12.20%
\$100,000 to \$149,999	22.10%	13.80%	17.30%	14.50%	13.50%
\$150,000 to \$199,999	10.20%	6.00%	9.70%	6.00%	5.40%
\$200,000 or more	27.50%	7.00%	13.40%	6.20%	5.70%
Median Household Income	\$119,688	\$56,902	\$79,886	\$59,196	\$55,322
Mean Household Income	\$163,114	\$83,057	\$114,925	\$81,865	\$77,866
Per Capita Income	\$60,576	\$32,179	\$40,655	\$31,502	\$29,829

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Summary of Community and Municipal Services

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.

Information about local government and services provided to Barrington residents can be found below.

General Information

Date of Incorporation	February 16, 1865
Form of Government	President & Board of Trustees
Bond Ratings	
Refunding Debt Certificates, Series 2012	Aa1
Taxable General Obligation Bonds, Series 2009	AA+
Election Information	
Number of Registered Voters	3,745
Number of Ballots Cast in Last Municipal Election	1,495
Registered Voter Participation in Last Municipal Election	39.92%

Location and Size Information

Geographic Location	38 Miles Northwest of Chicago
Total Area of Incorporation	5.1 square miles
Miles of Streets	
State	16
County	2
Municipal	53

Cultural and Recreation Information

Number of Parks	5
Park Area in Acres	203
Number of Libraries	1
Library Statistics	
Number of Volumes	187,057
Audio Recordings	22,448
Video Recordings	22,077
Periodicals	294
Registered Borrowers	32,266
Circulation	1,039,821

Municipal Operations Statistics by Function/Program

	2011	2012	2013	2014	2015	2016
Public Works						
Forestry						
Number of Parkway Trees Planted	58	62	92	46	45	45
Number of Parkway Trees Trimmed	1,189	1,026	1,368	662	611	611
Number of Parkway Trees Removed	N/A	N/A	N/A	610	576	576
Fleet Services						
Number of Vehicles Maintained	76	85	79	76	76	82
Preventative Maintenance Services	94	106	95	114	90	96
Public Safety						
Fire						
Number of Fire Calls	1,701	1,347	1,399	761	699	739
Number of EMS Calls	1,851	1,910	1,754	1,078	1,144	1,147
Number of Training Hours	34,388	18,369	14,092	14,092	11,269	8,113
ISO Rating (Village/District)	4/5	4/5	4/5	2	2	2
Police						
Part I Crime	160	151	151	113	94	89
Calls for Service	13,975	13,199	13,368	13,348	9,625	9,870
State Tickets Issued	2,994	4,029	2,581	2,488	1,215	997
Parking Tickets Issued	3,222	3,535	2,837	2,716	3,639	3,436
Number of Arrests	526	648	422	437	304	488
Number of Accident Reports	580	548	644	595	575	649
Number of Investigations Conducted	201	183	166	177	166	164
Community Development						
Number of Building Permits Issued	732	707	821	1,578	1,105	922
Number of Building Inspections	1,277	1,982	2,501	2,501	3,203	3,500
Number of Property Maintenance Inspecti	N/A	N/A	N/A	N/A	N/A	600
Highways and Streets						
Sidewalk Replaced/Installed (sq. ft.)	3,431	2,400	10,534	4,628	9,645	6,195
Annual Street Rehab Program (lin ft)	14,297	6,137	7,160	7,897	1,274	1,465
Crack Sealing (lbs. installed)	0	0	0	0	0	25,000
Water and Sewer						
Water Main Breaks	24	48	24	33	37	26
Hydrants Flushed	978	970	978	968	78	998
Water Meters Replaced	44	127	42	53	65	68
Average Water Produced Daily	1,499,000	1,567,000	1,429,000	1,459,621	1,280,890	1,328,556
Average Daily Consumption	1,308,000	1,475,000	1,283,000	1,259,981	1,243,142	1,247,151
Sanitary Sewer Televising (feet)	8,800	34,972	23,210	17,706	58,356	66,000
Sanitary Sewer Repairs	6,675	53	22	18	10	6

Capital Asset Statistics by Function/Program						
	2010	2011	2012	2013	2014	2015
Police Stations	1.0	1.0	1.0	1.0	1.0	1.0
Fire Stations	3.0	3.0	3.0	3.0	1.0	1.0
Public Works						
Streets (miles)	70.40	70.40	70.40	70.40	70.40	70.00
Sidewalks (miles)	33.84	34.99	34.99	34.99	34.99	35.41
Streetlights	824	824	824	824	824	844
Water and Sewer						
Water Mains (miles)	88.00	86.81	86.81	86.81	86.81	86.91
Fire Hydrants	961	978	978	978	978	980
Sanitary Sewers (miles)	66.00	66.00	66.00	66.00	66.00	66.00
Sanitary Manholes	1,823	1,857	1,857	1,857	1,857	1,861

This Page Intentionally Left Blank

GUIDE TO USING THE BUDGET DOCUMENT

The primary goal of the Budget Document is to communicate how the resources available to the Village will be used to provide services to the community during the budget period in a format that is understandable to users who are not familiar with municipal finance. The budget document provides an estimate of the Village's estimated revenues; operational, debt, and capital expenditures; and expected financial results at the end of the budget year. The budget document also serves as the primary 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 is 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.

This budget document is a financial plan that relates proposed Village services for 2018 to the estimated means of financing them. The Budget provides a reader with a comprehensive overview of the Village's financial operations and is prepared in a format that meets accounting, legal, and management requirements. The following descriptions provide information about each section of the document.

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 that offers readers a comprehensive reference guide to the document.

Transmittal Letter

Encompassing the first section of the budget document, the Transmittal Letter reviews the Village's accomplishments in the prior budget period (January 1, 2017 to December 31, 2017), discusses challenges and changes that will affect the Village in the current budget period (January 1, 2018 to December 31, 2018), provides an overview of the Village's Strategic Plan, and set goals and objectives for the current budget period.

2018 Budget Summary

This section provides an overview of the changes in fund balances/net position for the Village as a whole and summarizes estimated revenues and budgeted expenditures for 2018. This section of the document also includes a Statement of Revenues, Expenditures, Transfers, and Changes in Fund Balances for the Governmental Funds, a Statement of Revenues, Expenses, and Changes in Net Position for the Enterprise Funds, and a Statement of Revenues, Expenses, and Changes in Net Position for the Fiduciary Funds. This section also discusses changes in personnel for the Village in 2018.

Community Profile

This section is a community and demographic summary and provides a synopsis of Barrington, its history, its demographics, 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

An understanding of the Village's financial condition at the beginning of the budget period is an important precursor to evaluating the Village's operations and finances in 2018. This section investigates the Village's financial condition at the beginning of the 2018 Budget period by calculating financial ratios and providing brief explanations of the ratios and their meaning.

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 \$350,000 in revenues.

Budgets by Fund

This section includes detailed information about each Fund of the Village, including a description of the Fund, a discussion of the minimum fund balance, and an analysis of the 2018 Budget in the Fund. The financial analysis for each Fund includes a table that present the revenues, operating and capital expenditures/expenses, transfers, and changes in Fund Balance (or Net Position for the Enterprise and Fiduciary Funds) for the periods from 2014 through the 2018 Budget. The table displays the 2014, 2015, and 2016 audited actuals, the 2017 amended budget, nine month actual, and projected actual, and the 2018 Budget in a seven-column format. The tables can be used as tools to analyze the financial impact of the authorized budget on each accounting fund.

Budgets by Department

This section includes budget summaries for the current budget period for each Department. There are 69 budgetary units which incur expenditures/expenses on behalf of the Village. A budgetary unit is defined as a series of accounts that when 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 four budget units: Police Administration, Investigations, Patrol Operations, and Parking Enforcement. Combined, these budget units comprise the Police Department which is responsible for accomplishing the Village's core function of ensuring public safety by preventing and resolving criminal activities. Departments can be funded from a single accounting fund, such as the Fire Department which receives its funding solely from the General Fund, or can be funded by multiple accounting funds, such as Financial Services which receives funding from 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 – Includes 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 – Includes 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 2018 – 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.
- Accomplishments in the Prior Budget Period – This section provides descriptions of accomplishments in the 2017 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 expenditures/expenses from 2014 through the 2018 budget.

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 2014 through 2023. The section continues by describing each capital improvement program area (i.e., Infrastructure 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 2023 and a projection of projects that will be completed during this period of time.

Legal Budget Documents

This section includes the Ordinance adopting the legal budget and the sections of the legal budget which include the 2018 Revenue Estimate, the 2018 Expenditure Budget, and the 2018 Compensation Plan.

Appendices

The appendices include an analysis of Village Personnel and associated expenditures, an examination of the Village's legal debt margin and its outstanding debt schedules, 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. Financial Services staff is also available to answer questions from residents that pertain to the Village's finances. Please contact:

Village of Barrington
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 Village operations and finances is the Village's Web Site. This Budget Document, prior budget documents, and Comprehensive Annual Financial Reports can be accessed on the Web Site.

THE BUDGET PROCESS

The Village's annual budget includes the authorization and documentation of the estimated revenues and expenditure budgets for all Accounting Funds subject to appropriation for each fiscal year. The Village's budgetary operations are governed under the provisions of the Illinois Budget Act (65 ILCS 5/8-2-9.1 to 9.11). The budget process is coordinated by the Director of 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 fiscal year. The Village adopts expenditure/expense budgets for its governmental funds, enterprise funds, and Pension Trust Funds. An expense budget is not adopted for the Village's agency fund, the Escrow and Deposits Fund. This section describes the budget process and provides a 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 August. Departments finalize their budget requests and submit them to the Financial Services department by the middle of August. A tentative budget is completed by the middle of September and Department Heads meet with the Village Manager and the Director of 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 October/early November. At the beginning of December, copies of the proposed budget are available for public review and comment at Village Hall 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 December. A notice of the public hearing is published at least ten days in advance in at least one general circulation newspaper. The public hearing on the budget provides residents with the opportunity to comment on and make suggestions about the annual 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 at the regular Board meeting in the middle of December.

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 total authorized expenditures in an 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 2016 Budget Process, Revenues, and Goals	June, 2017
Revenue estimate finalized by Financial Services	July, 2017
Projected personnel expenditures completed by Financial Services and Human Resources and submitted for review to Village Manager.	July, 2017
Budget request sheets and issue paper requests issued to all Departments by Community & Financial Services.	August, 2017
Strategic Plan and Financial Policies Reviewed with Village Board	September, 2017
Budget request sheets and issue paper requests completed and returned to Community & Financial Services	September, 2017
Completion of data entry of Department budget requests and generation of budgets for funds, departments, and divisions.	September, 2017
Discussion of departmental budget requests between Village Manager, Director of Community & Financial Services and Department Heads	October, 2017
Proposed 2016 Budget submitted to the President and Board of Trustees	November 6, 2017
Committee of the Whole Budget meeting	November 13, 2017
Village Board establishes the tentative date for the public hearing on the 2016 budget and the date for the adoption of the budget	November 13, 2017
Proposed budget available for public inspection at Village Hall and on the Village Web Site	December 1, 2017
Public hearings before the Village Board on the Annual Budget	December 11, 2017
Village Board adoption of the Annual Budget	December 11, 2017
Production of Printed Budget Document.	December, 2017 to March, 2018
Deadline to file approved budget for 2018, a 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).	January 10, 2018
Deadline to send printed budget document to GFOA for review under the Distinguished Budget Awards Program.	March 12, 2018

BASIS OF BUDGETING

The Village's budget process is governed by the provisions of the Illinois Budget Act (65 ILCS 5/8-2-9.1 to 9.11). The financial portion of the Legal Budget for the Village is presented in two parts, the Revenue Estimate on Pages 174 – 182 and the Expense Budget on Pages 183 – 196. Transfers between accounting funds are included in the Revenue Estimate as transfers in and in the Expense Budget as transfers out.

Estimated revenues for all accounting funds are presented on an account level basis so 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 Expense Budget is established, authorized, and presented by groupings of accounts of similar expenditures for all accounting funds. These groupings of accounts are called classes with an example being the Professional Development class which includes five accounts: Membership Dues, Publications & Subscriptions, Meetings & Conferences, Training & Licensing, and Expense Reimbursement. Accounting for expenses at the class level provides the Village Board with better information about budget transfers between classes of expenses instead of transfers between related accounts within a class. The expense budget is organized by accounting fund, then department, then budget unit, and finally class.

To enhance the reader's understanding of the Village's budget, information about the Legal Budget is presented in several formats throughout the document. The 2018 Budget Summary, on Pages 8 – 17, provides a summary overview of the finances of the Village. The Fund Summaries, beginning on Page 75, include tables that summarize the revenues, expenditures, transfers, and changes in fund balance or net assets for each accounting fund. The department budget sections, beginning on Page 108, 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 budget unit includes all associated costs, including all 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 percent of salary and allocated to the appropriate budget unit.

The Village's Governmental Funds (General Fund, Capital Improvement Fund, Tax Increment Financing Fund, and Debt Service Fund) in this budget document are presented on a modified accrual basis consistent with Generally Accepted Accounting Principles (GAAP). The Village's Enterprise and Fiduciary Funds are presented according to full accrual accounting principles consistent with GAAP, with some exceptions as noted in the following paragraphs.

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:

- The annual budget document does not present balance sheets for any of the accounting funds.
- 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 Position and Statement of Activities (or perform 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 expenses 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, the 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

The budget and financial policies are the basic guidelines for the management of the Village's financial operations and were developed within the parameters set by Illinois Statute and the Barrington Municipal Code. The policies assist the Village Board and management staff in preparing the budget and managing the Village's fiscal affairs throughout each 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 Principles (GAAP) as promulgated by the Governmental Accounting Standards Board for municipal governments. Any exceptions to preparing the budget on a basis consistent with GAAP will be disclosed in the Basis of Budgeting Section.
3. The Budget Officer of the Village, prior to December 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.
 - b. A budget summary section that summarizes the revenues, expenditures, changes in Fund Balance or Net Position, and changes in Personnel included in the proposed budget.
 - c. 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 attempt to 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).
 - d. 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.
 - e. 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.
 - f. Specific objectives for every operating Department. These objectives will be consistent with strategic organizational goals as described in the transmittal letter.
 - g. 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 for each Fund, as defined by Village Policy. 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). The draft budget will be available for public inspection on the Village's website and at the front counter of Financial Services no later than seven days prior to the budget hearing.

6. The Budget Document will be published in a format that satisfies all criteria of the Government Finance Officers 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 at the time of publication.
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 or net position 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 or net position 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 or net position, 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. The Village has set the minimum Unassigned Fund Balance for the General Fund at an amount equal to four months of General Fund operating expenditures.
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 equal at least 25% of the amount needed to replace all Village vehicles and equipment as determined by the Vehicle & Equipment Replacement schedules maintained by the 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 2016 equalized assessed value of \$609,512,571, this limit equaled \$18,285,377 at the end of 2016 (2016 is the most recent EAV number available from the Cook County Assessor's office).
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 and land acquisition in the TIF District required more resources than have been generated in TIF Increment. The TIF Fund, in order to pay for these capital projects, received a loan from the Capital Improvement Fund and this loan will be the reason for the negative Fund Balance until it is repaid by the TIF Fund.

6. No minimum Fund Balance is set for the Debt Service Fund. The Fund collects revenue for the payment of General Obligations of the Village. The combination of Property Taxes, reimbursements from the Federal Government for the Build America Bonds, and transfers from other Funds will equal the amount needed to pay the debt related to the bonds during any particular fiscal year. As a result, there is no need to set a minimum Fund Balance as the revenue should always offset expenditures in the Fund.
7. The minimum Unrestricted Net Position for the Enterprise Funds are established at three months of operating expenditures. Enterprise fund revenues are traditionally stable and predictable; establishing minimum Net Position at three months of operating expenditures should provide sufficient security for operating activities in these Funds.
8. The Pension Trust Funds minimum net position are established by actuarial projections. In accordance with the Village's pension funding policy, at a minimum, the Village will fund the actuarially determined contribution amount and will strive to provide additional funding to retire any unfunded pension liability sooner than required by Illinois Statute.
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 the Unassigned Fund Balance. Increases or decreases in the Unassigned Fund Balance 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 needed for operations from the General Fund.
 - c. Tax Increment Financing Fund – A balanced budget in the TIF Fund is determined by the Fund's ability to provide resources to repay its obligations. An analysis of a balanced budget for the TIF Fund must therefore focus on the cash balance of the Fund and its ability to fund its continuing obligations.
 - 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 Position. The budgeted Change in Net Position is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Position 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 Position. The budgeted Change in Net Position is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Position 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 Position. The budgeted Change in Net Position is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Position is equal to or greater than \$0, the Fund's budget is considered to be balanced.
 - h. Barrington White House Fund - A balanced budget in the Barrington White House Fund is determined by the positive or negative change in Net Position. The budgeted Change in Net Position is indicative of the

Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Position 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 debilitating impact on the Village's ability to continue providing services.
2. The Village shall levy property taxes in an amount necessary to capture all available revenue in accordance with the fiduciary responsibility of the Village Board and Staff. The Illinois Property Tax Extension Limitation Law (PTELL or "Tax Cap") prevents the Village from levying an amount greater than the CPI adjustment factor set by the State. However, new development which adds to the Equalized Assessed Value (EAV) of the Village can add additional revenue if the Village levies sufficiently. As a result of this law, the Village is actually harming its future financial prospects if it does not levy an amount that exceeds the CPI adjustment factor every year because the Village will never capture the value of new development in its levy in future years if it is not included in the first year.
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.

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 in the Chicago region.
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 & Equipment
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 low debt burden, 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 Aa1 (Moody'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.
4. On a quarterly basis, the 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 as soon as the final accounting entries have been completed.

EVALUATION OF FINANCIAL CONDITION

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 Village's 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 Position 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

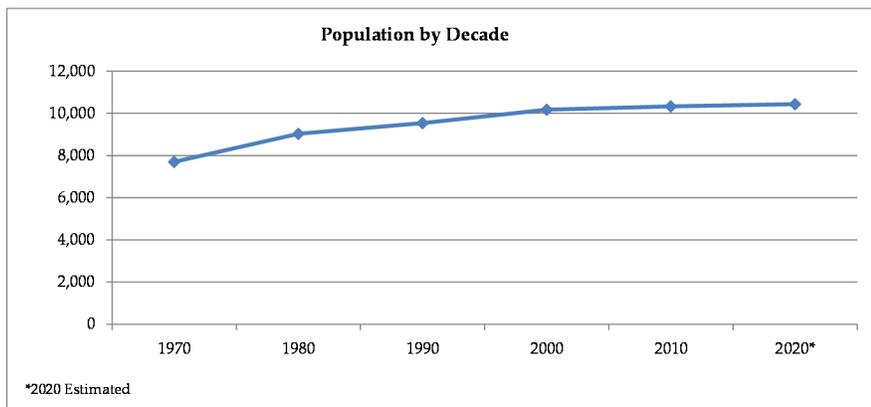
Multiple indicators are provided for each one of these categories to provide sufficient information to analyze the Village's underlying financial condition.

Community Needs and Resource Indicators

These indicators include 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

A rapidly increasing population in a community can be stressful as demand for services can increase faster than the revenues needed to support additional services. Decreases in population can also be stressful because resources available to provide services decrease but the demand for those services often remains constant. The size of the Village's population also has a financial impact on the budget because many of the 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 number for these revenue sources is based on certified census data.



Measurement: The population of the Village is measured 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 trend of stable increases 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 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.

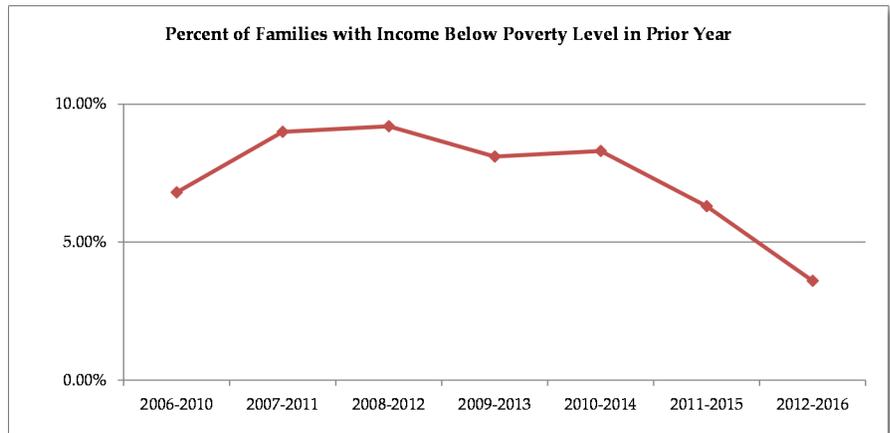
Analysis: The Village's Population has been increasing at a sustainable pace over the past two decades. The 1970s were the last decade in which the population increased at a rate greater than 10%. The Village anticipates a continuation of this slow pace of growth in population over the next couple of 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

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 challenges in generating resources combined with a high demand for municipal and social services.

Measurement: This information is generated from the American Community Survey conducted by the U.S. Census Bureau for the periods included in the chart.

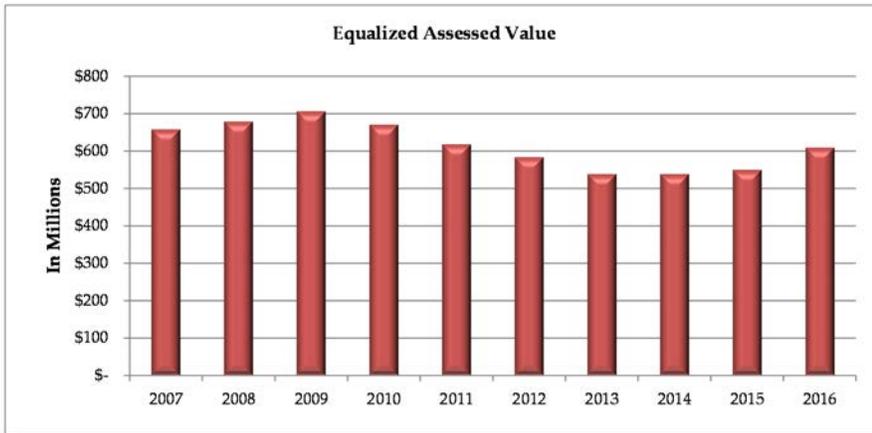
Warning Signs: The lower this number is the better it is for the community, both in terms of the ability to generate resources and in terms of the services needed by the community. An increasing trend would be a sign that the Village faces future additional service demands as more households cope with the problems associated with financial stress combined with fewer resources that can be generated by the community for municipal service provision efforts.



Analysis: During the 2012 – 2016 survey period, the percent of households in Barrington that indicated an income less than the poverty level, reported at 3.60%, was significantly lower than the averages for the State of Illinois (14.0%) or for the United States (15.1%). However, the effect of the 2007-2009 recession is very apparent in prior survey periods as there was an increase in the number of households with incomes below the poverty line in the community during the 2007 – 2011 and 2008 – 2012 survey periods. The number began to moderate during the 2009 – 2013 period but increased again slightly in the 2010 – 2014 period. The Village continues to be a prosperous place as the median household income in the 2012 – 2016 American Community Survey was \$119,688 which is significantly higher than the median incomes for Illinois or the United States. If the number of households whose income is below the poverty level increases in the future, an increase in demand for municipal services may occur.

Percent Change in Equalized Assessed Value

Positive changes in the Equalized Assessed Value (EAV) of a municipality indicate property values in the community are increasing. 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 late summer when the tax bills for the second installment are mailed.

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.

Analysis: The equalized assessed value of property in the Village increased significantly from 2006 to 2009 but the recession that occurred from late 2007 through 2009 had a significantly negative impact and the Village's EAV declined from 2010 to 2013. The Village's EAV stabilized in 2014 at \$538 million and increased in 2015 to \$550 million, and in 2016 to \$609 million. The increase in the EAV that occurred in 2015 and 2016 should continue in the future as real estate developments that have occurred in the Village begin to be recognized in the real estate valuation. Barrington is a desirable place to live and operate a business and interest in developing in the Village has increased substantially since the Barrington Village Center project was completed in 2015.

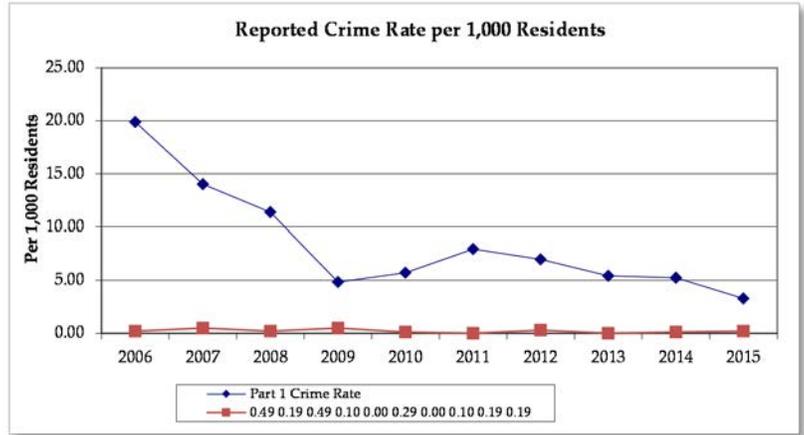
Crime Rate

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 filed with the State of Illinois each year.

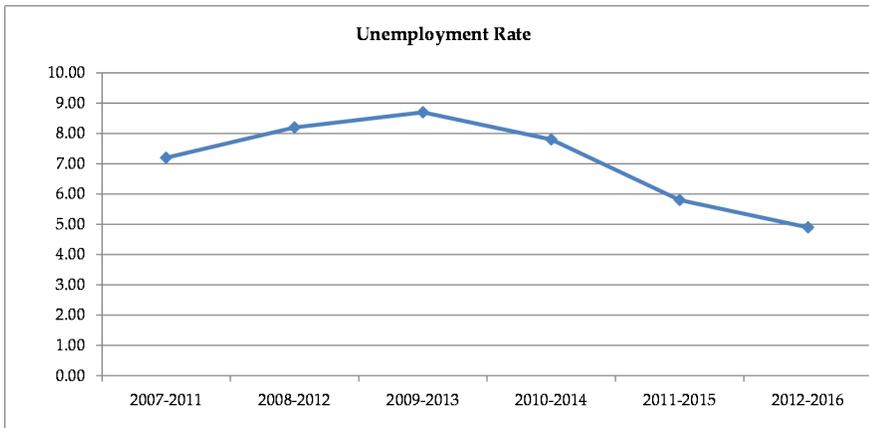
Warning Signs: An increase in the number of misdemeanor or felony offenses.

Analysis: In 2015, the most recent report available from the Illinois State police, the Village's Part 1 crime rate, at 3.29 incidents per 1,000 residents, was very low and continued to decrease compared to prior years. The rate remained substantially lower than crime rates 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, including a couple of years (2010 and 2012) with no reported incidents. The low crime rate in the community is a positive indicator of the overall social and economic health of the Village.



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.



Measurement: The unemployment rate in the Village is reported in the American Community Survey conducted by the United States Census Bureau.

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.

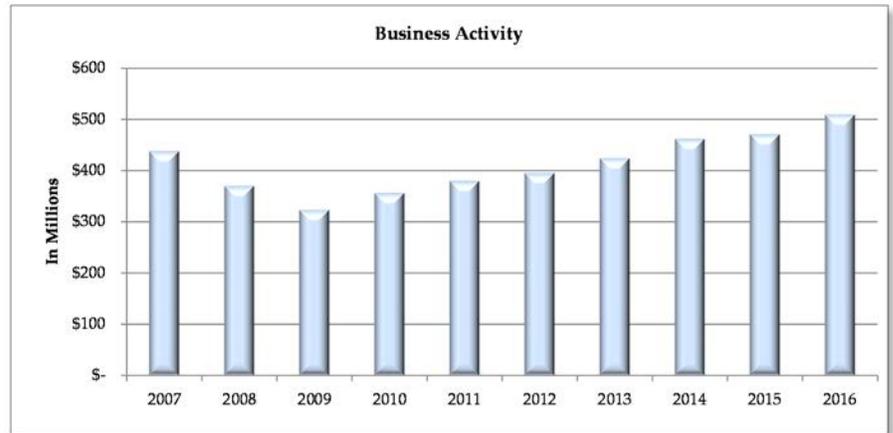
Analysis: The unemployment rate in the Village has been lower than Illinois or National averages throughout the periods depicted in the chart above. However, Village residents were affected by the economic turbulence during the periods in the chart and the unemployment rate for residents trended higher during the 2007-2011, 2008-2012, and 2009-2013 survey periods. Since those periods, the unemployment rate has been trending down and this indicates that employment prospects for Village residents in the workforce have improved.

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 revenue by the Village. The Village receives 1% of the retail sales of goods in the Village. By dividing the Village's Sales Tax receipts by 1%, the total amount of goods 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.



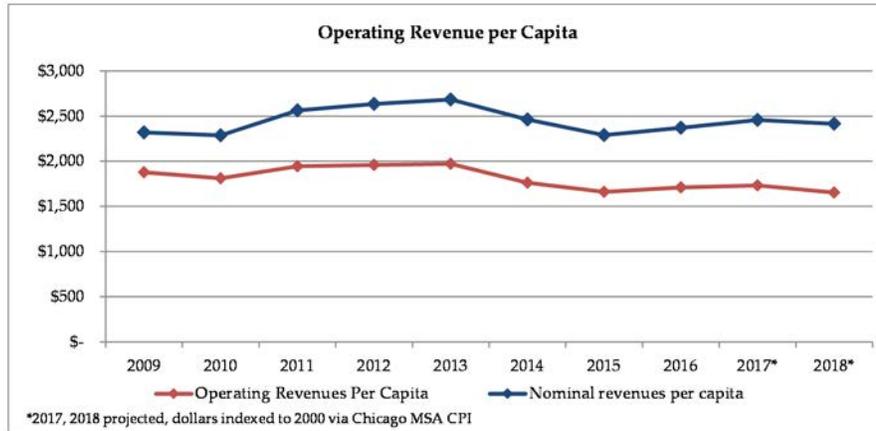
Analysis: From 2007 to 2009, business activity in the Village declined each year as the challenging economic environment caused decreases in all types of economic activities. However, as depicted in the chart above, the economic activity in the Village began to improve in 2010 and has steadily improved each year. Although not included in the chart above, 2017 will also show improvement when compared to 2016. The completion of the Barrington Village Center and the addition of the new businesses in the Center have contributed to a significant increase in commercial development in the Barrington 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.

Operating Revenues per Capita

Operating 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.



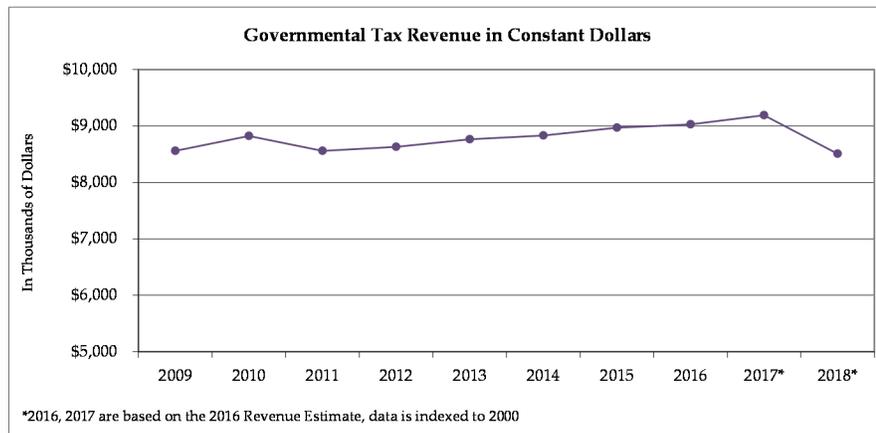
Measurement: This ratio is measured by dividing all Village operating revenues (defined as all revenues except transfers, interfund charges, and borrowing) by the Village's population. This number is then converted to a constant dollar basis and indexed to the year 2000 by using the Chicago Area Consumer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

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 or complete the same level of infrastructure improvements due to a decline in available resources.

Analysis: As demonstrated in the graph, Village revenues per capita have decreased since 2009, from approximately \$1,878 per resident in 2008 to a projected \$1,655 per resident in the 2018 revenue estimate. Although total Village revenues have increased from 2009 to 2018, once the effect of inflation and population increases are factored in, the purchasing power of Village revenues are not keeping pace with the increase in the cost of providing municipal services. This is indicative of the economic challenges the Village has faced since 2009 as the Village's receipt of elastic revenues, especially sales tax, have not offset the increase in operational costs, especially sharp increases in pension costs. Please note that the significant decrease from FY 2013 to FY 2014 was caused by the termination of the contract to provide Fire and Emergency Medical Services to the Barrington Countryside Fire Protection District, this also caused a corresponding decrease in operating expenses.

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 each year during the ten year period. These totals are adjusted to a constant dollar basis by indexing them to the year 2000 based on changes in the Chicago MSA Consumer Price Index produced by the U.S. Department of Labor.

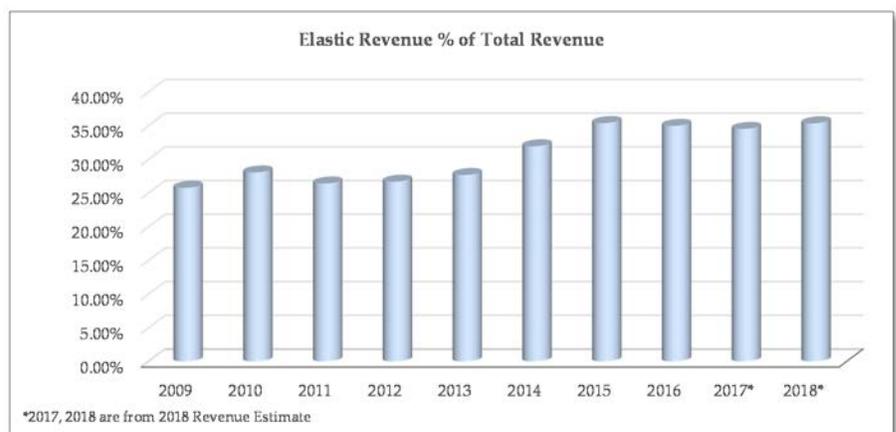
Warning Signs: A decrease in Tax Revenues in Constant Dollars would indicate that the Village’s ability to maintain governmental services and invest in capital infrastructure in the community is eroding.

Analysis: Total tax revenue (only Governmental Funds receive tax revenues) has increased during the ten year period depicted in the chart above, from \$10.6 million in 2009 to an estimated \$12.4 million in 2018. In 2014, the Village’s elastic tax revenues surpassed the 2007 levels on a nominal level but when adjusted for changes in purchasing power, the revenues have not kept pace with inflation. In 2017 and 2018, the nominal increase in elastic revenues are projected to continue as increases in Sales and Income Taxes are estimated to continue but these increase will continue to be somewhat offset by a decrease in the purchasing power of those revenues.

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).



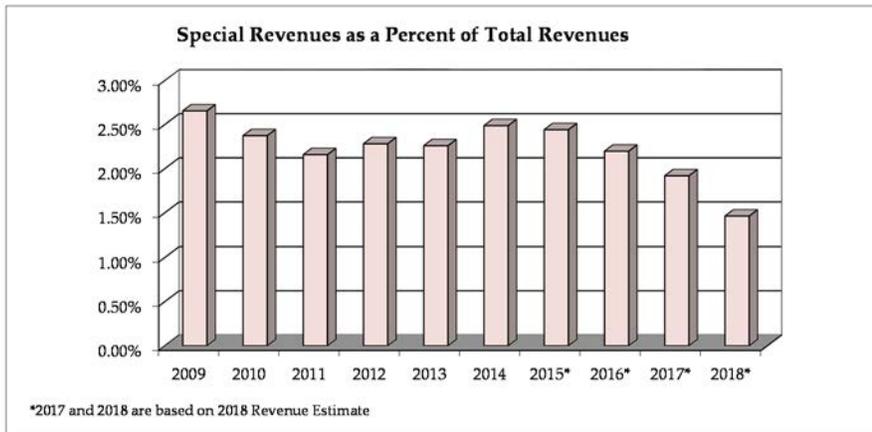
Warning Signs: The goal of the Village should be to maintain a stable percentage of elastic revenue sources as a portion of total revenues over time. An increase in the percent of elastic revenue sources as a portion of total revenues means the Village is becoming more reliant on volatile revenue sources 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.

Analysis: Elastic revenues as a percent of total revenues declined from 2009 to 2012 as several of the Village's elastic revenue sources decreased during that time period. However, since 2013 elastic revenues have increased to over 35% of total revenues as elastic revenues have recovered along with the economy. Although it is positive for the Village when these revenue sources are increasing, this can also indicate future problems if these revenues decrease rapidly during a recessionary period.

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.



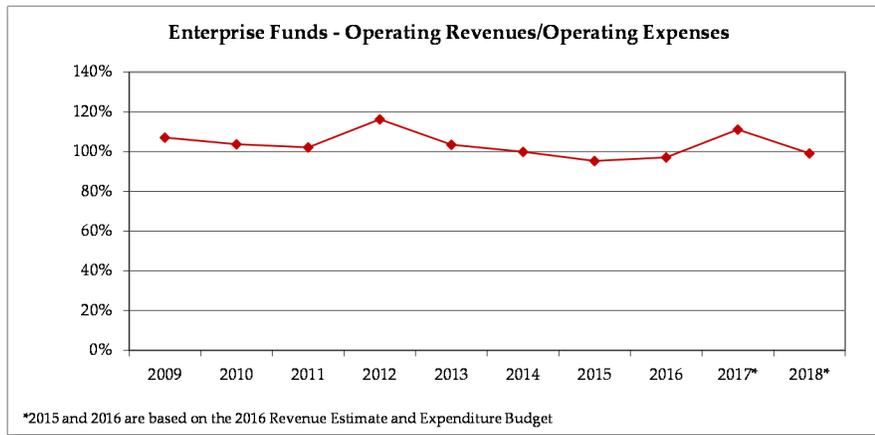
Measurement: This is measured by totaling both special revenues and total revenues in the Governmental Funds and then dividing the special revenues by the total revenues.

Warning Signs: An increase in the percent of special revenues may indicate a trend towards less unrestricted revenue which potentially could undermine the Village's ability to meet changing service needs.

Analysis: Special revenues as a percent of total revenues have decreased since 2009 and are projected to decline in 2017 and 2018 as well. 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. In addition, the State of Illinois passed a law several years ago which took Emergency 911 revenues away from municipalities and therefore in 2017 the last of the E-911 revenue were received by the Village. This further reduces the amount of special revenue received by 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 and equipment in the Enterprise Funds.



Measurement: The operating revenue in the Enterprise Funds is divided by the operating expenses to produce a ratio. If the ratio is greater than 100% then operating revenues were higher than 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 Village's enterprise operations. 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.

Analysis: This ratio improved during 2009 and remained above 100% from 2009 through 2013. From 2014 through 2016, there was a decrease below 100% due to increased operating expenses in the Water & Sewer Fund. In addition, the Barrington White House Fund began operations in 2016 and this caused operating expenses to increase but operating revenue is continuing to improve. In 2017 and 2018, this ratio is projected to remain above 100% in both years and this is a positive indicator of the financial fitness of the Village's enterprise operations.

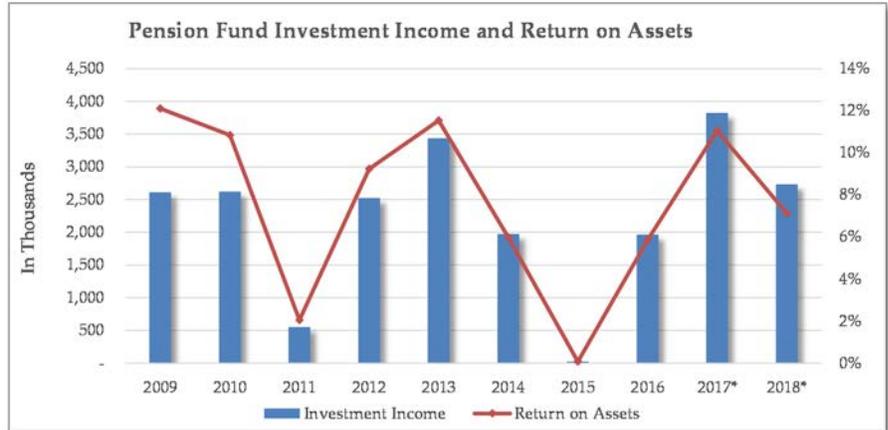
Investment Income and Return on Beginning Assets, Pension Funds

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 future required contributions to those 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 Police and Firefighter's Pension Funds. This amount is then divided by the beginning total assets to calculate a return on beginning assets ratio.

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

Analysis: The average investment return for the Village's public safety pension funds (Firefighter's and Police) from 2009 to 2016 was 6.51%. The projected returns for 2017 and 2018 are estimated to average 9.09%. Prior to the period depicted in the chart, in 2008 the Funds had very negative results due to the negative market results during that year. Due to the extraordinarily negative year in 2008, the long term average return is negatively skewed. The investment losses from 2008 are an extreme anomaly that altered the general perception about the rate of return on investments that are being achieved by the Pension Funds. However, if the long term returns in the Police Pension are analyzed, from 1980 to 2016, the Police Pension Fund had average annual gross investment returns of 7.72%, with the average annual return net of investment expenses being 7.39%. The Firefighter's Pension Fund did not exist prior to 1997 and was not able to invest in mutual funds until after 2005 (therefore an analysis of long term investment results for the Fund is not available).

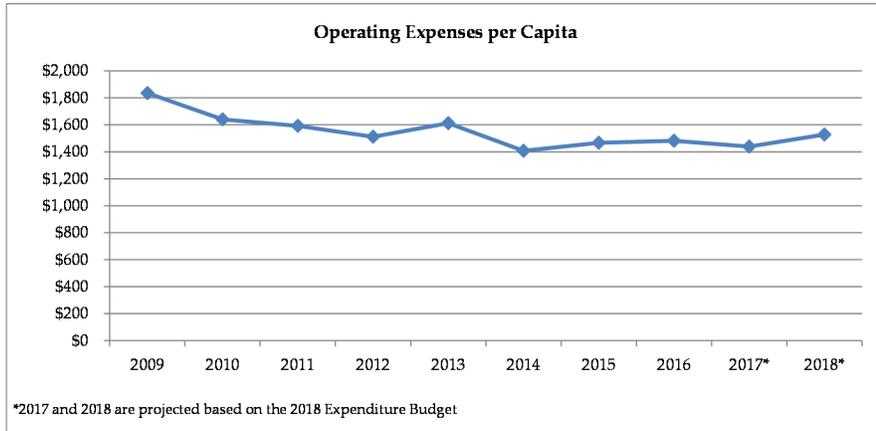


Expenditure Indicators

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.



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 (as determined by the 2010 US Census).

Warning Signs: Substantial increases or decreases in any one year or a sustained trend of increases

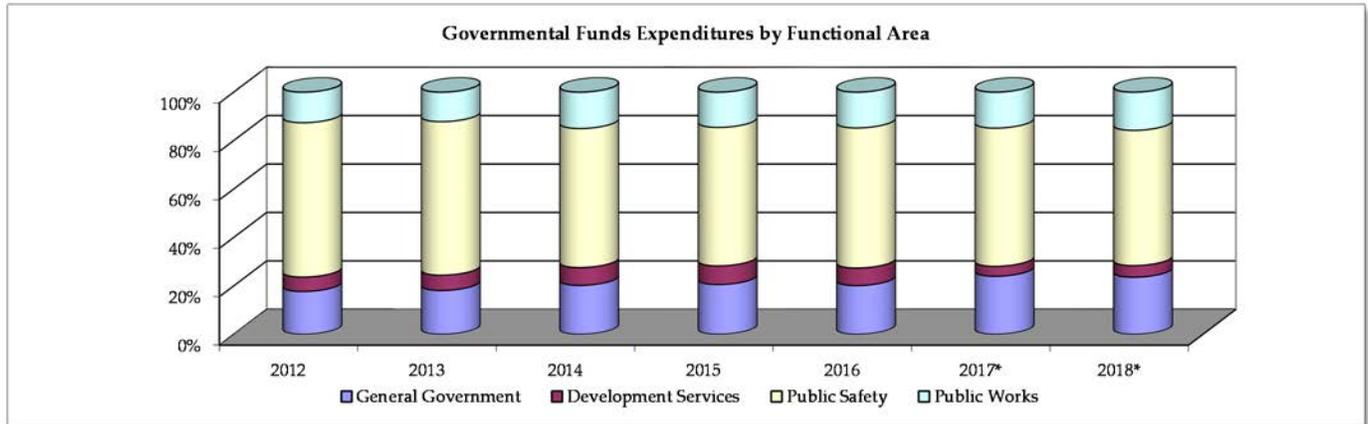
or decreases (unless the decreases do not correspond to a decrease in service levels). An increase in expenditures, if not prompted by an increase in services, may indicate that municipal service provision efforts are becoming less efficient. A decrease in expenditures may indicate the Village is experiencing challenges in maintaining service levels.

Analysis: Operating expenditures per capita, adjusted for inflation, have declined since 2009. 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. In 2014, the termination of the agreement between the Village and the Barrington Countryside Fire Protection District caused a significant decrease in operating expenses per capita. The Village is no longer providing emergency medical and fire services to the District and as a result both revenues and expenditures declined significantly in 2014 (and will stay at these lower levels in the future). In 2017 and 2018, expenditures per capita are projected to increase slightly with the primary cause of the expenditure increases resulting from higher actuarially required contributions to the Village’s pension funds caused by increases in pension liability due to mandated public safety benefits set by the Illinois Legislature.

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: The data in this chart report total operating expenditures by category for each of the Village’s major functional areas.



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.

Analysis: As clearly demonstrated in this chart, the Village continuously expends the majority of its resources on public safety and public works. This is an important indicator of the Village’s commitment to providing a high level of service to residents. General Government and Development Services expenditures have averaged approximately 20% of total expenditures in the Village since 2012.

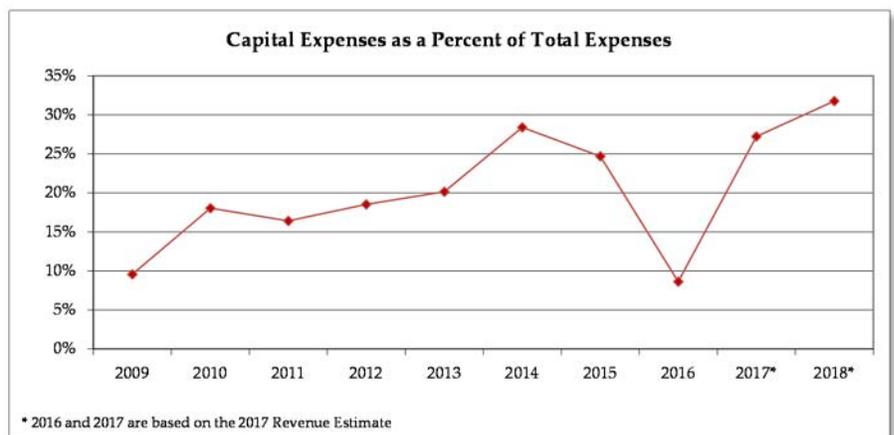
Capital Expenditures as a Percent of Total Expenditures

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 severe future financial consequences as deteriorated capital assets will be more expensive to replace in the future because construction costs increase faster than the general rate of inflation.

Measurement: Total capital expenses as a percent of total expenses.

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

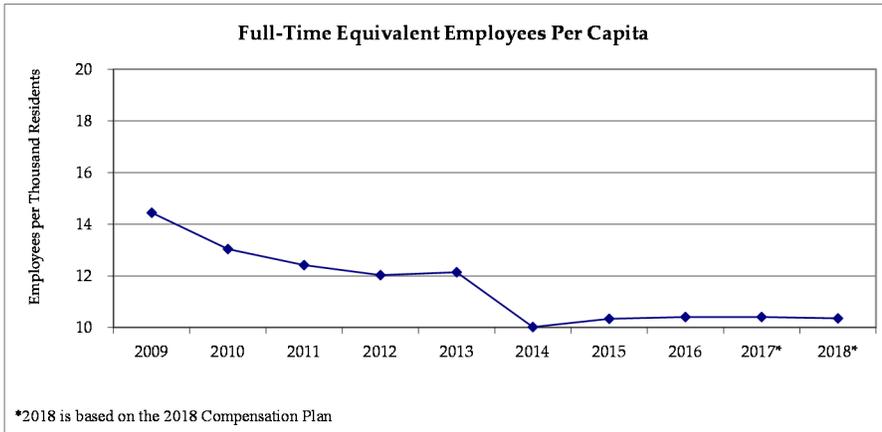
Analysis: The Village maintains a high level of funding for capital projects; this was enabled by the approval of the utility and telecommunications taxes which increased the resources available for capital projects. Prior to the implementation of the taxes, there was not a dedicated revenue source for capital projects and the Village had a difficult time maintaining an adequate level of resources for capital projects. With the exception



of 2016 when the Village was preparing for significant projects that occurred in 2017, the Village has actually been increasing its capital spending since 2009 (which was the nadir of capital spending).

Employees per Capita

The employees per capita ratio is an important indicator of operating expenditures as 70% of the Village’s costs are typically personnel related. Increases in employees per capita may cause future challenges in balancing revenues and expenditures 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 (the Village’s population total is based on the most recent US Census).

Warning Signs: Significant 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

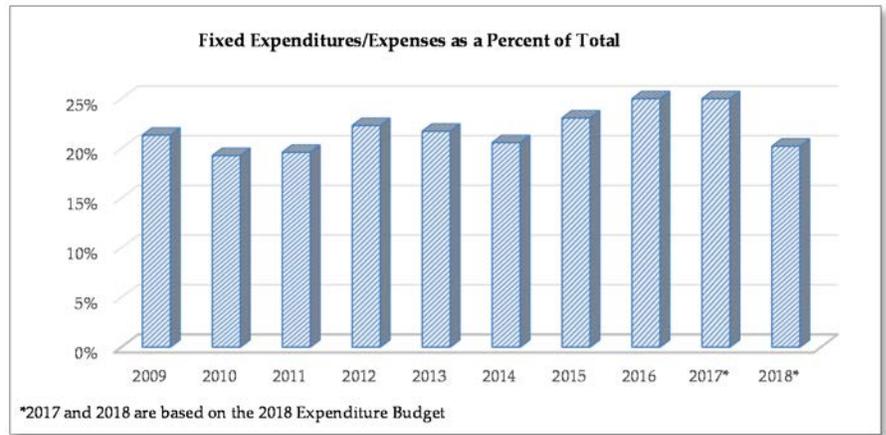
going to increase and the Village may have difficult financial challenges ahead if revenues do not also increase. A decrease may indicate that the Village will have a difficult time sustaining current levels of service.

Analysis: This ratio remained relatively constant in the early 2000s but has been decreasing since 2009 as the Village works to reduce its workforce. 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. At the end of 2013, another significant reduction occurred as the Barrington Countryside Fire Protection District terminated the fee for service contract with the Village, thereby causing another reduction in force, this time in the Fire Department. These decreases have not resulted in a decrease in services provided to the community and the improvement in efficiency is a positive result for the Village

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.

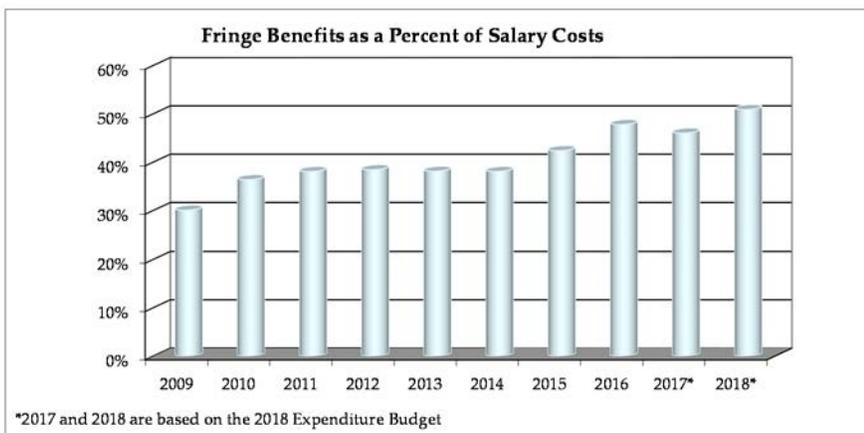


Warning Signs: A trend of increasing fixed expenditures as a percent of total expenditures. This may indicate a decrease in the level of financial flexibility for the Village and future difficulties in balancing the budget in financially challenging times.

Analysis: Prior to 2009, fixed costs were approximately 15% of total expenses, providing the Village with the ability to respond to changes in revenues by reducing variable costs. These costs began to increase significantly in 2009 and have remained elevated due to increases in debt service and pension obligations. From 2012 to 2016, Fixed Expenses as a percent of total expenses increased every year as the Village's pension contributions have increased due to increasing pension liabilities.

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 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.

Analysis: Fringe benefits as a percent of salary costs remained relatively stable from 2010 to 2014, at about 38% of salary costs. Since 2015, these costs have increased each year, primarily due to increases in pension contributions and health insurance costs. As a percent of salary, the Village's required pension contributions have increased to close to 50% of salaries for Police Officers and 20% of salaries for Firefighters. If this trend continues, it may have a

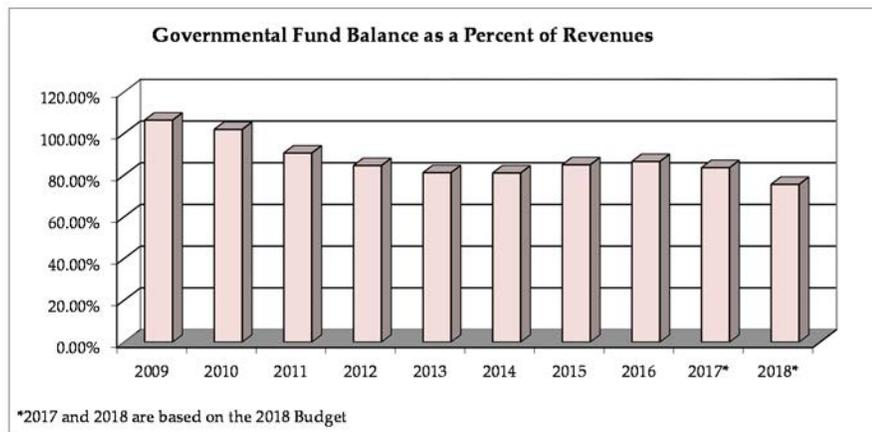
substantially negative impact on the Village's finances in the future. In 2018, it is projected that pension contributions to all three of the Village's pension programs (IMRF, Firefighter's and Police Pensions) will be approximately 13% of total General Fund revenues. This is a significant increase from the 8.6% of General Fund revenues contributed to the pensions in 2008.

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 Revenues, Governmental Funds

This statistic measures the amount of resources available to meet Village obligations in the Governmental Funds as a percent of annual revenues in the Funds. This is an important indicator of the fiscal health of the Village because it shows the amount of reserves that would be available to sustain operations in the event of an emergency or significant reduction in revenues.



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.

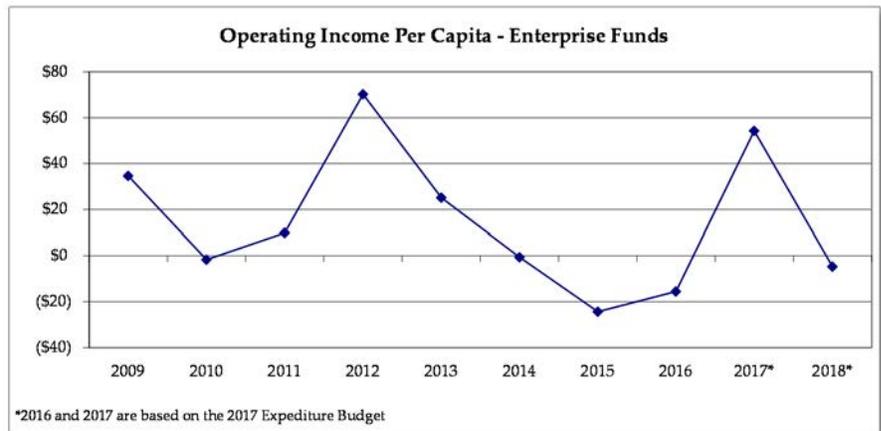
Analysis: Fund Balance as a percent of Revenues in the Governmental Funds has been decreasing since 2009, primarily due to decreases in the Fund Balance of the TIF Fund. However, the Village has a very healthy level of Governmental Fund Balance which is projected to equal 75% of revenue at the end of 2018. This provides sufficient resources to respond to emergencies or the loss of a major revenue source. It should be noted that the decreases since 2011 have been caused by significant increases in revenues in the Governmental Funds rather than a decline in Fund Balances, as the governmental fund balances have actually increased during those years.

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 over time.

Measurement: Operating revenues less operating expenses in constant dollars

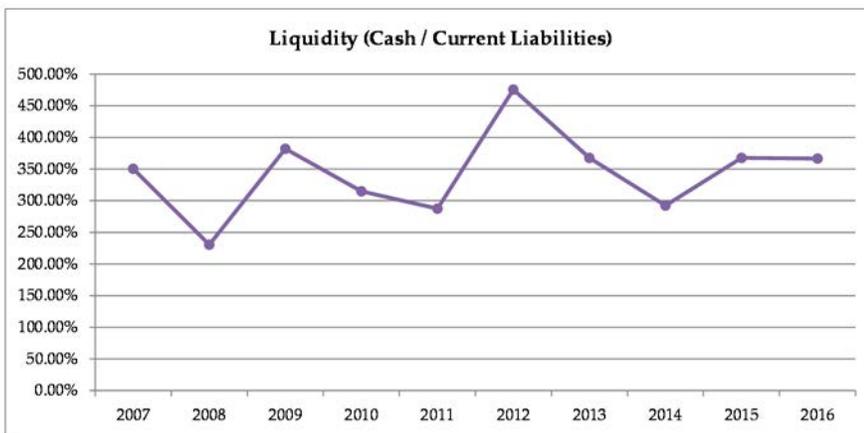
Warning Signs: A substantial decrease in operating income in one year or a trend of decreasing operating income over several years. Either of these situations would indicate that the ability of the Enterprise Funds to continue operations is being eroded.



Analysis: Operating income per capita in constant dollars for the Enterprise Funds has been positive since 2008. In 2016 and 2017, the beginning of operations for Barrington's White House is projected to produce negative operating income, however, the other Enterprise Funds will have positive operating income and the negative operating income in Barrington's White House should reverse in 2019 as operating revenue is projected to increase.

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 are divided by current liabilities. Please note that projections for 2014 and 2015 are not provided because it is impossible to forecast the amount of cash and short term investments and liabilities the Village will have in future years.

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.

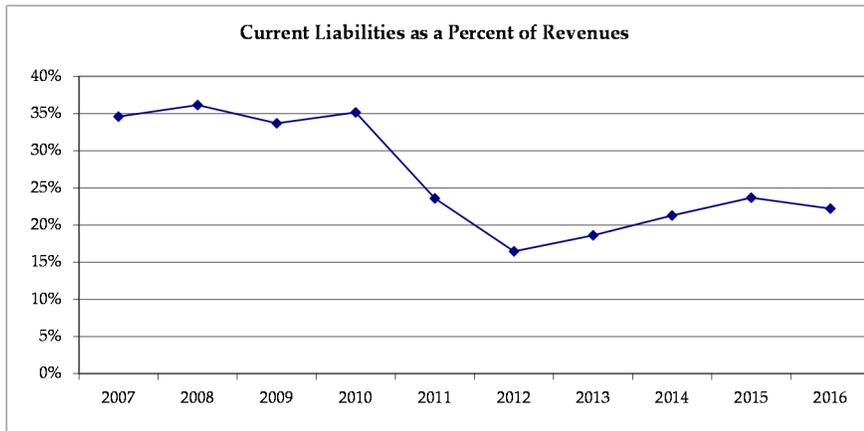
Analysis: The Village has a high level of liquidity and this is reflected by the Village's ability to meet current operating expenditures without having to resort to short-term borrowing. At the end of 2016, the Village's liquidity was over 350% which means that cash and short term investments were 3.50 times higher than 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 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.

Analysis: This ratio remained fairly constant from 2007 to 2010 at between 30% and 35%. In 2011 and 2012, as the

Village's revenue began to increase, a decrease to under 20% occurred. The Village's current liabilities as percent of revenues has always remained below 40% which means that Village revenues have always been 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 Equalized Assessed Value to total debt outstanding, including bonds, notes, and loans but excluding unfunded pension liability. This information provides an analytical measure of the Village's ability to fund its obligations to external holders of various types of Village debt.

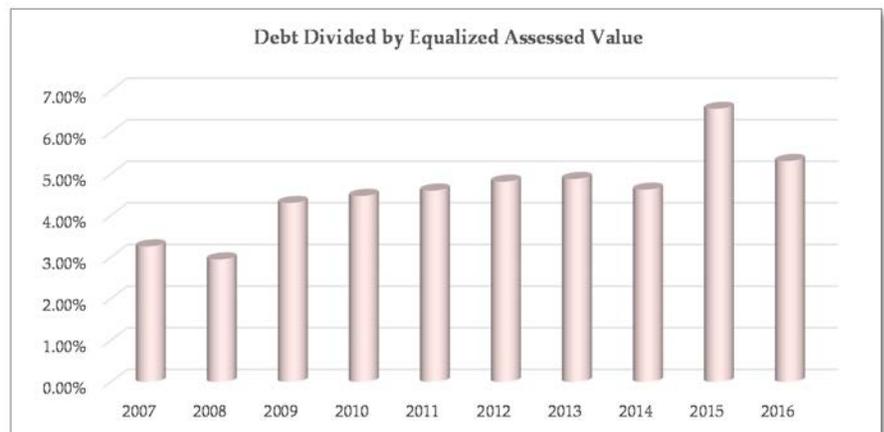
Measurement: Total long term liabilities divided by the Village's EAV.

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.

Analysis: Bonded debt as a percent of equalized assessed value is restricted by State statute to a maximum of 8.625%.

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; in 2009 for capital projects in the Capital Improvement Fund and the Water & Sewer Fund and for refunding of the 1998 and 1999 bonds; in 2012 to refinance a portion of the outstanding TIF General Obligation Debt Certificates; and in 2015 for a capital project in the Water & Sewer Fund and to refinance the remaining TIF General Obligation Debt Certificates.

The increase in 2015 was caused by the issuance of \$8.0 million in Alternate Revenue Bonds to complete a sanitary



sewer project. Overall this ratio has remained below 10% through the period depicted in the chart. The Village has reduced a significant amount of Principal in the last couple of years and long term liabilities will be significantly reduced by 2020 due to the rapid amortization of outstanding Principal.

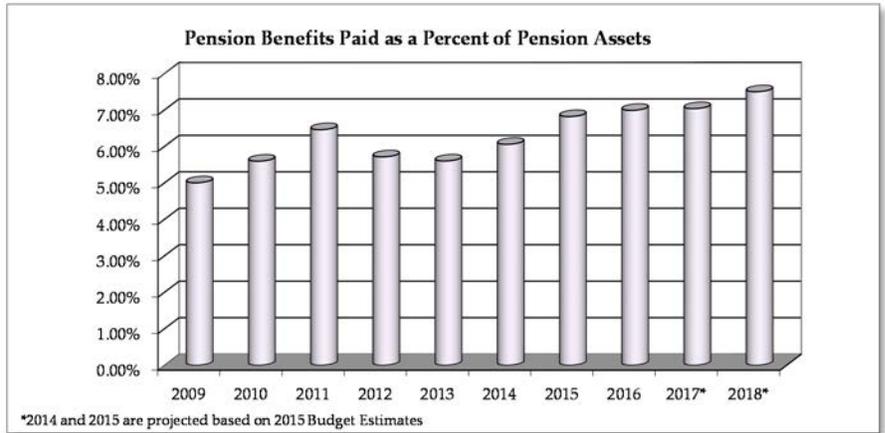
Firefighter’s and Police Pension Plan Assets as a Percent of Benefits Paid

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

Measurement: Total benefits paid to retirees 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.

Analysis: Payments as a percent of assets have increased every year since 2013 as more of the Village’s workforce retires. In 2009, a significant number of Police Officers retired and this caused a significant spike in benefit payments, as demonstrated by the increase in this ratio in 2009, 2010, and 2011. The decrease in this ratio in 2012 and 2013 was caused by the significant increase in assets that occurred in those two years due to excellent investment returns. Investment returns are expected to be positive in 2017 and 2018 but are not likely to match the results from 2012 and 2013. The average investment returns projected for 2017 and 2018 combined with increasing pension benefit payments will lead to increases in this ratio in 2017 and 2018. 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.



ANALYSIS OF MAJOR REVENUE SOURCES BY FUND

One of the first steps in the budget process is 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 an assessment of national, state, and local economic forecasts to assess the potential impact of the economy on Village revenues.

Once the revenue projections have been completed, 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. A revenue estimate that is too high can lead to expenditures that exceed revenues as expected financial resources do not materialize. A revenue estimate that is too low can lead to unnecessary reductions in services as operating departments are asked to reduce their budgets due to a projected lack of resources that does not exist.

Projections of significant revenue sources for each accounting fund are included in the following pages. The Village considers a revenue source to be significant 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 and general information about each revenue source is provided. In addition, a graph showing actual receipts for the 10 year period from 2007 to 2016 provides historical context for each projection. The projection chart includes three years of actual revenue receipts (2014 to 2016), the projected actual for 2017, the estimated revenue for 2018, and projected revenues for 2019 to 2023. The information provided in this section is utilized in the 2018 Revenue Estimate (pages 174 – 182) and in Appendix I – The Five Year Financial Projection (pages 205 – 218).

Economic Analysis and Assumptions

The previous seventeen (17) years have been a tumultuous economic period. During the recession that occurred from 2001 to 2003, 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 combination of fiscal and interest rate stimulus led to an economic recovery that lasted 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 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 the 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.

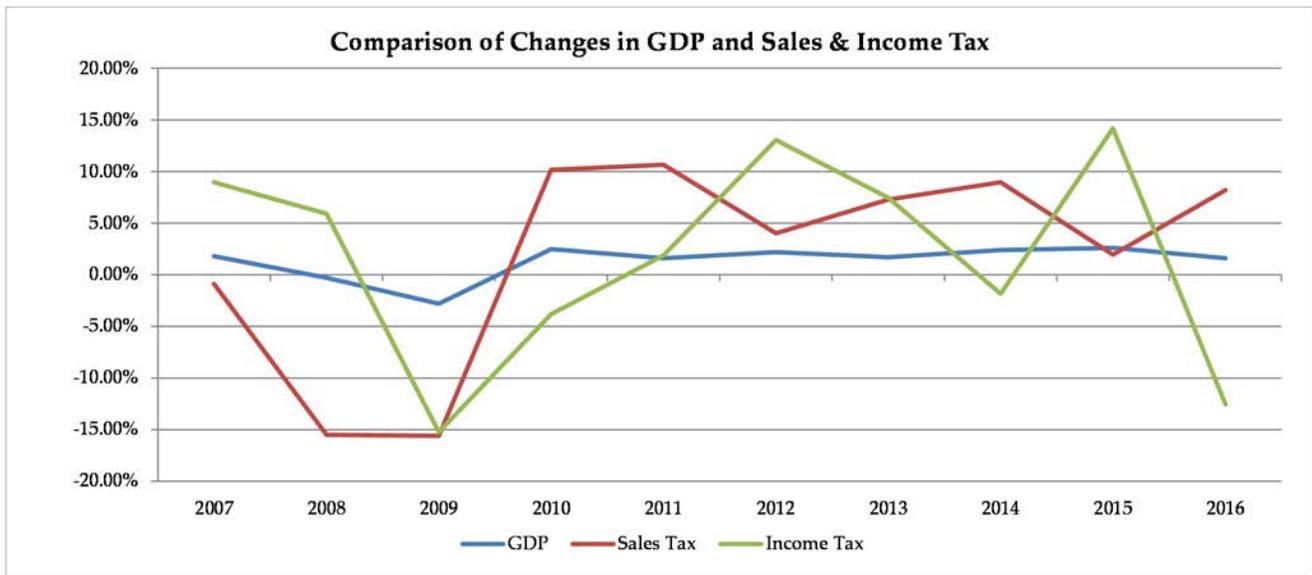
The crisis and collapse of large financial institutions led to extreme fear and a virtual cessation of activity in the credit markets. The severe restriction in lending activity began to severely impact the real economy. Large and small businesses as well as consumers could no longer access credit. As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

recession was relatively slow and uneven, with periods of slow growth such as from May to September, 2010 and from January to September 2011. In 2012 and 2013, the economy continued growing, albeit more slowly than typical after a recession, with an improvement in the unemployment rate and slowly increasing consumer spending continuing through the end of 2013. In 2014, economic growth increased at a solid pace but it was uneven with negative growth in the first quarter primarily caused by a harsh winter, followed by robust growth in the second and third quarters, and moderate growth in the fourth quarter. A similar pattern emerged in 2015, 2016, and 2017, with negative or very slow economic activity in the first quarter, followed by more robust economic activity in the last three quarters of the year.

Most economic forecasts seem to predict moderate growth of 2% to 3% for the United States in 2018. The primary concern is the potential for economic turmoil in Asia and Europe to negatively impact the economy of the United States. The combination of slowing economies in Asia and Europe, particularly China, Germany, and Russia, and a strengthening dollar may have a negative impact on exports which could undermine economic growth in the United States. In addition, although unemployment has decreased below 5%, the types of jobs being created have not led to robust increases in disposable income.

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 below 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 demonstrated by the chart above, the Village’s ability to fund ongoing operations in the General Fund from operating revenues is based 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 2018 and are based on current economic forecasts:

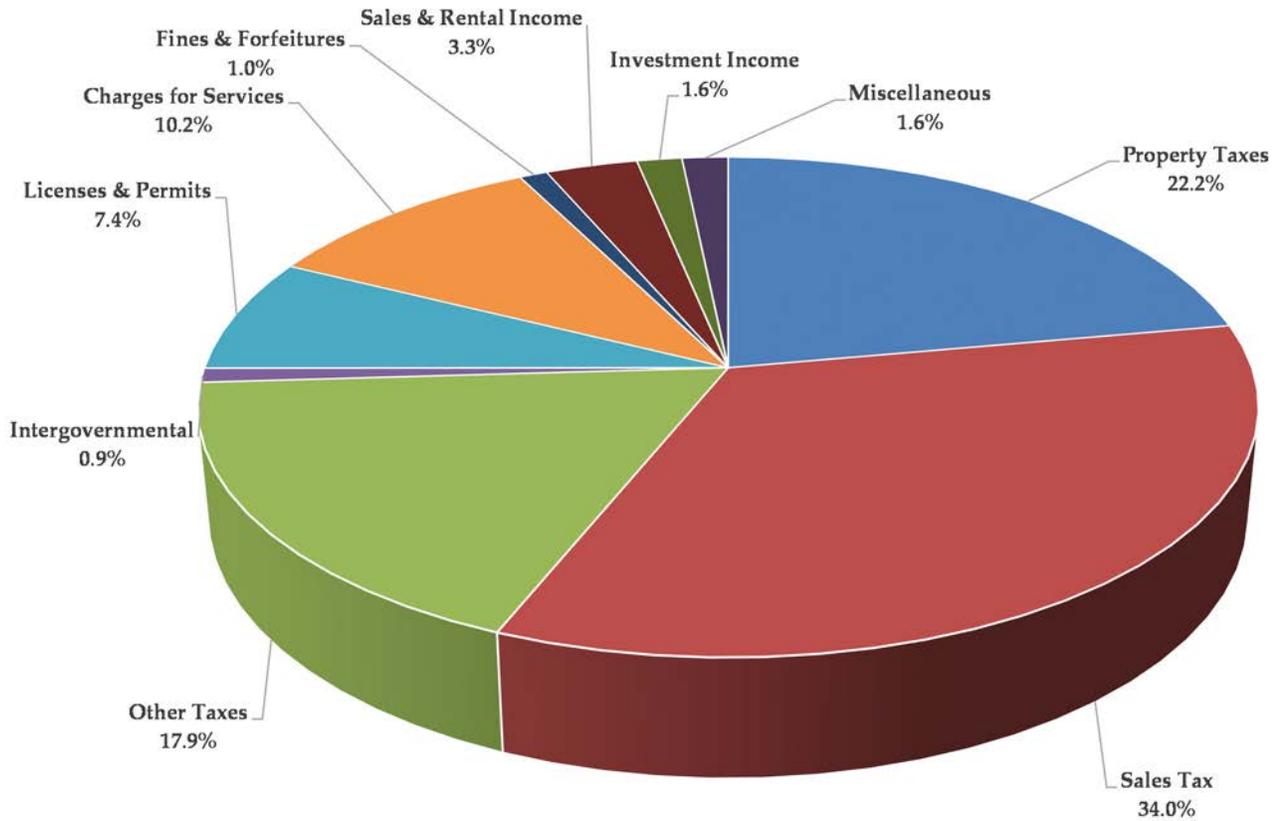
- Economic growth of 2.5% in 2018 and average growth of 2.5% from 2019 to 2023, this has been the average economic growth for the United States since 2009;
- Continued slow increases in interest rates throughout 2018 and 2019 until rates equal a more normal interest rate level of approximately 3% sometime in 2018. Average interest rates of 3% from 2019 to 2022;
- An average increase in the Consumer Price Index of 2.0% from 2018 through 2023;
- A stable unemployment rate of approximately 4% to 5% for the foreseeable future.

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 small but steady increases in both Sales and Income Taxes from 2018 through 2023 as continued economic growth positively impacts these revenue sources. 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 a steady unemployment rate impacts both revenues and expenditures. The CPI increase and improved employment numbers will positively impact Sales and Income Tax as more employed people combined with higher prices will lead to improved 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.

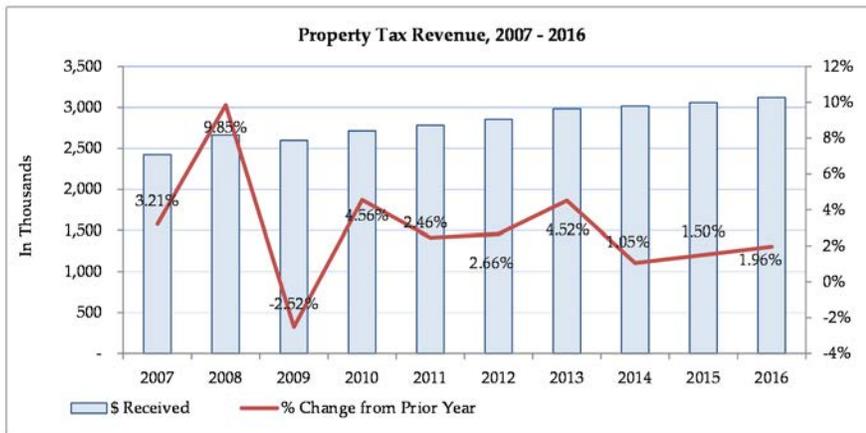
General Fund

The General Fund is the largest Fund of the Village, receiving the largest 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 comprise 81% of total General Fund revenues and include Property Taxes, Sales Tax, Utility Taxes, Income Tax, Licenses & Permits, Interfund Charges, and Sales & Rental Income.



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 and utilizes these values from individual properties to calculate an equalized assessed value for all property in the Village. The Village assesses the amount needed to fund its operations and levies this amount as a tax on the equalized assessed value of the Village. The annual increase in the Village's levy is limited by Illinois Statute 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 2007, the Village received approximately \$2.4 million in property taxes and this has increased to approximately \$3.1 million in 2016. The increases that occurred during this period were 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 had steady but moderate development in the community throughout the past ten years.

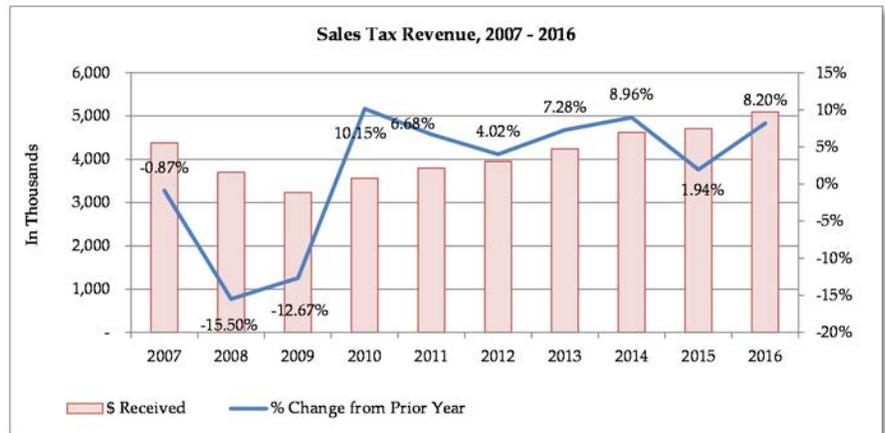
The projection for future property taxes presumes a continued steady increase in property tax revenues for the Village, with some larger increases in 2020 and 2021 due to development activity that will be occurring in the Village in 2018 and 2019. The projection is based on an estimate of future increases in the CPI combined with projected development in the community. The residential and commercial development activity that will be occurring in 2018 and 2019 includes the development of a 64 unit luxury apartment building, the development of 51 townhome units, and the potential construction of a new automobile dealership. As a result of this projected development activity, the increases in projected property taxes in 2020 and 2021 are slightly higher than recent historical receipts have been. If an annexation or other large development were to occur it could significantly increase revenues in the future.

Projected Property Tax Revenue										
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	3,016,014	3,061,359	3,121,490	3,171,000	3,260,000	3,280,000	3,350,000	3,440,000	3,500,000	3,580,000
% Change	1.05%	1.50%	1.96%	1.59%	2.81%	0.61%	2.13%	2.69%	1.74%	2.29%
Projection Range										
High				3,233,430	3,323,420	3,345,200	3,415,600	3,507,000	3,568,800	3,650,000
Low				3,108,570	3,196,580	3,214,800	3,284,400	3,373,000	3,431,200	3,510,000

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 regional and national economic trends.

On an inflation adjusted basis, the Village’s sales tax peaked in 2000 at a little more than \$5.000 million but then declined by 2002 to \$4.238 million due to the recession that occurred in the early 2000’s. Sales tax remained stagnant in a range between \$4.000 and \$4.500 million from 2003 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 12.77% decrease) in 2009. In 2010, the rebounding economy caused Sales Tax revenue to increase 10.15% to a total of \$3.561 million. From 2011 through 2016, sales tax has increased each year, with a total increase for this six year period of 36%, with total sales tax receipts increasing from \$3.561 million in 2010 to \$5.098 million in 2016. The stagnation (from 2002 to 2007) and then decline in sales tax revenue (in 2008 and 2009) had a particularly negative impact on the Village’s finances because the revenue did not keep pace with increases in the costs of operations. The increases that have occurred since 2011, especially in the last couple of years have begun to reverse the negative impact of the inflation adjusted decrease in sales tax revenue. If the increases continue in the future, this could be a positive development for the Village.

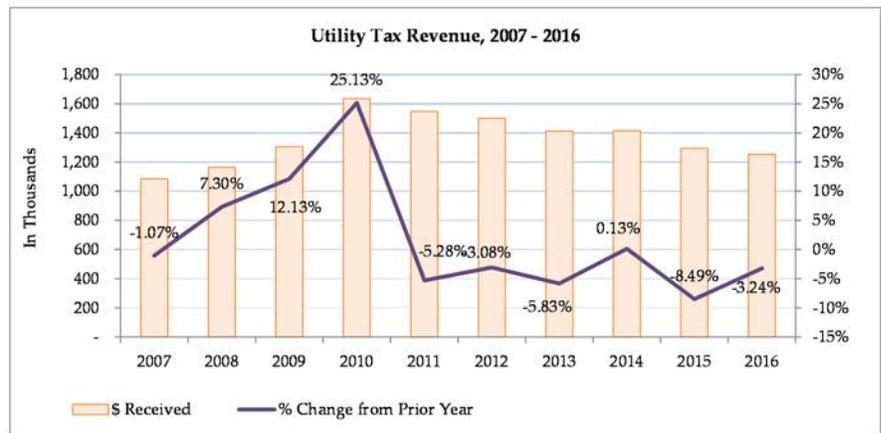
The projection for future sales tax revenue includes \$5.0 million in 2018 and 2019 followed by small increases until revenues return to \$5.2 million in 2023. The decrease in 2018 is based upon the potential for a reduction in automobile sales in 2018 as sales have begun to plateau and may decrease somewhat in 2018. The increases after 2018 correspond with the majority of economic forecasts which seem to project moderate economic growth for the period. In addition, the Barrington Village Center project has revitalized the downtown and is providing additional sales tax revenue. Hopefully, the project will continue to serve as a catalyst to the continued redevelopment of the downtown which will contribute to increasing sales tax revenue in future years.

Projected Sales Tax Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimated	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	4,619,406	4,708,853	5,095,185	5,300,000	5,000,000	5,000,000	5,050,000	5,100,000	5,150,000	5,200,000
% Change	8.96%	1.94%	8.20%	4.02%	-5.66%	0.00%	1.00%	0.99%	0.98%	0.97%
Projection Range										
High					5,265,000	5,250,000	5,300,000	5,352,500	5,405,000	5,457,500
Low					4,470,000	4,500,000	4,550,000	4,595,000	4,640,000	4,685,000

Municipal Utility Taxes

Illinois Statute provides Barrington with the authority to assess a tax on resident's and business' utilization of utilities, including telecommunications, electricity, and natural gas. The rates for these taxes are equal to 6% of the monthly bill for telecommunications and 5% of the monthly utility bill for electricity and natural gas. Utility taxes have traditionally been a fairly inelastic revenue, however, in the last couple of years there has been a structural decline in telecommunications tax revenue due to the decline in landline phones in the Village. These taxes are currently split between the General Fund, which receives the Telecommunications and Electrical taxes and the Capital Improvement Fund, which receives the Natural Gas Tax. The entire amount of the utility taxes from both Funds are analyzed as part of the General Fund revenue analysis because they would revert to the General Fund if necessary to support general operations (i.e., if there is an emergency or loss of a significant revenue source, the utility taxes would revert to the General Fund to provide resources to support basic municipal services).

Utility tax revenues historically have been fairly stable but since the one time increase that occurred in 2010 have been declining each year. This is probably a result of multiple factors, including decreases in household energy usage due to efficiency improvements, decreases in energy costs which the utility taxes are based on, and a decline in the use of telecommunications services due to new communications methods (text messages, social media, emails, etc.). Utility tax revenue has declined every year since 2010 with 2016 revenues falling to \$1,252,467.



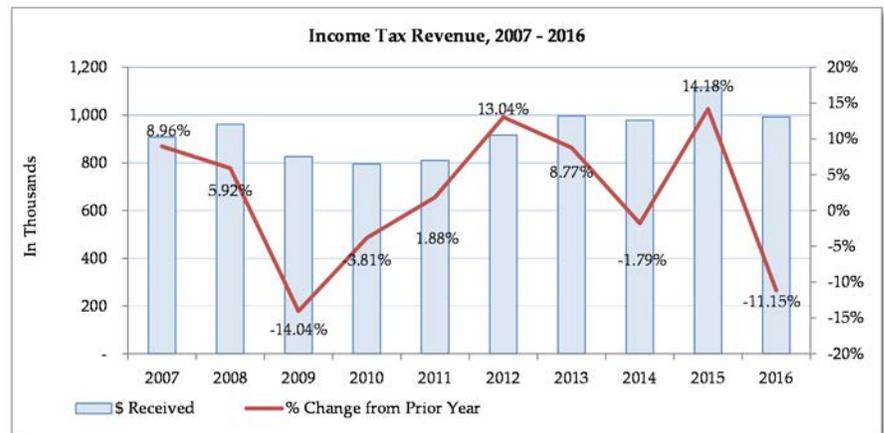
The Village is projecting a continuing deterioration in this revenue source in 2018 and future years based on recent trends. The factors that have led to declines in this revenue source, including the elimination of landline phones and improved efficiencies in electricity consumption, will probably continue into the foreseeable future. The revenue forecast projects the Village will receive approximately \$1.2 million in revenue in 2018 which will then deteriorate to \$1.1 million by 2023. This revenue source has not historically been very elastic but has been going through structural changes that have caused the declines. As a result, the Village's projection includes a fairly narrow projection range of 2.5% either higher or lower than the \$1.2 million in projected revenue. However, if the structural changes that have negatively impacted this revenue continue in the future, the projections in future years will need to be adjusted to reflect a continued deterioration in this revenue source.

Projected Utility Taxes Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	1,414,500	1,294,447	1,252,467	1,215,000	1,190,000	1,145,000	1,120,000	1,120,000	1,100,000	1,100,000
% Change	0.13%	-8.49%	-3.24%	-2.99%	-2.06%	-3.78%	-2.18%	0.00%	-1.79%	0.00%
Projection Range										
High					1,220,375	1,174,750	1,148,625	1,148,000	1,128,000	1,127,500
Low					1,159,625	1,115,250	1,091,375	1,092,000	1,072,000	1,072,500

Income Tax

The State of Illinois assesses a 3.75% 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 \$800,000 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.

An analysis of historical receipts shows that the Village's receipt of Income Tax has varied with the economic conditions in the State and Nation. In 2006, Income Tax receipts were equal to \$833,000 and increased for the next two years due to economic growth in 2007 and 2008. In 2009, Income Tax revenue declined dramatically to a total of \$826,000 and this trend continued in



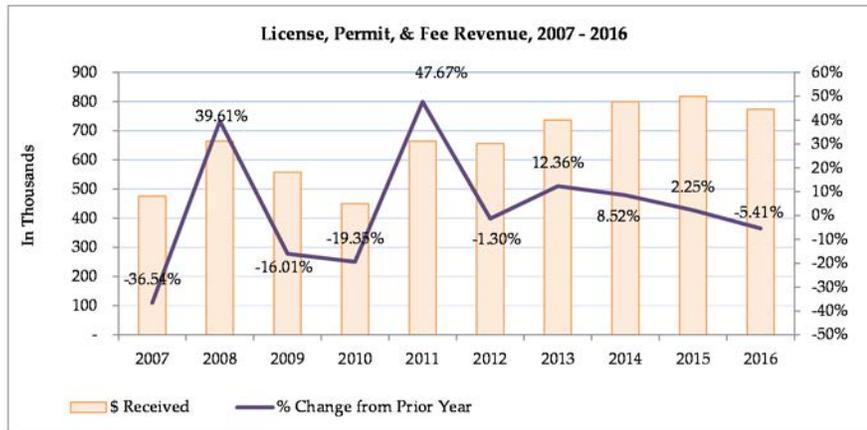
2010 as economic conditions were unfavorable for corporate profits and personal income and revenue declined to \$795,000. In 2011, 2012, 2013, and 2014 income taxes increased as corporate and individual incomes increased and the Village received \$809,961, \$915,574, and \$995,848, and \$977,989, respectively. The 2015 fiscal year was extraordinarily positive for Income Tax receipts but the \$1,116,650 received is unlikely to be repeated in future years.

The projection for Income Tax includes an increase in receipts in 2018 followed by small increases through 2023 as the relatively stable economic conditions that are projected to occur during this period set conditions for steady improvements in this revenue source. Receipts in 2017 were lower than anticipated due to a change in Illinois Statute that impacted Income Tax Revenue. The projection range for Income Taxes is substantial because economic conditions at the National and State level can significantly impact this revenue source.

Projected Income Tax Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	977,989	1,116,650	992,123	920,000	950,000	960,000	970,000	1,000,000	1,010,000	1,020,000
% Change	-1.79%	12.42%	-12.55%	-7.84%	3.16%	1.04%	1.03%	3.00%	0.99%	0.98%
Projection Range										
High				969,606	996,000	1,007,500	1,018,000	1,048,500	1,060,000	1,070,500
Low				870,394	904,000	912,500	922,000	951,500	960,000	969,500

Licenses and Permits

The Village is authorized by Statute to regulate certain activities that occur within its corporate boundaries 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. Other activities regulated by the Village include development and construction activity and land uses within the Village. The Village also charges a franchise fee to cable providers in the Village. In addition, 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 varies significantly on an annual basis. These variations are largely caused by changes in development activities in the

Village. Development and construction permits are based on a percentage of the value of the development activity that occurs so significant development activity can generate substantial revenues for the Village. This variability makes this revenue source difficult to predict. The other types of permits, such as 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).

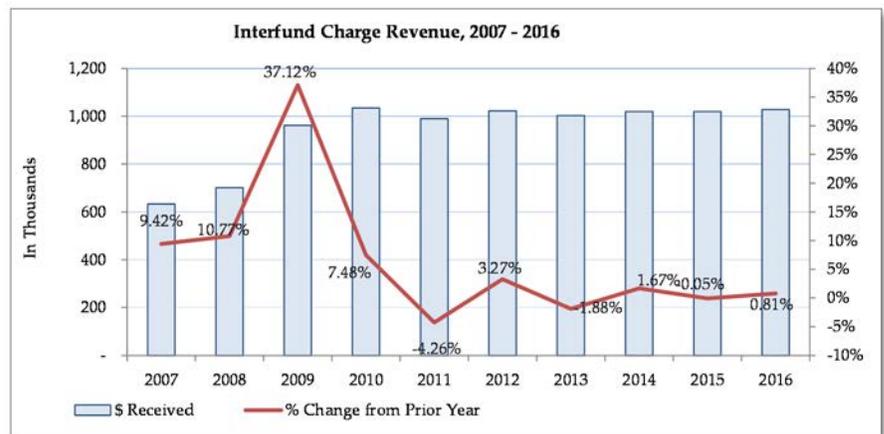
License, Permit, and Fee revenues are projected to increase in 2018 to \$1,085,000, from the \$1,035,000 estimated to be received in 2017. License, Permit, and Fee revenues were elevated in 2017 due to the receipt of building permit revenue from a 64 unit apartment building that is being constructed in the Village's downtown. Residential developments that will be occurring in 2018 and 2019 are projected to keep these revenues elevated through 2019 as additional building permit revenue will be received from these developments. The projection for 2020 decreases almost 11% due to the completion of these projects which will end the higher revenues received from the projects. Currently there are no projects that have been proposed for the 2019 to 2022 period and as a result, this revenue source is projected to remain stable at \$845,000 for the period from 2020 to 2023.

Projected License, Permit, & Fee Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimated	Budgeted	Projected	Projected	Projected	Projected	Projected
Actual/Projected	799,470	817,428	773,205	1,035,000	1,085,000	1,090,000	840,000	845,000	845,000	845,000
% Change	8.52%	2.25%	-5.41%	33.86%	4.83%	0.46%	-22.94%	0.60%	0.00%	0.00%
Projection Range										
High					1,110,875	1,117,125	867,250	866,000	866,125	866,125
Low					878,000	873,000	622,000	677,000	676,000	676,000

Interfund Charges

The General Fund receives payment for services it provides to other accounting funds, including the Water and Sewer, Refuse and Recycling, Parking System, and Barrington White House Funds. The Interfund Charge received for services provided to the other funds is based on a percentage of the budgets for the budget units providing the services, including the Village Manager’s Office, Financial Services, Technology Services, Human Resources, Risk Management, Emergency Operations & Dispatch, and Central Garage. Each of these budget units incurs expenses and provides professional services that the other accounting would otherwise have to procure either contractually, or by hiring additional staff. Examples of these professional services include managerial direction for the services provided by the other Funds, technology services such as the procurement and maintenance of hardware and software, accounting and auditing services, recruitment and employee benefit administration, and the procurement of general liability and workers compensation insurance.

Based on the Interfund Charge formulas, the revenue received by the General Fund from Interfund Charges increased from slightly less than \$600,000 in 2006 to an average of slightly more than \$1.0 million since 2010. Since 2010, Interfund Charge revenue has remained at approximately \$1.0 million per year, with slight fluctuations from year to year primarily based on projected changes in expenditures for risk management and technology services.



In the 2018 budget, the Interfund Charges for the Water and Sewer Fund will equal 20% of the budgets of the Village Board, Village Manager’s Office, Information Systems, Human Resources, Risk Management, Dispatch Services, and Central Garage budgetary units. The Interfund Charges for the Recycling and Refuse and Parking System Funds will equal 5% of the costs of the aforementioned budget units and the Interfund Charge for the Barrington White House Fund will equal 1.3% of those budgets. Based on these formulas, the revenue estimate for the 2018 budget will decrease to \$954,000. In 2019, Interfund Charge revenue is projected to increase to \$1,036,000 in 2019 and 2020 and is then projected to increase again in 2021 and 2023. 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 Charge Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	1,020,000	1,019,510	1,027,800	1,029,000	954,000	1,036,000	1,036,000	1,080,000	1,080,000	1,105,000
% Change	1.67%	-0.05%	0.81%	0.12%	-7.86%	7.92%	0.00%	4.07%	0.00%	2.26%
Projection Range										
High				1,039,278	964,290	1,045,540	1,046,360	1,090,360	1,090,800	1,115,800
Low				1,018,722	943,710	1,026,460	1,025,640	1,069,640	1,069,200	1,094,200

Rental & Sales Income

The Village receives payments from various external organizations for the use of Village assets. The primary revenue received by the Village are payments from Cellular companies for placing cellular antennas on Village water towers and other structures. The Village also receives some rental income from the rental of office space in Village Hall.



This revenue source has increased from approximately \$316,000 in 2006 to \$580,000 in 2016, with some significant increases and decreases throughout the ten year period. The spikes in this revenue source come from one-time payments made by cellular companies when they initially agree to a contract 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 estimated revenue for 2018 is \$480,000, equal to the amount projected to be received in 2017. The amount should increase in 2019 as a 4% rent escalators in some leases will provide additional revenue. This revenue source is fairly predictable unless an additional cellular location is built on Village owned property. However, this revenue source is risky because a lessor could decide not to renew a lease and this could have a significant impact on this revenue source.

Projected Sales & Rental Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	364,131	341,326	579,682	480,000	480,000	515,000	515,000	515,000	515,000	515,000
% Change	11.92%	-6.68%	41.12%	-20.77%	0.00%	6.80%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High					504,000	539,000	540,750	540,750	540,750	540,750
Low					456,000	491,000	489,250	489,250	489,250	489,250

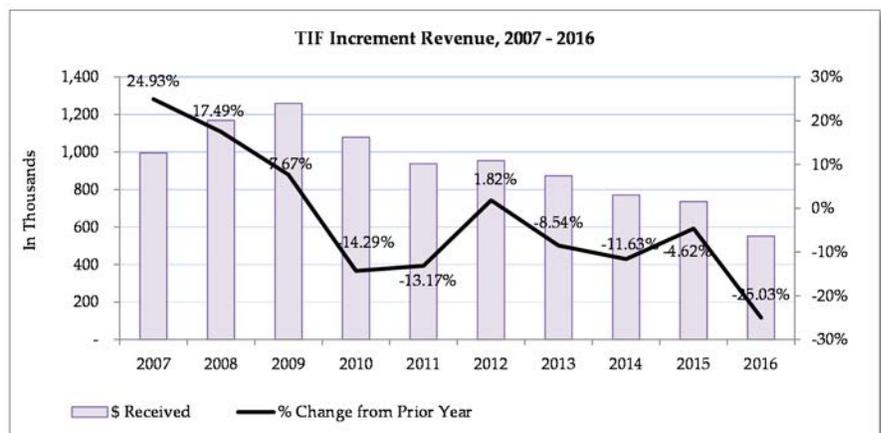
Tax Increment Financing (TIF) Fund

The Village's TIF District was established in 2000 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 for development when there is a gap between the cost of developing a project and the ability to earn an economic return. The TIF increment revenue profiled below is equal to 99.94% of total revenues in the Fund as estimated for the 2018 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 increased substantially from 2006 to 2009 but then began to decline in 2010. The increase in TIF Increment during the earlier period was caused by the expansion of real estate values during that time period combined with development activity that occurred in



the District. The decline in TIF increment that began in 2010 has been caused by a general decrease in real estate values which negatively impacted the valuation of properties in the TIF District.

The estimate for 2018 is for \$925,000, a small reduction from 2017. The projection for future years is based on an assumption of improving property values and the addition of the apartment building on Liberty Street to the tax base. The projection for 2019 to 2023 includes continued increases in the TIF EAV.

Projected TIF Increment Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	770,997	735,343	551,288	926,000	925,000	1,150,000	1,250,000	1,280,000	1,310,000	1,340,000
% Change	-11.63%	-4.62%	-25.03%	67.97%	-0.11%	24.32%	8.70%	2.40%	2.34%	2.29%
Projection Range										
High					971,300	1,196,250	1,480,000	1,530,000	1,566,000	1,602,000
Low					901,850	1,126,875	1,221,250	1,248,750	1,278,000	1,307,250

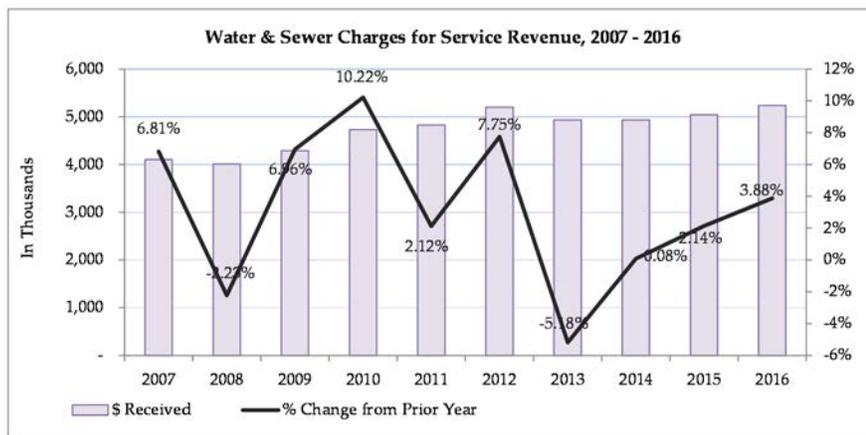
Water & Sewer Fund

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 (95.53% in the 2017 Revenue Estimate) from charges for water and sewer services. Service users include all residences and businesses in Barrington as well as several subdivisions located in Inverness and Barrington Hills. The residential rate for Water & Sewer for a residential ¾" meter service at the beginning of 2017 will be \$9.62 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 approximately \$3.8 million in 2006 to slightly more than \$5.0 million in 2015. Consumption has increased throughout this period and in 2015 equaled 458,633,000 gallons billed. The spike in revenue in 2012 was caused by the drought that occurred in that year which increased consumption significantly.

The projection for future revenue for the Water & Sewer Fund includes a rate increase of 6% in 2018 and 2019, to pay for the 2018 Alternate Revenue Bond debt service, but then a return to the 2% increases that have been typical for the System during the 2020 to 2023 period. The rate increase in 2018 and 2019 is intended to provide sufficient revenue to cover the debt service payments on the bonds that will be issued in 2018.

The projection for future revenue for the Water & Sewer Fund includes a

Projected Water & Sewer Charges for Service Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	5,090,813	5,125,142	5,308,640	5,500,000	5,835,000	6,188,000	6,437,000	6,566,000	6,698,000	6,832,000
% Change	3.21%	0.67%	3.58%	3.60%	6.09%	6.05%	4.02%	2.00%	2.01%	2.00%
Projection Range										
High				5,765,432	6,110,000	6,479,750	6,746,400	6,887,850	7,026,300	7,166,900
Low				5,234,568	5,560,000	5,896,250	6,127,600	6,244,150	6,369,700	6,497,100

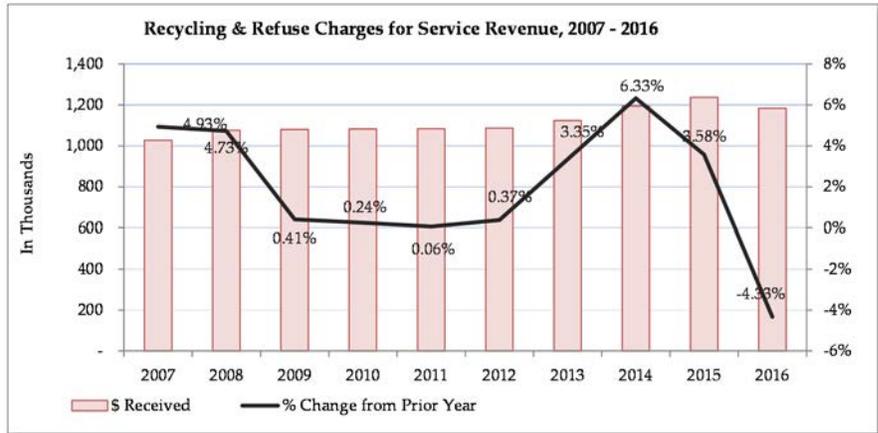
Recycling & Refuse Fund

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 charges for services to the customers of the service. The customers include single family residences and some multifamily units. Businesses in the Village contract separately for these services. The rate for these services for residences was \$31.25 per month in 2016 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 \$980,000 in 2006 to slightly more than \$1.2 million in 2015. 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, revenue increased from 2006 through 2008 as the service provider contracts increased but remained relatively stable from 2009 to 2012. A rate increase occurred in July of 2013 and this caused revenue to increase in 2013, 2014, and 2015. 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 incorporates a rate decrease that was approved by the Village Board in 2015. This rate decrease was possible because the expense for disposing of the collected refuse in the Village decreased in 2015 due to the retirement of some bonds that were used to construct a transfer station for the Solid Waste Agency of Northern Cook County (SWANCC) which the Village is a founding member of. No rate increase is anticipated to occur until 2018 when a projected 1% rate increase may be necessary. The rate increases programmed into the revenue projection are intended to provide sufficient resources to offset any increased costs which are primarily driven by the cost inflation factor included in the refuse and recycling collection contract. The rate increases should increase revenue to approximately \$1.225 million in 2023. The projection range is estimated to be 2.5% higher or lower than projected revenues as the number of customers is relatively stable, thereby making the projection of revenues fairly predictable.

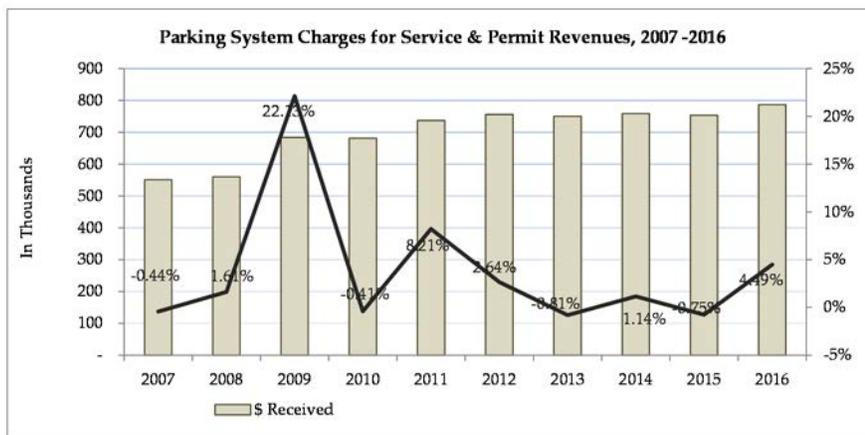
Projected Recycling & Refuse Charges for Service Revenue										
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	1,194,660	1,237,398	1,183,842	1,185,000	1,180,000	1,180,000	1,190,000	1,202,000	1,215,000	1,225,000
% Change	6.33%	3.58%	-4.33%	0.10%	-0.42%	0.00%	0.85%	1.01%	1.08%	0.82%
Projection Range										
High				1,214,596	1,209,625	1,209,500	1,219,500	1,231,750	1,245,050	1,255,375
Low				1,155,404	1,150,375	1,150,500	1,160,500	1,172,250	1,184,950	1,194,625

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 in those facilities. 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. 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.



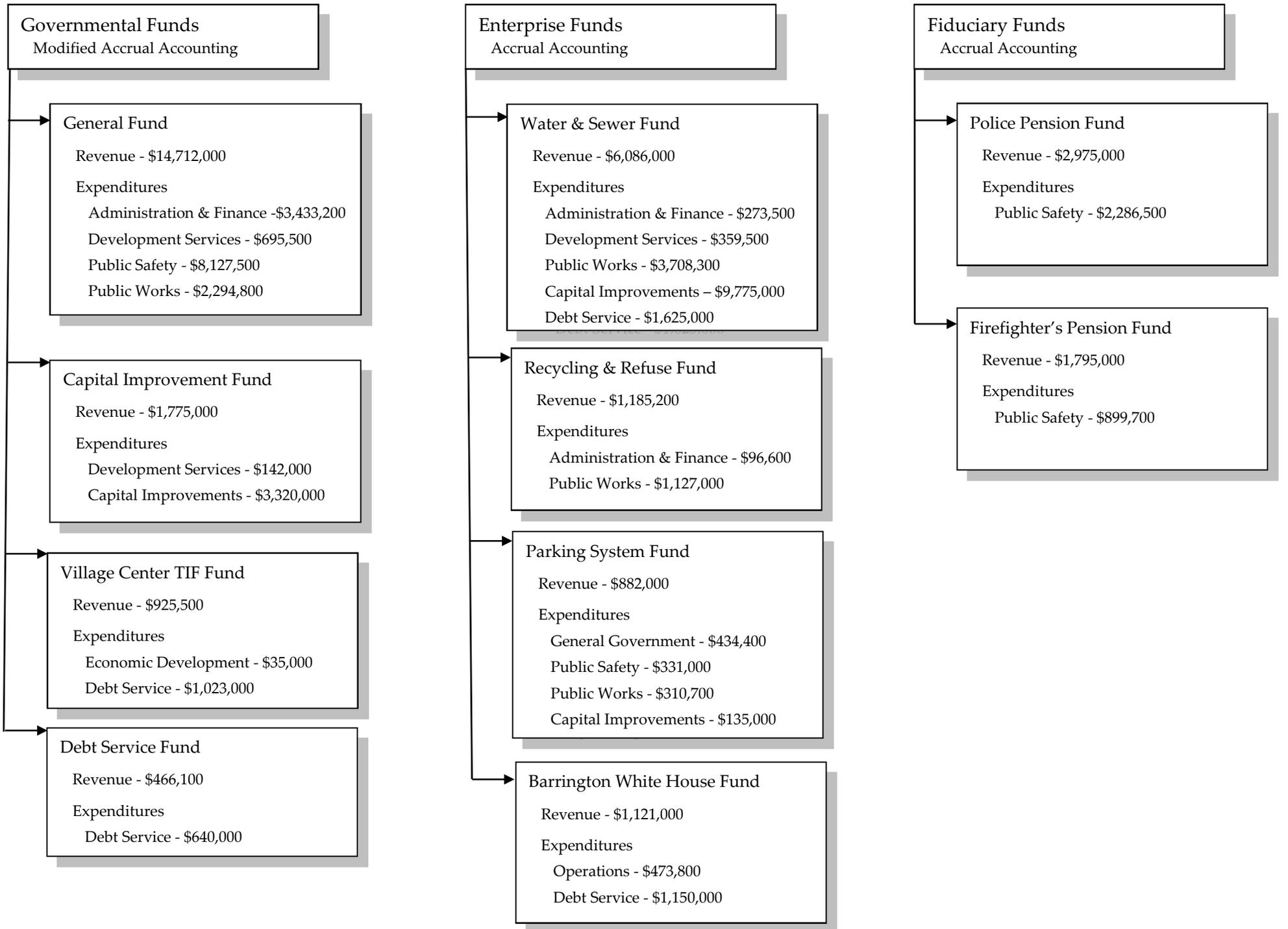
As demonstrated in the Parking System Charges for Service & Permit Revenue Chart, revenues are relatively stable except for those years when the Village increases its parking charges. In 2007, the Village received approximately \$550,000 and this remained relatively stable until 2009 when parking charges were increased and revenues also increased to approximately \$684,000. Increases in revenue can only be caused by rate increases because the

number of spaces available at the Village's commuter parking facilities is fixed at 943. As a result, changes in the use of the available spaces are not usually significant unless a recession causes an increase in unemployment. This makes it necessary for the Village to increase rates periodically to offset the increases in the cost of maintaining the parking facilities.

The projection for future years indicates stable revenues from 2018 through 2023 as no future rate increases are anticipated. The projection range is set 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 at some point 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Estimate	Budget	Projected	Projected	Projected	Projected	Projected
Actual/Projected	758,890	753,166	786,946	765,000	765,000	765,000	765,000	765,000	765,000	765,000
% Change	1.14%	-0.75%	4.49%	-2.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High				804,347	803,250	803,250	803,250	803,250	803,250	803,250
Low				725,653	726,750	726,750	726,750	726,750	726,750	726,750

Village of Barrington, Illinois - Fund Structure for 2018 Budget



GENERAL FUND

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.

Fund Information

The General Fund is one of the four governmental funds of the Village. The accounting measurement of governmental funds is focused on determining the financial position and changes in financial position of the Fund (sources, uses, and balances of financial resources) rather than net income. At the end of each fiscal year, the balance of financial resources is determined by subtracting the expenditures (uses) from the revenues (sources) in the Fund and reporting the result as a Fund Balance (please review the Basis of Budgeting on pages 33 - 34 for a more detailed description of the modified basis of 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 liquidated into cash for immediate spending because they are not in a 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, 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.

In the Comprehensive Annual Financial Report (CAFR) for fiscal year 2016 which includes the most recent audited financial statements for the Village, the General Fund included a fund balance for all five of these categories. The Non-Spendable Fund Balance consisted of prepaid expenses which are non-spendable because the cash has already been disbursed. The Restricted Fund Balance in the General Fund included the accumulated positive residual equity from special revenues such as Motor Fuel Tax, Emergency 911 Tax, Hotel/Motel Tax, Memorial Donations, Special Service Area Taxes, DUI Revenues, and Foreign Fire Tax. The Committed Fund Balance includes the positive residual equity for the Cultural Commission, which was approved by the Village Board through an Ordinance and has a budget approved by the Village Board each year as part of the budget process. The Assigned Fund Balance in the General Fund includes balances for liability and benefits insurance and a stabilization contingency. These assignments are established by the passage of the annual budget but were not specifically created by an Ordinance or Resolution. The Unassigned Fund Balance is the amount that is immediately available to finance the day to day operations of the Village.

One challenge that results from the establishment of these 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 Financial and Budgeting Policies section of this document on pages 35 – 40), 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 a combination of the beginning Unassigned Fund Balance and the operating revenues received in the fiscal year. Increases or decreases in the Unassigned Fund Balance provide the clearest indication of the General Fund's ability to support ongoing operations.

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, according to Village policy, the decline in the total Fund Balance would be considered a positive financial result if the Unassigned Fund Balance increased.

Minimum Fund Balance

The Village’s policy is to maintain a minimum Unassigned Fund Balance for the General Fund of at least four months of operating expenditures (as detailed in the Financial and Budgeting Policies section on pages 35 – 40). This is a conservative policy but it is necessary for the Village to maintain a significant fund reserve because elastic revenues comprise a substantial percent of the total revenues in the General Fund. Elastic revenues tend to decrease significantly in economic downturns. 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.

Based on the minimum Fund Balance policy, the minimum Unassigned Fund Balance in the General Fund for 2018 should equal at least \$4,850,323 ((\$14,551,000 in budgeted expenditures

Fiscal Year	Beginning Unassigned Fund Balance	Change in Unassigned Fund Balance	Ending Unassigned Fund Balance	One Month of Expenses	Months of Unassigned Fund Balance in Reserve
2014	5,551,799	(961,891)	4,589,908	1,107,549	4.14
2015	4,589,908	47,779	4,637,687	1,110,575	4.18
2016	4,637,687	(160)	4,637,527	1,124,227	4.13
2017*	4,637,527	260,619	4,898,146	1,145,469	4.28
2018*	4,898,146	276,736	5,174,882	1,212,583	4.27

*As projected for FY 2017 and as budgeted for FY 2018

/ 12 months) * 4) at the end of the fiscal year. As illustrated in the chart above, the Unassigned Fund Balance in the Village’s General Fund is projected to increase in both 2017 and 2018 to 4.27 months at the end of 2018, well in excess of the minimum required by Village policy.

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

The 2018 General Fund Budget includes \$14,712,000 in estimated revenues and \$14,551,000 in budgeted expenditures, resulting in an excess of revenues over expenditures of \$161,000. A transfer out to the Capital Improvement Fund of \$130,000 produces a Net Change in Fund Balance of \$31,000. As a result of these activities, the total Fund Balance is projected to increase from \$8,882,703 at the end of 2017 to \$8,913,703 at the end of 2018.

General Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Revenues							
Tax Revenue	10,478,834	10,701,273	10,996,511	11,035,000	9,155,537	11,123,500	10,895,000
Intergovernmental	142,525	129,967	129,802	135,000	66,221	134,000	135,000
Licenses, Permits, & Fees	799,470	817,428	773,205	1,090,000	898,576	1,035,000	1,085,000
Charges for Services	1,610,507	1,604,447	1,842,014	1,572,000	1,290,946	1,674,519	1,496,000
Sales & Rental Revenue	364,131	341,326	579,682	460,000	80,027	480,000	480,000
Fines & Forfeitures	153,840	149,419	86,885	190,000	129,187	161,100	146,000
Investment Income	200,544	286,716	324,166	335,000	52,210	227,600	235,000
Miscellaneous	308,465	366,347	260,999	265,000	103,023	217,000	240,000
Total Revenues	14,058,316	14,396,923	14,993,264	15,082,000	11,775,727	15,052,719	14,712,000
Expenditures							
Administration & Finance	3,110,524	3,173,789	3,171,030	3,376,775	2,360,555	3,312,686	3,433,200
Development Services	427,263	452,251	520,705	556,400	401,653	564,300	695,500
Public Safety	7,733,314	7,732,160	7,805,560	7,932,850	5,574,482	7,882,088	8,127,500
Public Works	2,019,492	1,968,700	1,993,430	2,168,675	1,340,586	2,050,250	2,294,800
Total Expenditures	13,290,593	13,326,900	13,490,725	14,034,700	9,677,276	13,809,324	14,551,000
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	767,723	1,070,023	1,502,539	1,047,300	2,098,451	1,243,395	161,000
Other Financing (Uses) Transfers Out	(2,700,000)	(1,000,000)	(1,425,000)	(1,007,600)	-	(1,000,000)	(130,000)
Net Change in Fund Balance	(1,932,277)	70,023	77,539	39,700	2,098,451	243,395	31,000
Beginning Fund Balance	10,424,023	8,491,746	8,561,769	8,639,308	8,639,308	8,639,308	8,882,703
Ending Fund Balance	8,491,746	8,561,769	8,639,308	8,679,008	10,737,759	8,882,703	8,913,703

Estimated Revenues of \$14,712,000 in the 2018 Budget are projected to decrease \$370,000 (2.45%) from 2017 budgeted revenues of \$15,082,000. Decreases are projected to occur in every revenue category except for Sales & Rental Revenue (detailed descriptions and analyses of the General Fund’s largest revenues can be found in the Analysis of Major Revenue Sources by Fund on pages 63 – 70). Significant changes that will occur in 2018 include:

- Transfer of Property Tax revenues from general revenues such as the Corporate, Fire Protection, Police Protection levy revenues to the public safety pension levies, a change of \$200,000 (6.3%) in 2018;
- Decreases in Income Tax (decrease of \$50,000), Electricity Tax (decrease of \$20,000), and Telecommunications Tax (decrease of \$80,000) based on State Legislative actions and recent trends;
- The complete loss of the Emergency 911 Surcharge revenue, a decrease of \$163,000 from 2016 and \$80,000 from the 2017 revenue estimate.

The 2018 expenditure budget of \$14,551,000 increases \$516,300 (3.68%) from budgeted expenditures of \$14,034,700 in 2017. Expenditure increases occur in all operational program areas. The increase in Administration & Finance is caused by the addition of a part-time Events Coordinator combined with general increases in salary and benefit expenses. The increase in Development Services is primarily caused by the addition of 1.5 full-time equivalent positions, including another Building Inspector and a part-time Administrative Assistant as the Department adjusts to a higher workload due to development activity in the Village. The increase in Public Safety is primarily caused by increases in pension contributions by the Village as a substantial cost increase will occur in 2018. The increase in Public Works is caused by a combination of cost of living increases in salaries and benefits and increases in Contractual Services and Commodities.

At the end of 2018, the General Fund is projected to have a total fund balance of \$8,913,703, including an Unassigned Fund Balance of \$5,174,882, equal to 4.27 months of 2018 budgeted expenditures. The Restricted Fund Balance is projected to decrease to \$322,007 as several special revenues will exceed their associated expenditures. The Village will continue to reduce the Restricted Fund Balance in the future by expending special revenues for their designated purpose (e.g., instead of accumulating a Restricted Fund Balance for DUI enforcement, the Village will utilize this special revenue source to purchase DUI enforcement equipment when needed). The Assigned Fund Balance will decrease slightly as the Village continues to add to a stabilization contingency in the Assigned Fund Balance to prepare for future revenue reductions that occur during recessionary periods but offsets this somewhat by reductions in the Assigned Fund Balance for Insurance.

General Fund - Analysis of Changes in Fund Balance							
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Fund Balance							
Non-spendable	16,804	30,591	11,599	11,599	11,599	11,599	11,599
Restricted	653,051	432,204	427,967	454,925	801,551	425,743	322,007
Committed	20,225	19,499	18,176	12,176	24,373	23,176	21,176
Assigned	3,211,758	3,441,788	3,544,039	3,424,039	3,544,039	3,524,039	3,384,039
Unassigned	4,589,908	4,637,687	4,637,527	4,776,269	6,356,197	4,898,146	5,174,882
Fund Balance Total	8,491,746	8,561,769	8,639,308	8,679,008	10,737,759	8,882,703	8,913,703
One Month of Expenses	1,107,549	1,110,575	1,124,227	1,169,558	1,075,253	1,150,777	1,212,583
Four Months of Expenses	4,430,198	4,442,300	4,496,908	4,678,233	4,301,012	4,603,108	4,850,333
Months of Expenses in Unassigned Fund Balance	4.14	4.18	4.13	4.08	5.91	4.26	4.27

CAPITAL IMPROVEMENT FUND

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

Fund Information

The Capital Improvement Fund is one of the four governmental funds of the Village. The accounting measurement of governmental funds is focused on determining the financial position and changes in financial position of the fund (sources, uses, and balances of financial resources) rather than net income. At the end of each fiscal year, the balance of financial resources is determined by subtracting the expenditures (uses) from the revenues (sources) in the Fund and reporting the result as a Fund Balance (please review the Basis of Budgeting on pages 33 - 34 for a more detailed description of this modified basis of accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the Capital Improvement Fund into four categories, these include:

- Non-Spendable – Amounts that cannot be liquidated into cash available for immediate spending because they are not in a 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, 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 an Unassigned Fund Balance unless there is a negative Fund Balance. In 2018, the Capital Improvement Fund will have accumulated equity balances for the Committed and Assigned Fund Balances. The Committed Fund Balance is the amount committed by the Board for certain future improvement projects, including facility improvements, street improvements, downtown parking, and bikeway improvements. The Assigned Fund Balance consists of three balances including an Assigned Fund Balance for Receivables (the amount owed by the TIF Fund to the Capital Improvement Fund), and Assigned Fund Balances for future vehicle and equipment purchases and future infrastructure improvement projects.

Minimum Fund Balances

With the exception noted below, no minimum Fund Balance has been established for the Capital Improvement Fund. The Capital Improvement Fund is used to accumulate resources for future capital expenditures and then expend those resources when appropriate. The Fund will have surpluses or deficits from year to year and the fund balance will fluctuate as the Fund accumulates and expends resources. A portion of the Assigned Fund Balance is reserved for the purchase of vehicles and equipment. 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 replace the equipment in the future. The Village's policy is to maintain an Assigned Fund Balance that is at least 25% of the replacement value of the Village's vehicles and equipment. In 2018, the Village's schedules of vehicles and equipment have a total replacement value of approximately \$7.0 million. The portion of the Assigned Fund Balance for future vehicle and equipment purchases is projected to be \$2.5 at the end of 2018, approximately 36% of the total replacement value of all Village vehicles and equipment.

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

The 2018 Capital Improvement Fund Budget includes \$425,000 in estimated revenues, \$3,462,800 in budgeted expenditures, the issuance of \$1.0 million in Alternate Revenue Bonds, a gain on the sale of assets of \$20,000, transfers in from the General Fund of \$130,000 and the Water & Sewer Fund of \$200,000, and Transfers Out to the Debt Service Fund of \$170,000. As a result of these activities, the Fund Balance is projected to decrease \$1,857,800 to a total of \$11,190,328 at the end of 2018.

Capital Improvement Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Revenues							
Tax Revenue	272,431	177,226	156,006	200,000	151,162	175,000	180,000
Intergovernmental	1,910,866	75,483	279,522	140,000	58,178	58,450	25,000
Charges for Services	-	-	-	-	7,352	10,000	10,000
Sales & Rental Income	123,300	183,467	145,260	180,000	107,820	180,000	180,000
Investment Income	1,942	22,913	(7,324)	40,000	5,415	6,000	10,000
Miscellaneous	404,650	40,839	36,674	-	7,574	35,000	20,000
Total Revenues	2,713,189	499,928	610,138	560,000	337,501	464,450	425,000
Expenditures							
Development Services							
Engineering	175,261	195,242	201,875	199,900	138,109	195,000	142,000
Village Property Improvements							
Facility Improvements	376,615	27,158	24,103	121,000	76,310	100,000	185,000
Property Improvements	212,901	191,393	324,340	130,000	88,999	160,000	125,000
Pedestrian & Bikeway Projects	49,094	55,590	33,538	283,000	35,587	75,000	523,500
Vehicle & Equipment Purchases	439,116	439,138	496,970	816,000	542,923	760,000	763,000
Infrastructure Improvements							
Street Improvements	2,392,156	244,820	560,353	2,350,000	879,290	1,225,000	1,529,300
Parking Improvements	754,550	670,275	-	-	-	-	195,000
Stormwater Management	15,652	17,362	474	-	-	-	-
Debt Service							
Principal Payments	-	-	-	-	-	-	-
Interest & Fiscal Fees	-	-	-	-	-	-	-
Total Expenditures	4,415,345	1,840,978	1,641,653	3,899,900	1,761,218	2,515,000	3,462,800
Excess/(Deficiency) of Revenues							
Over/(Under) Expenditures	(1,702,156)	(1,341,050)	(1,031,515)	(3,339,900)	(1,423,717)	(2,050,550)	(3,037,800)
Other Financing Sources/(Uses)							
Gain on Sale of Assets	15,215	-	19,818	30,000	24,206	25,000	20,000
Loss on Debt Extinguishment	-	-	-	-	-	-	-
Debt Issuance	-	-	-	-	-	-	1,000,000
Transfers In	2,848,419	1,000,000	1,425,000	1,000,000	-	1,800,000	330,000
Transfers Out	(580,000)	(290,000)	(170,000)	(170,000)	-	(170,000)	(170,000)
Net Other Financing	2,283,634	710,000	1,274,818	860,000	24,206	1,655,000	1,180,000
Net Change in Fund Balance	581,478	(631,050)	243,303	(2,479,900)	(1,399,511)	(395,550)	(1,857,800)
Beginning Fund Balance	13,249,947	13,831,425	13,200,375	13,443,678	13,443,678	13,443,678	13,048,128
Ending Fund Balance	13,831,425	13,200,375	13,443,678	10,963,778	12,044,167	13,048,128	11,190,328

Revenues are projected to decrease \$135,000 (24.11%) from estimated revenue of \$560,000 in the 2017 Budget to \$425,000 in 2018. The primary cause of this decrease is a significant decrease in Intergovernmental Revenue as the 2017 Revenue Estimate included the receipt of some grant revenue. In addition, Tax Revenue is projected to decrease \$20,000 (10%) based on trends in recent years. Offsetting these declines to some extent is an increase in Miscellaneous revenue which is the amount that will be received from the Barrington Village Center developer for the maintenance of the Barrington Village Center parking lots.

The Expenditure Budget in 2018 will decrease \$437,100 (11.21%) due to decreases in expenditures for Engineering services, Property Improvements, Vehicle & Equipment Purchases, and Street Improvements. These decreases are offset to some extent by increases in Facility Improvements, Pedestrian & Bikeway Projects, and Parking Improvements. The decrease in Engineering occurs as staff time is transferred to the Water & Sewer Fund because the majority of work to be performed in 2018 will be in the Water & Sewer Fund. The decrease in Property Improvements is caused by a reduction in expenses for forestry removals and plantings since the Emerald Ash Borer problem began declining in 2016 and 2017. The decrease in Vehicle & Equipment Purchases is caused by a reduction in vehicle purchases in 2018 due to the large expense of purchasing an ambulance in 2017. The decrease in Street Improvements is caused by a reduction in expenses for restoring all of the streets that will be excavated during the sanitary sewer main replacement project because the majority of the project was completed in 2017 and there will be fewer streets to reconstruct in 2018. The increase in Facility Improvements is caused by the continuing assessment of the Public Works Facility in 2018 combined with the need to make improvements to the facility to keep it viable until a new facility is constructed. The increase in Parking Improvements is caused by the reconstruction of Parking Lot #13 which has deteriorated to such an extent that it needs to be reconstructed in 2018.

Other Financing Sources includes a significant financing source which is the issuance of \$1.0 million in Alternate Revenue Bonds. The Transfer In from General Fund is budgeted at \$130,000 in 2018, with all of the transfer going into the Reserved Fund Balances for future vehicle and equipment purchases. The Transfer In of \$200,000 from the Water & Sewer Fund will be used to complete the street improvement portion of the Russell-Summit-Lincoln Sanitary Sewer Reconstruction Project. The Transfer Out to the Debt Service Fund of \$170,000 will be used to pay the debt service for the 2009 Alternate Revenue Bonds that were issued to provide resources for street improvements in 2009, 2010, and 2011.

In 2018, the Committed Fund Balance will decrease as the Village will be using several of the committed fund balance amounts for projects during the fiscal year. The Assigned Fund Balance for the receivable will remain stable from the end of 2017. The other portions of the Assigned Fund Balance will decrease as the Village will utilize both the Vehicle & Equipment and Infrastructure Balances for purchases and projects that will occur in 2018. The Assigned Fund Balance for Infrastructure will end at \$40,105 in 2018 as the projects that will be occurring will draw from this portion of the Assigned Fund Balance which will need to be replenished in future years.

Capital Improvement Fund - Analysis of Changes in Fund Balance							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Fund Balance							
Non-spendable	161	181	155	155	-	155	155
Committed	1,118,896	1,118,896	1,159,768	410,668	1,156,795	1,143,768	507,768
Assigned							
Receivable	7,430,000	7,840,000	7,840,000	7,840,000	7,840,000	7,800,000	7,800,000
Vehicles & Equipment	4,000,000	3,650,000	3,600,000	2,890,000	3,600,000	3,500,000	2,770,000
Infrastructure	1,282,368	591,298	843,755	272,855	389,437	604,205	40,105
Fund Balance Total	13,831,425	13,200,375	13,443,678	11,413,678	12,986,232	13,048,128	11,118,028

TAX INCREMENT FINANCING FUND

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.

Fund Information

The Tax Increment Financing (TIF) Fund is one of the four governmental funds of the Village. The accounting measurement of governmental funds is focused on determining the financial position and changes in financial position of the fund (sources, uses, and balances of financial resources) rather than net income. At the end of each fiscal year, the balance of financial resources is determined by subtracting the expenditures (uses) from the revenues (sources) in the Fund and reporting the result as a Fund Balance (please review the Basis of Budgeting on pages 33 - 34 for a more detailed description of the modified basis of accounting).

Typically, Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the TIF Fund Balance as an Assigned Fund Balance, meaning that the accumulated resources in the Fund are the 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 to the Capital Improvement Fund for loans that were provided to the TIF Fund. 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 Governmental 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 projects in the TIF District and it is anticipated that the Fund Balance may be negative for the majority of the life of the TIF.

Analysis of TIF Budget Adjusted for Inflation and Expenditures			
	Budget Amount	Chicago Area CPI Modifier	Actual or Projected Expenditures
Original Budget, CY 2000	16,500,000		540,303
CY 2001 - 2010	24,130,141	39.08%	20,121,115
CY 2011	25,532,102	5.81%	871,408
CY 2012	26,379,768	3.32%	2,252,525
CY 2013	27,049,814	2.54%	151,735
CY 2014	28,110,166	3.92%	363,486
CY 2015	27,919,017	-0.68%	230,000
CY 2016	28,340,594	1.51%	21,070
CY 2017 (projected)	28,935,747	2.10%	12,000
CY 2018 (Budget)	29,514,462	2.00%	35,000
	Total Expenditures		24,058,339
	Unexpended TIF Budget		4,282,255

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 total project cost represents the maximum project costs that may be incurred without an amendment to the original TIF plan. However, Illinois Statute allows the original budget to be adjusted for inflation so the estimated adjusted TIF Budget at the end of 2018 is projected to be \$29,514,462.

Actual and budgeted expenditures through the end of 2018 are projected to equal \$24,058,339, excluding debt service expenditures which are not included in the TIF budget limit. This leaves \$4,282,255 available for future projects. The amount available can only be expended if future revenues from the tax increment will be sufficient

to cover future project costs and retire all of the TIF District’s external debt. It is unlikely the TIF Fund will expend this remaining budget unless a significant new project is proposed because all of the projects included in the original

TIF Plan have been completed. The primary activity of the TIF Fund from this point forward will be retiring its outstanding debt obligations.

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

The 2018 TIF Fund Budget includes \$925,500 in estimated revenues and \$1,058,000 in budgeted expenditures, resulting in a decrease in the Fund Balance of \$132,500 to negative \$7,597,960.

Village Center TIF Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Revenues							
Tax Revenue	770,997	735,343	551,288	825,000	886,999	926,000	925,000
Intergovernmental	-	-	-	-	-	-	-
Sales & Rental Revenue	1	1	1	-	-	1	-
Investment Income	271	-	3	500	-	-	500
Miscellaneous	-	-	-	-	690	1,000	-
Total Revenues	771,269	735,344	551,292	825,500	887,689	927,001	925,500
Expenditures							
Development Services							
Administration	363,486	194,596	21,070	35,000	2,910	12,000	35,000
Debt Service	938,160	975,595	945,927	990,050	64,083	990,550	1,023,000
Total Expenditures	1,301,646	1,170,191	966,997	1,025,050	66,993	1,002,550	1,058,000
Excess (Deficiency) of Revenues Over (Under) Expenditures							
	(530,377)	(434,847)	(415,705)	(199,550)	820,696	(75,549)	(132,500)
Other Financing Sources/(Uses)							
Gain on Sale of Capital Assets	-	-	862,721	-	-	-	-
Debt Issuance	-	2,960,000	-	-	-	-	-
Premium on Debt Issuance	-	82,412	-	-	-	-	-
Payment to Escrow Agent	-	(2,993,969)	-	-	-	-	-
Net Financing Sources/(Uses)	-	48,443	862,721	-	-	-	-
Net Change in Fund Balance	(530,377)	(386,404)	447,016	(199,550)	820,696	(75,549)	(132,500)
Beginning Fund Balance	(6,920,146)	(7,450,523)	(7,836,927)	(7,389,911)	(7,389,911)	(7,389,911)	(7,465,460)
Ending Fund Balance	(7,450,523)	(7,836,927)	(7,389,911)	(7,589,461)	(6,569,215)	(7,465,460)	(7,597,960)

In 2018, revenues are projected to increase due to the addition of the final two properties in the Barrington Village Center Project which have now been leased. In addition, the general increase in real estate values will continue to have a positive impact on the TIF EAV in 2018 and this will add TIF increment revenue.

Expenditures are budgeted to increase \$31,050 (3.12%) due to an increase in Debt Service expenditures which is the result of an increase in principal payments as a larger portion of the bonds issued by the TIF District in 2007 mature. The budget for Administration will remain stable at \$35,000.

Analysis of Cash Position

The capacity of the TIF Fund to repay its outstanding obligations 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 projected cash position at the end of 2018 based on the projected financial transactions during the fiscal year. The beginning cash balance of \$337,405 will be supplemented by revenues of \$925,502 for total available cash of \$1,262,907 in 2018. This total available cash will be offset by cash outflows of \$1,058,000, resulting in a net decrease in cash of \$132,498. The Fund's cash balance at the end of 2018 is projected to be \$204,907; this cash balance plus future revenues are available for retiring debt and incurring future project costs in the TIF District (please see the Five Year Financial Forecast on pages 205 – 218 for an analysis of the Fund's future revenues, expenditures, and cash positions).

Village Center TIF Fund - Cash Flow Analysis							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Beginning Cash Balance	52,423	43,830	5,628	452,954	452,954	452,954	337,405
Cash Receipts							
Revenues	771,269	783,787	1,414,013	825,500	887,689	927,001	925,500
Change in Receivables	(27,633)	42,275	(2)	2	2	-	2
Cash to/(from Other Funds)	450,000	410,000	-	170,000	-	-	-
Net Cash Receipts	1,193,636	1,236,062	1,414,011	995,502	887,691	927,001	925,502
Cash Outflows							
Expenditures	1,301,646	1,170,191	966,997	1,025,050	66,993	1,002,550	1,058,000
Repay Capital Impr Fund	-	-	-	-	-	40,000	-
Changes in Payables	(99,417)	104,073	(312)	312	312	-	-
Net Cash Outflows	1,202,229	1,274,264	966,685	1,025,362	67,305	1,042,550	1,058,000
Net Increase/(Decrease)	(8,593)	(38,202)	447,326	(29,860)	820,386	(115,549)	(132,498)
Ending Cash Balance	43,830	5,628	452,954	423,094	1,273,340	337,405	204,907

Analysis of External Debt

The TIF District’s capacity to meet all of its external commitments is one of the key indicators of the success of the District and is the primary activity of the TIF Fund until its termination in 2023. As demonstrated in the chart below, the TIF Fund is easily capable of repaying all of its external obligations. Cash receipts will begin increasing significantly in 2018 when the tax increment from the Barrington Village Center project begins to be received. Based on the analysis below, the TIF Fund will be able to repay all of its external obligations and will also be able to repay more than \$1.0 million to the Capital Improvement Fund.

Fiscal Year	Beginning Cash	Projected Cash Receipts	GO Debt Certificates	Debt Service Obligations			Total Debt Payments	Other Cash Outflows	Ending Cash Balance
				Cook Street Plaza Note	Repay CIF				
2017	452,954	927,001	808,750	180,300	-	989,050	13,500	377,405	
2018	377,405	925,000	837,000	185,000	-	1,022,000	36,262	244,143	
2019	244,143	1,000,500	859,688	184,000	-	1,043,688	36,000	164,955	
2020	164,955	1,200,500	898,575	184,100	60,000	1,142,675	36,000	186,780	
2021	186,780	1,250,500	954,412	58,700	200,000	1,213,112	36,000	188,168	
2022	188,168	1,300,500	989,175	-	280,000	1,269,175	36,000	183,493	
2023	183,493	1,350,500	1,015,000	-	482,993	1,497,993	36,000	-	
Totals		11,754,633	8,694,754	1,342,200	1,022,993	11,059,947	758,017		

DEBT SERVICE FUND

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

Fund Information

The Debt Service Fund is one of the four governmental funds of the Village. The accounting measurement of governmental funds is focused on determining the financial position and changes in financial position of the fund (sources, uses, and balances of financial resources) rather than net income. At the end of each fiscal year, the balance of financial resources is determined by subtracting the expenditures (uses) from the revenues (sources) in the Fund and reporting the result as a Fund Balance (please review the Basis of Budgeting on pages 33 - 34 for a more detailed description of this modified basis of accounting). The Fund Balance of the Debt Service Fund is considered 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 Taxes and other revenue sources for the payment of General Obligation debts of the Village. The amount of revenue received by the Fund is typically equal to the amount needed to cover the annual debt service payments for the outstanding bonds. As a result, there is no need to set a minimum Fund Balance because any shortfall in the Fund will be rectified by a transfer from the General or Capital Improvement Fund.

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

The 2018 Debt Service Budget includes \$466,100 in estimated revenues, \$640,000 in budgeted expenditures, and a transfer in from the Capital Improvement Fund of \$170,000. The Fund Balance is projected to decrease \$3,900 to a total of \$191.

- Revenues are projected to decrease to \$460,100 in 2018 as property tax revenue will decrease \$389,000 (48%) due to the retirement of the Refunding Bonds, Series 2009. The debt service payment in 2018 will be the last payment on these bonds and therefore there will be no further Property Tax revenue in future years.
- Expenditures are expected to decrease to \$640,000 as the principal portion of the debt service schedule for the 2009 Refunding Bonds decreases due to the bonds being retired. The last payment on this debt will be made in 2018.
- Transfers In from the Capital Improvement Fund are projected to equal \$170,000, largely offsetting the Alternate Revenue Bond (Build America Bonds), Series 2009 payment. The Capital Improvement Fund is transferring this money because the Build America Bonds were used for capital projects.
- The Fund Balance is expected to decrease to \$191 due to the retirement of the Refunding Bonds, Series 2009. After 2018, the only remaining activity in this Fund will be the Alternate Revenue Bonds and these payments will be funded by a combination of transfers from the Capital Improvement Fund and the Build America Bond subsidy from the Federal Government.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended	9 Month	Projected	FY 2018
				Budget	Actual	Actual	Budget
Revenues							
Tax Revenue	810,500	756,227	800,987	812,000	787,596	811,000	423,000
Investment Income	181	235	284	200	158	100	100
Miscellaneous	39,941	39,107	37,988	39,000	18,276	38,000	43,000
Total Revenues	850,622	795,569	839,259	851,200	806,030	849,100	466,100
Expenditures							
Debt Service							
Principal	815,000	815,000	870,000	895,000	-	895,000	535,000
Interest & Fiscal Fees	204,700	184,262	161,394	137,000	67,823	136,600	105,000
Total Expenditures	1,019,700	999,262	1,031,394	1,032,000	67,823	1,031,600	640,000
Excess (Deficiency) of Revenues							
Over/(Under) Expenditures	(169,078)	(203,693)	(192,135)	(180,800)	738,207	(182,500)	(173,900)
Other Financing Sources/(Uses)							
Transfers In	180,000	190,000	170,000	170,000	-	160,000	170,000
Net Other Financing	180,000	190,000	170,000	170,000	-	160,000	170,000
Net Change in Fund Balance	10,922	(13,693)	(22,135)	(10,800)	738,207	(22,500)	(3,900)
Beginning Fund Balance	51,497	62,419	48,726	26,591	26,591	26,591	4,091
Ending Fund Balance	62,419	48,726	26,591	15,791	764,798	4,091	191

WATER & SEWER FUND

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.

Fund Structure

The Water & Sewer Fund is an enterprise fund so the focus of the fund measurement is upon the determination of operating income, changes in net position, financial position, and cash flows. The generally accepted accounting principles applicable are those similar to businesses in the private sector which means the revenues, expenses, transfers, and changes in net position are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 33 – 34 for a description of accrual accounting).

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

Minimum Unrestricted Net Position

According to Village financial policy, the minimum Unrestricted Net Position for the Water & Sewer Fund should equal three months of operating expenses, less depreciation. To comply with this policy in fiscal year 2018, the minimum ending Unrestricted Net Position should equal \$1,129,200 ($\$4,516,800 * 25\%$). In the 2018 budget, the projected ending Unrestricted Net Position of \$103,428 will not exceed the minimum Unrestricted Net Position amount, primarily due to the amount that is being invested in the Capital Assets of the Fund.

Analysis of Revenues, Expenditures, Transfers, and Changes in Net Position

The 2018 Water & Sewer Fund Budget includes \$5,930,000 in estimated operating revenues, \$4,516,800 in budgeted operating expenses and \$1,000,000 in unbudgeted depreciation expense, thereby generating operating income of \$413,200. Non-operating revenues are estimated to equal \$156,000 and budgeted non-operating expenses equal \$677,000. This financial activity results in a loss before transfers of \$107,800. A transfer to the Capital Improvement Fund of \$200,000 is budgeted in 2018 to fund street restorations as the sanitary sewer main replacement project will involve digging up multiple streets in the Village. As a result of the operating and non-operating activities and transfers, the Water and Sewer Fund's Net Position will decrease \$307,200 in 2018 to a total of \$26,060,412. In addition, \$9,240,000 in capital expenses and \$948,000 in principal payments are included in the budget but will not be reflected in the Statement of Revenues, Expenses, and Changes in Net Position because they are Balance Sheet transactions (the capital expenses are capitalized additions to assets and the principal payments are reductions in liabilities).

- Operating revenues are projected to increase \$301,000 (5.35%) from estimated operating revenues in 2017 as a 6% increase in utility rates for the consumption portion of the water & sewer utility bill will be implemented. Non-operating revenues are projected to remain stable at \$156,000.
- Operating expenses are budgeted to increase \$552,200 (13.92%), excluding depreciation expense, from \$3,964,600 in 2017 to \$4,516,800 in 2018 due to a significant increase Operations, an increase in Capital Outlays, both of which are offset to some extent by a decrease in Administration. The increase in Operations is primarily caused by the implementation of GASB 68, which requires the Village to recognize a portion of future pension liabilities as a current expense in Enterprise Funds. Although this is not a cash transaction, recognizing a portion of the liability as an expense has to be recorded in the Statement of Revenues, Expenses, and Changes in Net Position. The increase in Capital Outlays is a result of increases in non-capitalized expenses in 2017, including the program

to identify and correct the inflow or infiltration of stormwater runoff into the sanitary sewer system. The decrease in Administration in 2018 is caused by a decrease in the cost for Interfund Charges due to declines in the corresponding budgets in the General Fund that are funded from these charges.

Water & Sewer Fund - Statement of Revenues, Expenses, and Changes in Net Position							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Operating Revenues							
Water Sales	1,630,098	1,663,126	1,731,833	1,936,000	1,425,871	1,925,000	2,045,000
Sewer Sales	3,306,190	3,378,842	3,505,765	3,598,000	2,645,535	3,575,000	3,790,000
Connection Fees	154,525	83,174	71,042	95,000	124,345	145,000	95,000
Total Operating Revenues	5,090,813	5,125,142	5,308,640	5,629,000	4,195,751	5,645,000	5,930,000
Operating Expenses							
Administration	1,226,278	1,236,769	1,299,699	1,234,900	858,422	1,228,800	1,202,100
Operations	1,877,344	2,235,661	2,402,653	2,279,700	1,540,377	2,240,400	2,779,700
Capital Expenses	533,133	557,645	360,084	450,000	4,816,983	90,000	535,000
Depreciation	890,158	933,255	782,714	925,000	-	975,000	1,000,000
Total Operating Expenses	4,526,913	4,963,330	4,845,150	4,889,600	7,215,782	4,534,200	5,516,800
Operating Income (Loss)	563,900	161,812	463,490	739,400	(3,020,031)	1,110,800	413,200
Non-operating Revenues/(Expenses)							
Investment Income	477	15,589	54,527	30,000	49,703	80,000	30,000
Other Income	142,938	136,627	138,019	126,000	64,213	90,000	126,000
Interest & Fiscal Charges	(492,767)	(651,957)	(720,465)	(654,000)	(350,094)	(654,000)	(677,000)
Non-Operating Net	(456,626)	(499,741)	(673,085)	(498,000)	(236,178)	(484,000)	(521,000)
Income/(Loss), before Transfers and Capital Contributions	107,274	(337,929)	(209,595)	241,400	(3,256,209)	626,800	(107,800)
Transfers & Contributions							
Capital Contributions	-	238,671	-	-	-	-	-
Transfers Out	(148,419)	-	-	(700,000)	-	(600,000)	(200,000)
Net Transfers	(148,419)	238,671	-	(700,000)	-	(600,000)	(200,000)
Change in Net Position	(41,145)	(99,258)	(209,595)	(458,600)	(3,256,209)	26,800	(307,800)
Net Position - Beginning ⁽¹⁾	26,750,300	26,650,265	26,551,007	26,341,412	26,341,412	26,341,412	26,368,212
Net Position - December 31	26,709,157	26,551,007	26,341,412	25,882,812	23,085,203	26,368,212	26,060,412

(1) The Beginning Net Position in 2015 was restated due to the Implementation of GASB 68

The Net Position Invested in Capital, Net of Debt will increase in 2018 as the sanitary sewer replacement project in the Village Center will be completed and capitalized. This will cause an increase in capital assets and a corresponding decrease in unspent bond proceeds. However, this will also cause the Unrestricted Net Assets to decrease in 2018 as the mix of assets will be shifted from Unrestricted to Invested in Capital, Net of Debt as the Village invests in the capital assets of the system.

Water & Sewer Fund - Net Position							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended	9 Month	Projected	Budget
				Budget	Actual	Actual	
Invested in Capital, Net of Debt	23,559,595	23,510,088	23,973,665	24,253,984	16,225,984	23,736,665	25,216,984
Restricted	740,000	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	2,409,562	2,300,919	1,627,747	888,828	6,119,219	1,891,547	103,428
	26,709,157	26,551,007	26,341,412	25,882,812	23,085,203	26,368,212	26,060,412

Analysis of Cash Position

The Statement of Revenues, Expenses, and Changes in Net Position does not provide a complete 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 below provides an overview of the increases or decreases in cash from 2014 through the 2018 budget. Total Cash decreased in 2014 as the Village made significant investments into the infrastructure of the system. In 2015, cash increased significantly due to the issuance of \$8.0 million in alternate revenue bonds, the proceeds from which were used for the sanitary sewer main reconstruction project. In 2016, cash declined due to a combination of payment of the debt service for the bonds that were issued in 2015 and capital expenses. Service rates were planned to increase over a three year period to pay for the increased debt service payments so the final rate increase that occurred in July of 2017 should be sufficient to cover operations and debt service. In 2017, cash will decrease significantly as the sanitary sewer main replacement project will occur and use all of the bond proceeds from the 2015 issuance. In 2018, cash will decrease again as the combination of the completion of the Sanitary Sewer Replacement project and the increased debt service from the issuance of the 2018 bonds will cause a net decrease in cash. In 2018, the issuance of \$7.0 million in Alternate Revenue Bonds will finance the completion of the Sanitary Sewer Replacement Project and the reconstruction of the Hart Road water main. It should be noted that throughout the 2014 to 2018 period, operating activities generated significant positive cash balances.

Water & Sewer Fund - Cash Flow Analysis

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Cash from Operating Activities							
Receipts from Customers	5,167,083	5,182,693	5,312,376	5,755,000	4,259,964	5,735,000	6,056,000
Payments to Employees	(1,563,740)	(1,845,322)	(1,563,850)	(1,779,600)	(1,228,803)	(1,727,900)	(1,812,400)
Payments to Suppliers	(1,724,915)	(2,181,726)	(2,214,736)	(2,185,000)	(5,986,979)	(1,770,300)	(2,232,400)
Total	1,878,428	1,155,645	1,533,790	1,790,400	(2,955,818)	2,236,800	2,011,200
Cash Flows from Noncapital Financing Activities							
Transfers Out	(148,419)	-	-	(700,000)	-	(600,000)	(200,000)
Total	(148,419)	-	-	(700,000)	-	(600,000)	(200,000)
Cash Flows from Capital and Related Financing Activities							
Purchase of Capital Assets	(2,029,812)	(755,738)	(861,325)	(8,215,000)	-	(7,040,000)	(9,240,000)
Interest Expenses	(492,767)	(651,957)	(720,465)	(654,000)	(350,094)	(654,000)	(677,000)
Payment of Principal	(735,198)	(576,730)	(694,667)	(738,000)	-	(738,000)	(948,000)
Issuance of Debt	-	7,999,549	-	-	-	-	7,000,000
Total	(3,257,777)	6,015,124	(2,276,457)	(9,607,000)	(350,094)	(8,432,000)	(3,865,000)
Cash Flows from Investing Activities							
Interest Received	477	15,589	54,527	30,000	49,703	80,000	30,000
Total	477	15,589	54,527	30,000	49,703	80,000	30,000
Net Change in Cash	(1,527,291)	7,186,358	(688,140)	(8,486,600)	(3,256,209)	(6,715,200)	(2,023,800)
Cash & Cash Equivalents							
Beginning	5,017,608	3,490,317	10,676,675	9,988,535	9,988,535	9,988,535	3,273,335
Ending	3,490,317	10,676,675	9,988,535	1,501,935	6,732,326	3,273,335	1,249,535

RECYCLING & REFUSE FUND

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.

Fund Structure

The Recycling & Refuse Fund is an enterprise fund which means the focus of fund measurement is upon the determination of operating income, changes in net position, financial position, and cash flows. The Village's Enterprise Funds account for operations for which a fee is charged to external users for goods or services provided by the Fund and the established fees or charges are based on a pricing policy designed to fully recover the costs associated with providing the services (please see the Basis of Budgeting section on Pages 33 – 34 for a description of accrual accounting). Any debt associated with an Enterprise Fund is solely secured by a pledge of the net revenues of the Fund. In general, the Village's Enterprise Funds account for revenues, expenses, and changes in Net Position in the Fund in a manner that is similar to full accrual accounting.

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

Minimum Unrestricted Net Position

According to Village financial policy, the minimum Unrestricted Net Position for the Recycling & Refuse Fund should equal three months of operating expenses. To comply with this policy in fiscal year 2018, the minimum ending Unrestricted Net Position should equal \$306,075 ($\$1,224,300 \times 25\%$). In the 2018 budget, the ending Unrestricted Net Position in the Fund is projected to be \$340,971, which will exceed the minimum ending Unrestricted Net Position required by the Village's financial policies.

Analysis of Revenues, Expenditures, Transfers, and Changes in Net Position

The 2018 Recycling & Refuse Fund Budget includes \$1,185,000 in estimated operating revenues and \$1,224,300 in budgeted expenses, thereby generating an operating loss of \$39,300. An additional \$200 in Non-operating revenue is estimated to be received. The result of these activities is a negative Change in Net Position of \$39,100, decreasing the Fund's Net Position to \$340,971.

Operating Revenues in 2018 are estimated to remain stable when compared to prior year estimated Operating Revenues as the Village will not increase rates until the Fund Balance is closer to the minimum of three months of operating expenses. Operating expenses in the 2018 budget will decrease \$2,400 (-0.20%) from the 2017 budget due to a decrease in the Operations as a result of a decline in recycling and refuse collection costs. This decrease is offset to some extent by a small increase in budget expenses in Administration for salary and benefit increases as a result of adjustments for cost of living increases.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended	9 Month	Projected	FY 2018
				Budget	Actual	Actual	Budget
Operating Revenues							
Charges for Services	1,194,660	1,237,398	1,183,842	1,180,000	889,912	1,185,000	1,180,000
Miscellaneous	4,119	10,231	7,870	5,000	5,351	6,000	5,000
Total Revenues	1,198,779	1,247,629	1,191,712	1,185,000	895,263	1,191,000	1,185,000
Operating Expenses							
Administration	65,987	68,221	92,648	94,000	53,499	95,200	96,600
Operations	1,117,175	1,116,937	1,092,303	1,132,700	748,817	1,102,200	1,127,700
Total Operating Expenses	1,183,162	1,185,158	1,184,951	1,226,700	802,316	1,197,400	1,224,300
Operating Income/(Loss)	15,617	62,471	6,761	(41,700)	92,947	(6,400)	(39,300)
Non-operating Revenues							
Investment Income	175	33	190	200	4	50	200
Change in Net Position	15,792	62,504	6,951	(41,500)	92,951	(6,350)	(39,100)
Net Position - January 1 ⁽¹⁾	305,132	316,966	379,470	386,421	386,421	386,421	380,071
Net Position - December 31	320,924	379,470	386,421	344,921	479,372	380,071	340,971

(1) Please note that the beginning Net Position for Fiscal Year 2015 was restated due to the implementation of GASB 68 in 2015.

PARKING SYSTEM FUND

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

Fund Information

The Parking System Fund is an enterprise fund so the focus of fund measurement is upon the determination of operating income, changes in net position, financial position, and cash flows. The generally accepted accounting principles applicable are those similar to businesses in the private sector which means the revenues, expenses, transfers, and changes in net position are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 33 – 34 for a description of accrual accounting).

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

Minimum Unrestricted Net Position

Village financial policy sets the minimum Unrestricted Net Position for the Parking System Fund at three months of operating expenses, less depreciation. In 2018, this equals \$269,025 ($\$1,076,100 * 25\%$) which will be exceeded by the 2018 projected ending Unrestricted Net Position of \$663,310.

Analysis of Revenues, Expenses, and Changes in Net Position

The 2018 Parking System Fund Budget includes \$878,000 in estimated operating revenues, \$1,076,100 in budgeted operating expenses and \$83,250 in non-budgeted depreciation expense, thereby generating an operating loss of \$281,350. Non-operating revenues are estimated at \$4,000; as a result of these activities the Change in Net Position for the Fund is projected to be a negative \$274,050, causing the total Net Position to decline to \$2,913,067. Also included in the 2018 budget but not reflected in the Statement of Revenues, Expenses, and Changes in Net Position is \$135,000 in infrastructure improvements for the Commuter Parking Lots.

- Operating revenues are projected to increase \$1,000 (0.11%) to \$878,000. This increase will be caused by an increase in Miscellaneous revenue. Non-operating revenue is projected to remain stable at \$4,000 as no significant increase in investment income is anticipated.
- Budgeted operating expenses will increase \$118,900 due to increases in both Administration and Operations. The increase in Administration and Operations is primarily caused by the implementation of GASB 68, which requires the Village to recognize a portion of future pension liabilities as a current expense in Enterprise Funds. Although this is not a cash transaction, recognizing a portion of the liability as an expense is required to be recorded in the Statement of Revenues, Expenses, and Changes in Net Position.

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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Operating Revenues							
Licenses, Permits, & Fees	275,060	287,633	292,543	285,000	237,860	302,500	285,000
Charges for Service	483,830	465,533	494,403	480,000	353,355	465,000	480,000
Fines & Forfeitures	92,939	117,965	113,169	100,000	115,456	130,000	100,000
Sales & Rental Revenue	14,096	12,000	14,873	12,000	11,873	13,000	12,000
Miscellaneous	3,103	3,876	867	-	335	800	1,000
Total Revenues	869,028	887,007	915,855	877,000	718,879	911,300	878,000
Operating Expenses		915,380					
Administration	705,614	420,891	435,732	425,600	285,257	418,650	434,400
Operations	414,353	490,436	516,127	528,300	317,534	459,800	641,700
Capital Expenses	1,427	4,053	-	-	20,765	-	-
Depreciation	83,251	102,913	102,913	83,250	-	83,250	83,250
Total Operating Expenses	1,204,645	1,018,293	1,054,772	1,037,150	623,556	961,700	1,159,350
Operating Income/(Loss)	(335,617)	(131,286)	(138,917)	(160,150)	95,323	(50,400)	(281,350)
Non-operating Revenues							
Investment Income	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Total Non-Operating Revenues	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Change in Net Position	(334,222)	(129,773)	(137,226)	(156,150)	99,775	(42,400)	(277,350)
Net Position - January 1	3,849,420	3,499,816	3,370,043	3,232,817	3,232,817	3,232,817	3,190,417
Net Position - December 31	3,515,198	3,370,043	3,232,817	3,076,667	3,332,592	3,190,417	2,913,067

- Unrestricted Net Assets are projected to decrease due to the negative change in Net Position and the spending on the infrastructure improvements which will shift some of the net assets to Invested in Capital, Net of Debt. The Net Position Invested in Capital, Net of Debt is projected to increase as a result of the capital expenses in 2018 offset to some extent by depreciation expense.

Parking System Fund - Composition of Net Position

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Net Position							
Invested in Capital, Net of Debt	2,541,583	2,438,670	2,335,757	2,084,507	2,335,757	2,198,007	2,249,757
Unrestricted	973,615	931,373	897,060	992,160	996,835	992,410	663,310
	3,515,198	3,370,043	3,232,817	3,076,667	3,332,592	3,190,417	2,913,067

Analysis of Cash Position

The Statement of Revenues, Expenses, and Changes in Net Position 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 increases or decreases in cash from 2014 through the 2018 budget. As demonstrated in the Chart below, there was a significant decline in the Fund's cash in 2014 as the Village completed a capital project and settled the lease agreement with the Union Pacific Railroad. The cash position of the Fund also decreased slightly in 2015 due to a decrease in operating cash flows. In 2016, the cash position of the Fund increased due to an increase in revenue which produced an increase in cash from operating activities. In 2017, Operating activities will again generate significant positive cash and more than offset the use of cash by Capital and Related Financing Activities, thereby causing another positive change in the cash position of the Fund. In 2018, the investment in infrastructure in the Fund will again cause a significant decrease in cash and the ending cash balance in the Fund is projected to be \$1,052,301.

Parking System Fund - Cash Flow Analysis							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Cash Flows from Operating Activities							
Receipts from Customers	867,274	881,558	923,932	877,000	718,879	911,300	878,000
Payments to Employees	(392,645)	(404,645)	(404,543)	(468,100)	(299,435)	(324,500)	(462,610)
Payments to Suppliers	(685,340)	(491,434)	(442,422)	(485,800)	(303,356)	(445,950)	(500,900)
Total	(210,711)	(14,521)	76,967	(76,900)	116,088	140,850	(85,510)
Cash Flows from Capital and Related Financing Activities							
Purchase of Capital Assets	(204,869)	-	-	(168,000)	-	(54,500)	(135,000)
Total	(204,869)	-	-	(168,000)	-	(54,500)	(135,000)
Cash Flows from Investing Activities							
Interest Received	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Total	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Net Change in Cash	(414,185)	(13,008)	78,658	(240,900)	120,540	94,350	(216,510)
Cash & Cash Equivalents							
Beginning	1,522,996	1,108,811	1,095,803	1,174,461	1,174,461	1,174,461	1,268,811
Ending	1,108,811	1,095,803	1,174,461	933,561	1,295,001	1,268,811	1,052,301

This Page Intentionally Left Blank

BARRINGTON WHITE HOUSE FUND

The Barrington White House Fund is used to account for the revenues and expenses associated with the operations and capital expenses for Barrington's White House. Barrington's White House is intended to be self-supporting and function as an event facility for public and private functions and a community and cultural center. The White House will also provide rental space for non-profit organizations in the community.

Fund Structure

The Barrington White House Fund is an enterprise fund which means the revenues, expenses, transfers, and changes in net position are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on pages 33 - 34). Instead of a Fund Balance, the Barrington White House Fund utilizes Net Position as the indicator of the accumulated equity in the Fund with Net Position being equal to total assets (including all capital assets) less total liabilities.

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

Minimum Unrestricted Net Position

The Village Board has suspended setting a minimum unrestricted Net Position for the Barrington White House Fund until the operations in the Fund are fully established. As a new facility, the Village Board recognizes that it will take some time before Barrington's White House achieves its full operational revenue and therefore the minimum unrestricted Net Position policy will not apply until the start-up period for the facility is complete in 2019.

Analysis of Revenues, Expenditures, and Changes in Net Position

The 2018 Barrington White House Fund Budget includes \$426,500 in estimated operating revenues, \$473,800 in budgeted operating expenses and \$117,000 in estimated depreciation expenses, thereby generating a projected operating loss of \$164,300. In addition, an estimated \$694,500 in estimated non-operating revenues are projected to be received and \$50,000 in non-operating debt service interest expenses are projected to be expended. As a result of these activities, the Net Position of the Fund is projected to increase \$480,200 to a total of \$6,335,162. In addition to the expenses that will be included in the Statement of Revenues, Expenses, Transfers, and Changes in Net Position, a \$1,100,000 principal payment is included in the budget in 2018.

- Operating Revenues are projected to increase \$88,800, from a projected actual \$337,700 in 2017 to a Revenue Estimate of \$426,500 in 2018. Operating revenue includes \$226,600 from Event Rental Income and Alcohol sales from private events, \$40,000 in Ticket Sales from cultural events, \$130,000 in Sponsorship and Donation revenues for cultural events, and \$24,200 in rental revenue from non-profit agencies on the second floor of the facility.
- Expenses for Operations are budgeted at \$473,800 in 2018, an increase of \$9,557 (2.02%) from the projected actual of \$464,243 in 2017. The 2018 budget includes two budget units, Event Operations which accounts for expenses associated with private events and includes a budget of \$296,200 in 2018, and Cultural & Community Events, which accounts for the expenses for cultural and community events at the facility and has budgeted expenses of \$177,600 in 2018. Budgeted expenses for Event Operations in 2018 decreases \$12,143 (3.9%) from the 2017 projected actual. Budgeted expenses for Cultural & Community Events in 2018 increases \$21,700 (13.9%) from projected 2017 expenses.
- Non-Operating revenue will continue to be significant in 2018 as \$694,500 in pledged donation revenue is projected to be received based on the schedule of pledged donations.

Barrington's White House Fund - Statement of Revenues, Expenses, Transfers and Changes in Net Position

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Operating Revenues							
Sales & Rental Income	-	45,054	129,576	154,000	133,420	225,200	296,500
Donations & Sponsorships	-	-	-	120,000	39,900	112,500	130,000
Total Revenues	-	45,054	129,576	274,000	173,320	337,700	426,500
Operating Expenses							
Operations							
Event Operations	47,252	246,358	451,880	316,450	241,724	308,343	296,200
Cultural & Community Events	-	-	-	152,300	111,167	155,900	177,600
Capital Expenses	9,343	121,039	49,194	-	-	-	-
Depreciation	41,635	41,635	116,344	140,000	-	116,344	117,000
Total Operating Expenses	98,230	409,032	617,418	608,750	352,891	580,587	590,800
Operating Income/(Loss)	(98,230)	(363,978)	(487,842)	(334,750)	(179,571)	(242,887)	(164,300)
Non-operating Revenues							
Investment Income	230	(2,856)	(3,454)	500	(172)	(500)	500
Intergovernmental	5,000	-	-	150,000	-	-	-
Donations	1,245,387	1,455,026	2,187,828	1,000,000	520,427	1,000,000	690,000
Other Income	-	2,930	4,642	-	2,567	4,000	4,000
Loss on Sale of Capital Asset	-	(1,373,942)	-	-	-	-	-
Interest Expense & Fiscal Charges	-	(64,259)	(83,520)	(62,000)	(25,437)	(50,875)	(50,000)
Total Non-Operating Revenues	1,250,617	16,899	2,105,496	1,088,500	497,385	952,625	644,500
Income before Transfers	1,152,387	(347,079)	1,617,654	753,750	317,814	709,738	480,200
Transfers In	400,000	100,000	-	-	-	-	-
Change in Net Position	1,552,387	(247,079)	1,617,654	753,750	317,814	709,738	480,200
Net Position - January 1	2,222,262	3,774,649	3,527,570	5,145,224	5,145,224	5,145,224	5,854,962
Net Position - December 31	3,774,649	3,527,570	5,145,224	5,898,974	5,463,038	5,854,962	6,335,162

In 2014, the Barrington White House Fund opened a credit facility with a local financial institution in an amount of \$5,500,000. This credit facility was utilized throughout 2014 and 2015 to fund the reconstruction, furnishing, and equipping of the building and will be repaid by 2020 using proceeds from pledged donations. With the exception of the Village's commitment to pay for architectural services, environmental remediation, security, audio-video equipment, and garbage disposal, the Village will not be using its general revenues to fund the renovation project. The campaign to raise \$6,800,000 in donations for the construction and renovation of the facility has successfully completed and the full amount of pledges have been received. Collections are being received more quickly than anticipated as many pledges are being paid off early, approximately \$5.8 million of the pledges have been collected as of December, 2017 (85.3% of the total campaign goal of \$6.8 million).

The Net Position of the Fund is projected to increase to \$6,335,162 at the end of 2018. The Net Position Invested in Capital, Net of Debt is projected to equal \$7,355,457 at the end of 2018, an increase of \$983,000 from the projected ending 2017 balance of \$6,372,457. The Net Position Invested in Capital, Net of Debt represents the Village's investment in the facility less accumulated depreciation and the projected outstanding balance from the promissory note. The Unrestricted Net Position is projected to be negative \$1,020,295 at the end of 2018 as all of the Fund's assets have been invested into the facility.

Barrington White House Fund - Projected Net Position							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Invested in Capital, Net of Debt	3,093,637	4,129,087	5,388,801	6,348,801	5,388,801	6,372,457	7,355,457
Unrestricted	681,012	(601,517)	(243,577)	(449,827)	74,237	(517,495)	(1,020,295)
	<u>3,774,649</u>	<u>3,527,570</u>	<u>5,145,224</u>	<u>5,898,974</u>	<u>5,463,038</u>	<u>5,854,962</u>	<u>6,335,162</u>

Analysis of Cash Position

The Statement of Revenues, Expenses, and Changes in Net Position does not provide a complete picture of the Barrington White House 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 decreases in cash from 2014 through the 2018 budget. The Fund is projected to end 2018 with a \$0 cash balance of as positive cash flows from Operating Activities are offset by negative cash flows from Capital & Related Financing Activities as the promissory note from Barrington Bank & Trust is repaid. Pledged donations for the construction will continue to be received through 2019 and these will be used to contribute to the Fund's cash position and retire the promissory note so the Fund will not have any remaining debt once all of the donations have been received.

Barrington White House Fund - Cash Flow Analysis							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Amended	9 Month	Projected	Budget
				Budget	Actual	Actual	
Cash Flows from Operating Activities							
Receipts from Customers/Users	1,111,329	1,624,841	2,321,640	1,424,406	713,947	1,341,700	1,120,500
Payments to Employees	-	-	(9,466)	(21,300)	(18,120)	(25,500)	(107,000)
Payments to Suppliers	409,575	(548,478)	(575,200)	(241,606)	(595,981)	(164,825)	136,000
Total	1,520,904	1,076,363	1,736,974	1,161,500	99,846	1,151,375	1,149,500
Cash Flows from Capital and Related Financing Activities							
Transfers In	400,000	100,000	-	-	-	-	-
Purchase of Capital Assets	(1,724,675)	(5,745,525)	-	-	-	-	-
Issuance of Debt	831,560	4,668,440	-	-	-	-	-
Interest Expenses	-	(64,259)	(83,520)	(62,000)	(25,437)	(50,875)	(50,000)
Payment of Principal	-	(1,100,000)	(1,650,000)	(1,100,000)	-	(1,100,000)	(1,100,000)
Total	(493,115)	(2,141,344)	(1,733,520)	(1,162,000)	(25,437)	(1,150,875)	(1,150,000)
Cash Flows from Investing Activities							
Interest Received	230	(2,856)	(3,454)	500	(172)	(500)	500
Total	230	(2,856)	(3,454)	500	(172)	(500)	500
Net Change in Cash	1,028,019	(1,067,837)	-	-	74,237	-	-
Cash & Cash Equivalents							
Beginning	39,818	1,067,837	-	-	-	-	-
Ending	1,067,837	-	-	-	74,237	-	-

FIRE PENSION FUND

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.

Fund Information

The Firefighter's Pension Fund is a fiduciary fund and is therefore used to account for assets held in a trustee or agency capacity for others which are not available to support Village programs. The reporting focus for fiduciary funds is on net position and changes in net position and the transactions in the fund are recorded using accounting principles similar to enterprise funds. Accounting for the revenues, expenses, and changes in net position held in trust is based on full accrual accounting principles (please see the Basis of Budgeting section on pages 33 – 34 for a more thorough description of accrual accounting). Net position held in trust for pension benefits is equal to total assets less total liabilities.

Minimum Net Position Held in Trust for Pension Benefits

Minimum net position held in trust for pension benefits is 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 Net Position Held in Trust

The 2018 Fire Pension Fund Budget includes \$615,000 in contributions, net investment income of \$1,130,000 (\$1,180,000 in revenues less \$50,000 in investment expenses), and \$849,700 in deductions. The Net Position Held In Trust for Pension Benefits is projected to increase \$895,300 to a total of \$17,928,503.

- Total additions in 2018 are budgeted to increase \$135,000 (8.4%) to \$1,745,000, from 2017 budgeted net additions of \$1,610,000 as both Contributions and Net Investment Income are projected to increase in 2018.
- Deductions are budgeted to increase to \$895,300 as several additional retirement and disability pensions are projected to be included in the 2018 Budget. In addition, expenses for pension benefits for retirement pensions will increase by 3% in 2018, as required by Illinois Statute.

Fire Pension Fund - Statement of Changes in Fiduciary Net Position

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Additions							
Contributions - Employer	289,913	287,063	326,483	350,000	310,027	394,027	450,000
Contributions - Employee	170,143	188,556	163,300	185,000	108,497	165,000	165,000
Contributions - Other	20	-	-	-	-	-	-
Total Contributions	460,076	475,619	489,783	535,000	418,524	559,027	615,000
Investment Income							
Interest	564,704	531,012	481,722	450,000	208,346	275,000	500,000
Net Change in Fair Value	398,692	(301,332)	452,609	675,000	1,209,030	1,300,000	680,000
Total Investments	963,396	229,680	934,331	1,125,000	1,417,376	1,575,000	1,180,000
Less Investment Expenses	(33,698)	(42,825)	(45,745)	(50,000)	(36,186)	(48,000)	(50,000)
Net Investment Income	929,698	186,855	888,586	1,075,000	1,381,190	1,527,000	1,130,000
Total Additions	1,389,774	662,474	1,378,369	1,610,000	1,799,714	2,086,027	1,745,000
Deductions							
Administration	92,814	56,332	96,496	54,200	73,324	111,317	89,700
Benefits & Refunds	454,263	474,519	489,282	680,000	538,437	677,545	760,000
Total Deductions	547,077	530,851	585,778	734,200	611,761	788,862	849,700
Change in Net Assets	842,697	131,623	792,591	875,800	1,187,953	1,297,165	895,300
Net Position Held in Trust for Pension Benefits							
Beginning	13,969,127	14,811,824	14,943,447	15,736,038	15,736,038	15,736,038	17,033,203
Ending	14,811,824	14,943,447	15,736,038	16,611,838	16,923,991	17,033,203	17,928,503

This Page Intentionally Left Blank

POLICE PENSION FUND

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.

Fund Structure

The Police Pension Fund is a fiduciary fund and is therefore used to account for assets held in a trustee or agency capacity for others which are not available to support Village programs. The reporting focus for fiduciary funds is on net position and changes in net position and the transactions in the fund are recorded using accounting principles similar to enterprise funds. Accounting for the revenues, expenses, and changes in net position held in trust is based on full accrual accounting principles (please see the Basis of Budgeting section on pages 33 – 34 for a more thorough description of accrual accounting). Net position held in trust for pension benefits is equal to total assets less total liabilities.

Minimum Net Position Held in Trust for Pension Benefits

Minimum net position held in trust for pension benefits is 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 Net Position Held in Trust

The 2018 Police Pension Fund Budget includes \$1,295,000 in contributions, \$1,605,000 in net investment income (\$1,680,000 in revenues less \$75,000 in investment expenses), and \$2,211,500 in deductions. The Net Position Held In Trust for Pension Benefits is projected to increase \$688,500 to a total of \$21,128,870.

- Total additions are estimated to increase to \$2,900,000, a \$175,000 (6.4%) increase from 2017 budgeted total additions of \$2,725,000 as Contributions decrease \$65,000 and Net Investment Income increases \$240,000. Investment income is projected to increase as the Fund achieves additional returns from higher beginning asset as the revenue estimate projects a 7.5% investment return. Contributions decrease due to a decrease in the amount budgeted for the Village's actuarially required contribution in 2018.
- Deductions are budgeted to increase \$180,000 as an additional pension will be paid in 2018 and pension benefit payments will increase as each pension increases 3% per year in accordance with Illinois Statute.

Police Pension Fund - Statement of Changes in Fiduciary Net Position

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Amended Budget	9 Month Actual	Projected Actual	Budget
Additions							
Contributions - Employer	720,206	800,000	943,809	1,150,000	892,235	1,100,000	1,100,000
Contributions - Employee	195,374	209,607	195,233	210,000	145,958	195,000	195,000
Total Contributions	915,580	1,009,607	1,139,042	1,360,000	1,038,193	1,295,000	1,295,000
Investment Income							
Interest	454,337	509,492	474,951	450,000	345,388	460,500	480,000
Net Change in Fair Value	767,751	(604,570)	665,943	1,000,000	1,784,023	1,900,000	1,200,000
Total Investments	1,222,088	(95,078)	1,140,894	1,450,000	2,129,411	2,360,500	1,680,000
Less Investment Expenses	(52,965)	(67,439)	(64,671)	(85,000)	(48,097)	(65,000)	(75,000)
Net Investment Income	1,169,123	(162,517)	1,076,223	1,365,000	2,081,314	2,295,500	1,605,000
Total Additions	2,084,703	847,090	2,215,265	2,725,000	3,119,507	3,590,500	2,900,000
Deductions							
Administration	49,926	36,031	36,370	31,500	33,222	50,500	41,500
Benefits & Refunds	1,626,900	1,722,186	1,929,580	2,000,000	1,470,244	1,960,500	2,170,000
Total Deductions	1,676,826	1,758,217	1,965,950	2,031,500	1,503,466	2,011,000	2,211,500
Change in Net Position	407,877	(911,127)	249,315	693,500	1,616,041	1,579,500	688,500
Net Position Held in Trust for Pension Benefits							
Beginning	19,114,805	19,522,682	18,611,555	18,860,870	18,860,870	18,860,870	20,440,370
Ending	19,522,682	18,611,555	18,860,870	19,554,370	20,476,911	20,440,370	21,128,870

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 funded status for the Police Pension Fund is projected to be 52.5% at the end of 2018. The increase in actuarial pension liabilities from 2008 through 2016 averaged 6.44%. The funded status of the Pension Fund could improve with a couple of years of positive investment returns because the combined Contributions and Investment Returns could equal 10% to 12% of the assets of the Fund.

Police Pension Fund - Actuarial Statistics							
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Actuarial Value of Assets	19,114,805	18,611,555	18,860,870	19,554,370	20,476,911	20,440,370	21,128,870
Accrued Pension Liability	27,987,921	33,560,771	35,471,675	37,773,787	37,773,787	37,773,787	40,225,305
Unfunded Surplus/(Liability)	(8,873,116)	(14,949,216)	(16,610,805)	(18,219,417)	(17,296,876)	(17,333,417)	(19,096,435)
Percent Funded	68.30%	55.46%	53.17%	51.77%	54.21%	54.11%	52.53%
	Year	Liability Amount	Increase from Prior Year	% Increase			
	2008	20,882,030	1,205,103	6.12%			
	2009	23,422,470	2,540,440	12.17%			
	2010	24,456,073	1,033,603	4.41%			
	2011	25,806,736	1,350,663	5.52%			
	2012	26,876,465	1,069,729	4.15%			
	2013	27,987,921	1,111,456	4.14%			
	2014	30,692,548	2,704,627	9.66%			
	2015	33,560,771	2,868,223	9.35%			
	2016	35,471,675	1,910,904	5.69%			
	Averages		1,469,034	6.44%			

This Page Intentionally Left Blank

VILLAGE BOARD

The Village Board is responsible for establishing the strategic objectives to achieve the mission of the Village. The Board enacts legislation and approves policies that set the Village's priorities, determine the types and levels of services to be provided, and authorize the capital improvements to be undertaken by the Village.

- Strategic Objectives
- Establish and periodically review the strategic goals and organizational objectives for the Village.
 - Review and develop policies that will lead to accomplishing the established goals and objectives.
-
-

Overview

The Village is an Illinois municipal government with a Village President and six Trustees all of whom are elected at large to four-year terms on a staggered basis. The Corporate Authorities established the position of Village Manager by 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 2nd and 4th Monday of each month. Committee of the Whole (COW) meetings are also scheduled on the 2nd and 4th 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 1st Monday of the month in a strategic planning capacity, focusing on goals and the strategic objectives for the Village. 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 2018

- 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.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Village Board is \$635,400, a decrease of \$86,900 (10.79%) from the 2017 Budget of \$722,300. Personnel expenses in the FY 2018 budget will equal \$10,800, a decrease of \$37,200 (83.13%) from budgeted 2017 personnel expenses of \$48,000. The decrease in personnel expenses in 2018 is caused by decreases in both Salaries and Benefits due to the Village Board voting in 2017 to eliminate compensation for Village Board Members in the future. In addition, in prior years, part of the time of the Assistant to the Village Manager was included in this budget but in 2018 this has been changed and there are no salary or benefit expenses from a regular employee included in this budget.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 32,821	\$ 38,171	\$ 38,637	\$ 35,100	\$ 26,262	\$ 34,450	\$ 8,800
Benefits	10,142	10,634	10,619	12,900	7,527	10,300	2,000
Personnel Sub-Total	42,963	48,805	49,256	48,000	33,789	44,750	10,800
Operations							
Professional Development	46,406	43,513	43,386	46,300	30,396	43,550	48,800
Contractual Services	776,041	694,705	681,392	584,800	381,429	588,100	543,800
Commodities & Equipment	4,999	5,695	6,579	5,600	4,420	6,100	5,600
Miscellaneous	14,771	65,398	24,594	37,600	29,806	34,400	26,400
Operations Sub-Total	842,217	809,311	755,951	674,300	446,051	672,150	624,600
Total Expenditures	885,180	858,116	805,207	722,300	479,840	716,900	635,400
Funding Sources							
General Revenues	885,180	858,116	805,207	722,300	479,840	716,900	635,400
Total Funding Sources	885,180	858,116	805,207	722,300	479,840	716,900	635,400

The budget for Operating expenses will decrease \$49,700 (6.57%) in 2018, to a total of \$624,600. The decrease will be caused by decreases in Contractual Services and Miscellaneous expense, offset to some extent by a small increase in Professional Development. The decrease in Contractual Services is primarily caused by a decrease in legal expenses complemented by a decrease in public relations expenses. The decrease in Miscellaneous expenses is caused a decline in expenditures by the Cultural Commission. The increase in Professional Development expenses is caused by increases in the cost of memberships to several of the Coalitions of Government that the Village participates in. The budget for Commodities & Equipment will remain stable in 2018.

Sources of Funding

The Budget Unit is funded by the general revenues of the General Fund.

Employees

As described in the Budget Analysis section, the 0.25 FTE hours of the Assistant to the Village Manager position has been removed from this budget unit and returned to the Village Manager’s Office in 2018 and therefore the number of employees in this budget unit has been reduced. Otherwise, there are no changes in the number of employees in this budget unit. The Village Board includes eight elected officials who are not compensated for their service to the community.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Asst to Village Manager	0.25	0.25	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	0.25	-	-	(0.25)

Budget Unit Expenditures

Village Board – The Village Board budget unit includes the salaries and benefits for the Corporate Authorities, the Village Clerk, and a portion of the salary and benefits for the Assistant to the Village Manager/Deputy Village Clerk. The Corporate Authorities are responsible for enacting and enforcing Ordinances and regulations and providing leadership and policy direction. This budget unit 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.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 42,963	\$ 48,805	\$ 49,256	\$ 48,000	\$ 33,789	\$ 44,750	\$ 10,800
Operations	183,332	265,391	188,695	164,300	116,637	163,150	154,600
Expenditures Total	226,295	314,196	237,951	212,300	150,426	207,900	165,400

Legal Services –The Legal Services budget unit is responsible for providing legal counsel and support on Board procedures and 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.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Operations	\$ 658,885	\$ 543,920	\$ 567,256	\$ 510,000	\$ 329,414	\$ 509,000	\$ 470,000
Expenditures Total	658,885	543,920	567,256	510,000	329,414	509,000	470,000

VILLAGE MANAGER'S OFFICE

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
- Analyze methods for providing equivalent or enhanced municipal services at lower cost.
 - Protect the safety and well-being of residents and their property.
 - Foster an organizational culture that encourages excellent customer service, innovation, accountability, and solicitation of feedback from residents.
 - Encourage and promote strong educational, cultural, and recreational opportunities.
 - Develop and maintain an excellent external and internal communication program.
 - Provide effective internal and external customer communication with comprehensive, professional, and accurate information about the Village's economic & community development programs.
 - Oversee the implementation of Redevelopment Projects in the Village Center and other commercial districts in the Village.
 - Identify opportunities to develop public private partnerships with various organizations and property owners in the Village.
 - Serve as a liaison to the business community to resolve policy issues in a positive way.
-
-

Overview

The Village Manager is appointed by the Village President, with the advice and consent of the Village Board, and serves as the Chief Administrative Officer of the Village. The Village Manager is responsible for supervising the operating departments to ensure effective implementation and coordination of services and to ensure the enforcement of all Village Ordinances and regulations. The Village Manager's Office manages the development of the budget and is responsible for several of the key functions of the Village, including Technology Services, Communications & Events, and Economic Development. The Village Manager's Office directly contributes to the accomplishment of the strategic objectives of the Village because it is responsible for management and oversight of all Village Departments.

Objectives for 2018

- Reduce total liability insurance claim amounts, including workers compensation and property damage claims, below targets for the Village set by the Intergovernmental Risk Management Agency.
- 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 the experience of interacting with the Village for residents and customers.

- Continue the Village's emphasis on communicating with residents, businesses, and visitors by continuously improving the Village's communications efforts 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.

Accomplishments in 2017

- ✓ Worked with the Developer of the Barrington Village Center project to complete construction of the project and transition to an active development with successful businesses.
- ✓ Worked with Barrington's White House coordinator to finalize the reconstruction of the facility and begin operations, including holding cultural and private events and renting the available space to non-profits serving the Barrington community.
- ✓ Improved the Village's communication technology by converting the Village's website to a mobile friendly format and developing a service request application for IOS devices.
- ✓ Successfully administered the 2016 Budget to accomplish the objectives included in the budget while maintaining spending discipline, thereby holding expenditures under the budgeted amount in the General Fund.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$1,439,000, an increase of \$128,725 (10.23%) from the 2017 Budget of \$1,320,275. Personnel expenses in the FY 2018 budget equal \$901,200, an increase of \$90,800 (11.51%) from budgeted 2017 personnel expenses of \$810,400. One of the causes of the increases in personnel expenses in 2018 is the addition of 0.70 FTE employees to the Department, including the moving of a portion of the time of the Assistant to the Village Manager back to the Department and the additional of a permanent part-time Events Coordinator position. In addition to the increases in the number of positions in the Department, increases in Salaries which are attributable to cost of living increases and increases in Benefits which are attributable to increasing health insurance premiums also contribute to the increase in overall Personnel costs.

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Budget	9 Month	Projected	Budget
					Actual	Actual	
Personnel							
Salaries	\$ 503,959	\$ 518,888	\$ 525,507	\$ 590,000	\$ 421,908	\$ 589,272	\$ 659,400
Benefits	162,804	169,143	172,370	220,400	142,201	199,400	241,800
Personnel Sub-Total	666,763	688,031	697,877	810,400	564,109	788,672	901,200
Operations							
Professional Development	11,019	14,183	15,501	23,900	15,288	19,300	22,200
Contractual Services	206,614	220,090	229,011	264,175	173,275	238,500	312,100
Commodities & Equipment	9,328	6,267	7,065	7,800	5,153	7,200	6,000
Miscellaneous Expenditures	159,862	159,448	211,191	204,000	26,883	204,300	197,500
Operations Sub-Total	386,823	399,988	462,768	499,875	220,599	469,300	537,800
Total Expenditures	1,053,586	1,088,019	1,160,645	1,310,275	784,708	1,257,972	1,439,000
Funding Sources							
General Revenues	1,053,586	1,088,019	1,160,645	1,310,275	784,708	1,257,972	1,439,000
Total Funding Sources	1,053,586	1,088,019	1,160,645	1,310,275	784,708	1,257,972	1,439,000

The 2018 budget for Operations expenses will increase by \$37,925 (5.97%), to a total of \$537,800. The increase in Operations is caused by a significant increase in Contractual Services offset to some extent by decreases in Professional Development, Commodities & Equipment, and Miscellaneous Expenditures. The increase in Contractual Services stems from increases in expenses for software maintenance in the Technology Services budget unit and an increase in the Economic Development budget unit from the installation of new banners on Village light poles. The decreases in Professional Development and Commodities & Equipment are caused by small increases in several accounts. The decrease in Miscellaneous Expenditures is primarily caused by the completion of economic incentive payments to the Barrington Ace Hardware which reduced Miscellaneous Expenditures in the Economic Development budget unit by \$13,000.

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, Parking System, and Barrington White House) incur an Interfund Charge for the services provided by the Village Manager’s Office and Information Technology. The Interfund Charge provides revenue to the General Fund which offsets a portion of the expenses for these budget units.

Employees

The number of employees authorized in the 2018 Budget in the Village Manager’s Office will increase to 7.05 Full-Time Equivalent (FTE) employees. The additions in 2018 will include moving a portion of the time for the Assistant to the Village Manager to the Department and the establishment of a part-time Events Coordinator position. In 2017, a full-time Manager of Communications, Events, and Marketing was created and hired and this caused the increase to 6.35 FTE positions.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Village Manager	1.00	1.00	1.00	1.00	-	1.00	-
Director of Economic Developmen	1.00	1.00	1.00	1.00	-	1.00	-
Asst to Village Manager	0.75	0.75	0.75	0.75	-	1.00	0.25
Executive Asistant	0.60	0.60	0.60	0.60	-	0.60	-
Director of Communications	-	-	-	1.00	1.00	1.00	-
Technology Services Coordinator	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Technology Services Technician	0.25	0.25	0.50	0.50	-	0.50	-
Management Intern	0.60	0.20	-	-	-	-	-
Events Coordinator	0.70	0.70	0.70	-	(0.70)	0.70	0.70
Communications Intern	-	-	-	0.25	0.25	-	(0.25)
Economic Development Intern	0.17	0.17	0.20	0.25	0.05	0.25	-
Total FTE Positions	6.07	5.67	5.75	6.35	0.60	7.05	0.70
Employee Distribution							
Village Manager's Office	2.95	2.55	2.35	2.35	-	2.60	0.25
Technology Services	1.25	1.25	1.50	1.50	-	1.50	-
Communications & Events	-	-	-	1.25	1.25	1.70	0.45
Economic Development	1.87	1.87	1.90	1.25	(0.65)	1.25	-

Budget Unit Expenditures

Village Manager’s Office – This budget unit reflects the functions and costs of managing the operating departments (Financial Services, Development Services, Economic Development, Fire, 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 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 323,092	\$ 326,170	\$ 328,232	\$ 345,700	\$ 243,074	\$ 341,400	\$ 386,600
Operations	59,597	62,458	59,519	61,150	47,254	60,600	56,100
Expenditures Total	382,689	388,628	387,751	406,850	290,328	402,000	442,700

Technology Services – Technology Services is responsible for planning, coordinating, acquiring, operating, and maintaining technology systems and software 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 provides training on using or maintaining software or hardware systems. Responsibilities also include development of and enhancements to the Village’s web page.

Expenditures by Type	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 145,365	\$ 156,748	\$ 159,596	\$ 164,200	\$ 118,413	\$ 164,600	\$ 167,700
Operations	139,329	149,621	158,896	203,425	118,508	168,100	225,100
Expenditures Total	284,694	306,369	318,492	367,625	236,921	332,700	392,800

Communications & Community Events – This budget unit is responsible for managing and coordinating all of the Village’s communications efforts across all media, including the website, social media, the Village’s television channel, the Village newsletter, and any press releases or other communications with the press that may occur. This budget unit will also be 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 4th Parade activities, Scarecrow Festival, and the annual “Snow Much Fun” activities.

Expenditures by Type	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 97,565	\$ 100,152	\$ 101,465	\$ 132,300	\$ 85,134	\$ 121,200	\$ 175,900
Operations	53,422	50,721	62,200	61,300	38,811	62,300	67,500
Expenditures Total	150,987	150,873	163,665	193,600	123,945	183,500	243,400

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.

Expenditures by Type	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016	FY 2016	FY 2017
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 100,741	\$ 104,961	\$ 108,584	\$ 168,200	\$ 117,488	\$ 163,472	\$ 171,000
Operations	134,475	137,188	182,153	192,000	16,026	187,100	189,100
Expenditures Total	235,216	242,149	290,737	360,200	133,514	350,572	360,100

This Page Left Intentionally Blank

FINANCIAL SERVICES

Manage the Village's financial resources effectively and efficiently and provide excellent customer service to residents, customers, and businesses.

- Strategic Objectives
- Identify and implement ways to enhance and diversify revenues.
 - Analyze methods for providing equivalent or enhanced municipal services at lower cost.
 - Identify methods for financing capital infrastructure improvements, including grants, debt issuances, and additional revenue sources.
 - Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.
-
-

Overview

The primary responsibility of the Financial Services Department 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 also responsible for managing the Village's financial resources including its bank accounts and investment activities and providing support services for operating departments including payroll, purchasing, accounts payable, 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.

Objectives for 2018

- Create a Comprehensive Annual Financial Report that meets all criteria for the Government Finance Officers 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 the GFOA's Distinguished Budget Presentation Award Program; apply for and receive the award.
- Complete the issuance of \$8.0 million in Water & Sewer Alternate Revenue Bonds to provide financing for infrastructure improvements in the Capital Improvement and Water & Sewer Funds.

Accomplishments from 2017 Budget Period

- ✓ Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the FY 2016 Budget Document.
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Village's 2016 Comprehensive Annual Financial Report.
- ✓ Completed the process of refinancing \$8.7 million in Alternate Revenue Bonds, Water & Sewer System, Series 2009 to reduce interest costs.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$1,238,000, an increase of \$30,400 (2.52%) from the 2017 Budget of \$1,207,600. Personnel expenses in the FY 2018 budget equal \$757,900, an increase of \$23,800 (3.24%) from budgeted 2017 personnel expenses of \$734,100. The increase in personnel expenses in 2018 is caused by increases in Salaries (an increase of \$16,600 or 3.54%) and Benefits (an increase of \$7,200 or 2.72%). The increase in Salaries is caused by economic adjustments to employee salaries during the 2018 budget year. The increase in benefit expenses is primarily caused by an increase in health insurance costs combined with increases in non-cash expenses for Pensions in the Enterprise Fund budget units of the Department which are required to be reported by GASB Statement #68.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 439,796	\$ 428,796	\$ 473,728	\$ 469,200	\$ 346,150	\$ 486,400	\$ 485,800
Benefits	141,283	184,141	257,055	264,900	114,907	256,000	272,100
Personnel Sub-Total	581,079	612,937	730,783	734,100	461,057	742,400	757,900
Operations							
Professional Development	2,886	1,672	2,729	4,800	982	2,100	5,400
Contractual Services	610,351	329,359	339,939	326,200	224,620	322,500	339,200
Commodities & Equipment	9,908	9,506	7,545	9,900	9,067	12,050	9,500
Miscellaneous Expenditures	140,519	123,202	126,600	132,600	106,997	138,900	126,000
Operations Sub-Total	763,664	463,739	476,813	473,500	341,666	475,550	480,100
Total Expenditures	1,344,743	1,076,676	1,207,596	1,207,600	802,723	1,217,950	1,238,000
Funding Sources							
General Revenues	391,739	403,682	410,259	427,200	308,495	430,400	433,500
Water & Sewer Revenues	181,403	183,882	268,957	260,800	155,472	273,700	273,500
Recycling & Refuse Revenues	65,987	68,221	92,648	94,000	53,499	95,200	96,600
Parking System Revenues	705,614	420,891	435,732	425,600	285,257	418,650	434,400
Total Funding Sources	1,344,743	1,076,676	1,207,596	1,207,600	802,723	1,217,950	1,238,000

The budget for Operations expenses will increase by \$6,600 (1.39%) in 2018, to a total of \$480,100. The increase in Operations expenses is caused by increases in Professional Development and Contractual Services which are offset to some extent by decreases in Commodities & Equipment and Miscellaneous expenses. The increase in Contractual Services, which is the primary driver of the increase in Operating expenses, is caused by increases in software maintenance and property lease costs in the Community Services division, which is funded by a combination of revenues from the Enterprise Funds. The small changes in Professional Development and Commodities & Equipment expenses are caused by minor fluctuations in several accounts. The decrease in Miscellaneous Expenditures is caused by a decline in some property taxes which had to be paid in 2017 but will not reoccur in future years.

Financial Services includes two budget units, Finance and Accounting, which is funded by the General Fund, and Community Services, which is funded by revenues from each of the Enterprise Funds. The General Fund provides 35% of the funding for the Department, the Water & Sewer Fund provides 22% of the funding for the

Department, the Recycling & Refuse Fund provides 8% of the funding for the Department, and the Parking System Fund provides 35% of the funding for the Department.

Employees

The number of full-time equivalent (FTE) employees in the Department will remain stable at 5.70 FTE employees in 2018. The Department continues to be significantly smaller than it was prior to the reduction in force that occurred at the end of 2008. 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 and maintain effective internal controls.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Director	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-	1.00	-
Financial Services Coordinator	1.00	1.00	1.00	1.00	-	1.00	-
Executive Assistant	0.40	0.40	0.40	0.40	-	0.40	-
Accounting Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Accounting Assistant	0.70	0.70	1.30	0.70	(0.60)	0.70	-
Office Assistant	0.60	0.60	0.60	0.60	-	0.60	-
Management Intern	0.35	0.20	-	-	-	-	-
Total FTE Positions	6.05	5.90	6.30	5.70	(0.60)	5.70	-
Employee Distribution							
Financial Services	2.97	2.82	2.65	2.95	0.30	2.95	-
W&S - Community Services	1.49	1.49	1.65	1.65	-	1.65	-
R&R - Community Services	0.67	0.67	0.70	0.70	-	0.70	-
Parking - Community Services	0.92	0.92	0.70	0.70	-	0.70	-
White House - Financial Services	-	-	0.30	-	(0.30)	-	-

Expenditures by Budget Unit

Finance and Accounting – The Finance and Accounting budget unit 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 managing the annual budget process and monitoring expenditures for budget compliance during the year.

Expenditures by Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 302,895	\$ 312,005	\$ 337,093	\$ 348,400	\$ 247,484	\$ 347,500	\$ 352,700
Operations	88,844	91,677	73,166	84,800	61,011	73,150	80,800
Expenditures Total	391,739	403,682	410,259	433,200	308,495	420,650	433,500

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. The budget unit is also responsible for preparing, distributing and servicing all billing accounts related to water, sewer, and recycling & refuse. The budget unit also issues all parking permits for the various parking lots owned by the Village including the commuter parking lots. The responsibility for receipting of all cash as well as the coordination of collection efforts also falls under this budget unit.

Expenditures by Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel	\$ 278,184	\$ 275,899	\$ 393,690	\$ 397,700	\$ 213,573	\$ 397,300	\$ 405,200
Operations	674,820	372,062	403,647	382,700	274,521	384,050	399,300
Expenditures Total	953,004	647,961	797,337	780,400	488,094	781,350	804,500

HUMAN RESOURCES & RISK MANAGEMENT

Promote a work environment that fosters the provision of quality services to Village residents and provides a safe and respectful workplace. Act as a catalyst to recruit and hire the best talent and maintain a professional environment that allows the Village to serve the community with integrity and responsiveness.

- Department Objectives
- Remain informed relative to laws and regulations affecting personnel related matters, including OSHA regulations, 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.
 - 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.
 - Maintain a Village-wide culture that fosters a sense of employee ownership, pride and innovative ideas.
 - Maintain an effective employee relations and communications program.
-
-

Overview

In 2018, the Village's authorized workforce will include 106.95 Full-Time Equivalent (FTE) employees, including 94 full-time employees, 35 regular or temporary part-time employees, and 8 elected officials. 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 2018

- Continue the Village's safety initiative to reduce total liability insurance claim amounts, including workers compensation and property damage claims, below the IRMA targets for the Village.
- Review health insurance options to ensure the Village is providing employees with the cost effective plans that meet their needs for health insurance.
- Incorporate health care reform mandates into the Village benefit programs.
- Emphasize wellness components in health plans.

Department Accomplishments in 2017

- ✓ As a result of the Village’s membership in the IPBC insurance pool, the average increase in the Village’s health insurance premiums for plan year 2017/2018 increased at a comparably moderate rate, including a modest 2.7% for the HMO plan and 15.2% for the PPO plan.
- ✓ Reviewed and updated Risk Management policies and practices.
- ✓ Continued the positive trend of reducing workers’ compensation and liability claims.
- ✓ Continued support of the business community coordinating a simplified liquor ordinance

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$925,300, an increase of \$8,300 (0.91%) from the 2017 final budget of \$917,000. Personnel expenses in the FY 2018 budget will equal \$250,000, a decrease of \$47,000 (15.59%) from budgeted 2017 personnel expenses of \$297,000. The decrease in personnel expenses in 2017 is caused by a decrease of \$55,200 in benefits offset to some extent by an increase of \$8,200 in Salaries. The increase in Salaries is the result of cost of living and merit adjustments for employees. The decrease in Benefit expenses is caused by a one-time health insurance expense in 2017 that should not occur in 2018. In 2017, the Village incurred an adjustment expense from its multi-governmental health insurance provider due to claims being higher than forecast. This expense was charged into the Human Resources budget in 2017 but should not occur again in 2018.

Human Resources & Risk Management Department, FY 2013 Actual to FY 2018 Budget							
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2017	FY 2018
	Actual	Actual	Actual	Budget	9 Month Actual	Projected Actual	Budget
Personnel							
Salaries	\$ 164,437	\$ 178,483	\$ 172,107	\$ 175,600	\$ 130,156	\$ 180,700	\$ 183,800
Benefits	87,036	106,492	101,678	121,400	103,725	120,700	66,200
Personnel Sub-Total	251,473	284,975	273,785	297,000	233,881	301,400	250,000
Operations							
Professional Development	4,793	3,656	3,510	6,300	2,984	4,900	6,500
Contractual Services	519,855	531,541	514,062	609,200	550,191	599,614	664,800
Commodities & Equipment	518	869	612	1,000	266	500	1,000
Miscellaneous Expenditures	3,380	2,931	2,950	3,500	190	1,000	3,000
Operations Sub-Total	528,546	538,997	521,134	620,000	553,631	606,014	675,300
Total Expenditures	780,019	823,972	794,919	917,000	787,512	907,414	925,300
Funding Sources							
General Revenues	780,019	823,972	794,919	917,000	787,512	907,414	925,300
Total Funding Sources	780,019	823,972	794,919	917,000	787,512	907,414	925,300

The budget for Operating expenses will increase in 2018 by \$55,300 (9.13%), to a total of \$675,300. The increase in Operating expenses is caused by increases in Contractual Services and Professional Development that are offset slightly by a small decrease in Miscellaneous Expenditures. Commodities & Equipment remain stable compared to 2017. The increase in Contractual Services is primarily caused by increases in risk management expenses, as both premium and deductible expenses for general liability and worker’s compensation insurance

will increase in 2108. The increase in premiums is caused by a significant spike in claims in 2013, which impacts current premiums because the Intergovernmental Risk Management Association (IRMA) that provides general liability and worker’s compensation insurance to the Village uses a historical five year average loss modifier to set premiums for the Village’s insurance coverage. As a result, the atypically bad year in 2013 has been causing an increase in premium expenses for several years. In addition, the Village pays a significant portion of its losses since its deductibles are set at \$50,000 and this has also caused and increase in risk management expenses in the last couple of years. The changes in Professional Development and Miscellaneous Expenditures are caused by small changes in multiple accounts.

Sources of Funding

The Human Resources and Risk Management Department is funded by the general revenues of the General Fund. However, the Enterprise Funds of the Village (Water & Sewer, Recycling & Refuse, Parking System, and Barrington White House) are charged an Interfund Charge for the services provided by the Department and therefore a portion of the costs of the Department is supported by revenues from the Enterprise Funds.

Employees

No change in the number of employees is anticipated in FY 2018.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Manager	1.00	1.00	1.00	1.00	-	1.00	-
Coordinator	1.00	1.00	1.00	1.00	-	1.00	-
Total FTE Positions	2.00	2.00	2.00	2.00	-	2.00	-
Employee Distribution							
Human Resources	2.00	1.30	1.30	1.30	-	1.30	-
Risk Management	-	0.70	0.70	0.70	-	0.70	-

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 and administering employee benefits, providing employee and supervisor training, coordinating the labor negotiation process for the Village, and maintaining personnel records. This Division represents the Village as a member of the Intergovernmental Personnel Benefits Cooperative (IPBC).

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2017 9 Month Actual	FY2017 Projected Actual	FY2018 Budget
Personnel	\$ 123,433	\$ 134,475	\$ 124,480	\$ 129,800	\$ 94,345	\$ 130,600	\$ 136,300
Operations	16,321	14,533	14,613	21,300	6,415	11,000	21,000
Expenditures Total	139,754	149,008	139,093	151,100	100,760	141,600	157,300

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.

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2017 9 Month Actual	FY2017 Projected Actual	FY2018 Budget
Personnel	\$ 128,040	\$ 150,500	\$ 149,305	\$ 167,200	\$ 139,536	\$ 170,800	\$ 113,700
Operations	512,225	524,464	506,521	598,700	547,216	595,014	654,300
Expenditures Total	640,265	674,964	655,826	765,900	686,752	765,814	768,000

DEVELOPMENT SERVICES

The mission of the Development Services Department is to promote the safety, welfare, and economic prosperity of the Village by addressing the Village's infrastructure development needs, regulating building standards, proactively planning for future development, and enforcing zoning and community standards ordinances.

- Department Objectives
- Provide internal and external customers with comprehensive, professional, and accurate information about the Village's planning, zoning, building, engineering, health, and property maintenance regulations.
 - Create and maintain an environment that encourages continual client/customer service enhancements.
 - Provide internal and external customers with excellent services including the efficient processing of applications for Building Permits, Architectural Review Commission, Plan Commission and Zoning Board of Appeals.
 - Develop and implement plans and processes for enhancing the Village's infrastructure.
 - Maintain and Update the Village's Affordable Housing Plan, ADA Transition Plan, Building Codes, Property Maintenance Code, Comprehensive Plan, Development Regulations, Historic Preservation Guidelines and Zoning Ordinance
 - Enhance connectivity including pedestrian, bicycle, and vehicular opportunities.
 - Develop and maintain an effective internal/external communication program.
 - Adapt the Village's transportation infrastructure to respond to a changing environment.
 - Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.
-
-

Overview

Development Services is responsible for developing and implementing plans for the Village's infrastructure, including streets, sidewalks, water, sewer and storm water management systems. The department is also responsible for maintaining, administering, and enforcing the plans, codes, ordinances, documents, maps, and policies of the Village as they relate to engineering, planning, zoning, construction, property maintenance, and health. The department administers the Village's permit 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 2018

- Increase the efficiency of fire inspections by making staffing adjustments to free up additional time for the task.
- Enhance the safety record of the department by providing a minimum of one annual safety training for all field employees of the Department.
- Update the Village's Building Regulations to reflect the updated International Code Council standards.

- Oversee completion of stage II of the Village's sanitary sewer trunk line replacement (stage II covers from the North Commuter Lot to Summit and Russell Streets).
- Identify additional outside financial resources to advance the Route 14/CN Grade Separation Engineering Phase II Study within the funding levels provided by the TIGER II grant, Federal Surface Transportation Program and the Illinois Department of Transportation.
- Complete acquisitions for the Lake Zurich Road Realignment as a precursor to construction of the project.
- Continue advance acquisitions for the Route 14 Underpass project.
- Continue uploading building permit files and microfilm into the Laserfische records management system.
- Convert and upload property maintenance records into the Laserfische records management system.
- Adjust staffing resources to expedite permit review in light of growing permit activity.
- Identify a new plan for commission recording secretary activities, including transcription of minutes.
- Identify new opportunities to reduce the burden of the Village's Historic District on property owners while preserving the character and charm of the District.

Department Accomplishments in 2017

- ✓ Completed 2/3 of the acquisitions for the Lake Zurich Road realignment project.
- ✓ Completed the first acquisitions for the Route 14/CN Underpass project.
- ✓ Completed TIGER and INFRA grant applications for federal funding assistance on the Route 14/CN Underpass project.
- ✓ Update of the Village's Zoning Regulations.
- ✓ Began Phase II Engineering and Plats of Highway for the North Commuter Parking entrance drive.
- Completed Stage I of the Village's sanitary sewer trunk line replacement from the West end of Liberty Street to North Avenue and then south to Main Street, under budget.
- Completed installation of additional water main replacements on North Avenue (Main Street to Liberty Street) and Main Street (Spring Street to North Avenue) with cost savings from bringing the Village's sanitary sewer trunk line replacement project in under budget.
- ✓ Entered hundreds of additional closed permits and property maintenance files into the Laserfische records management system.
- ✓ Completed the Department's annual Road Patching program, including the addition of completing the Listharke Subdivision after letter of credit forfeiture by the developer.
- ✓ Adopt clarified regulations to implement the identified new opportunities to reduce the burden of the Village's Historic District on property owners while preserving the character and charm of the District.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$1,197,000, an increase of \$207,300 (20.95%) from the 2017 Budget of \$989,700. Personnel expenses in the FY 2018 budget equal \$1,106,900, an increase of \$209,700 (23.37%) from budgeted 2017 personnel expenses of \$897,200. The increase in personnel expenses in 2018 is caused by increases in Salaries (an increase of \$105,400 or 15.61%) and Benefits (an increase of \$104,300 or 46.96%). The increase in Salaries is primarily caused by the addition of 1.50 FTE employees to the Department, as approved by the Village Board, to assist with additional work that is expected to occur in 2018 and 2019 due to development activity that is occurring in the Village. In addition, economic and merit adjustments to employee salaries will also increase Salaries expenditures in the 2018 budget year. The increase in benefit expenses is primarily caused by the addition of the employees combined with an increase in health insurance costs and increases in non-cash expenses for pensions which are required to be reported by GASB Statement #68.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 566,735	\$ 596,928	\$ 637,143	\$ 675,100	\$ 481,794	\$ 673,200	\$ 780,500
Benefits	172,752	199,373	247,255	222,100	156,078	218,500	326,400
Personnel Sub-Total	739,487	796,301	884,398	897,200	637,872	891,700	1,106,900
Operations							
Professional Development	4,226	4,436	6,030	12,300	5,510	10,000	17,100
Contractual Services	55,163	48,930	85,165	72,450	58,046	78,000	63,300
Commodities & Equipment	3,993	4,527	3,408	7,750	2,807	5,300	7,700
Miscellaneous	-	-	-	-	-	-	2,000
Operations Sub-Total	63,382	57,893	94,603	92,500	66,363	93,300	90,100
Total Expenditures	802,869	854,194	979,001	989,700	704,235	985,000	1,197,000
Funding Sources							
General Revenues	427,263	452,251	520,705	556,400	401,653	564,300	695,500
Capital Improvement Revenues	175,261	195,242	201,875	199,900	138,109	195,000	142,000
Water & Sewer Revenues	200,345	206,701	256,421	233,400	164,473	225,700	359,500
Total Funding Sources	802,869	854,194	979,001	989,700	704,235	985,000	1,197,000

The budget for Operating expenses will decrease \$2,400 (2.59%) in 2018, to a total of \$90,100. The decrease in Operating expenses is caused by decreases in Contractual Services and Commodities & Equipment offset to some extent by increases in Professional Development and Miscellaneous expenses. The decrease in Contractual Services is caused by decreases in contractual engineering services because the Department used a contract for engineering services for a period of time in 2017 during an employee transition, this expense should not be incurred in 2018. The small changes in Commodities & Equipment and Miscellaneous expenses are caused by minor fluctuations in several accounts. The increase in Professional Development is caused by increases in Membership Dues and Training and Licensing because the Department will be encouraging employees to attend more professional training conferences in 2018.

Sources of Funding

Development Services includes three budget units, Inspectional Services and Planning & Zoning, which are funded by the General Fund, and Engineering Services, which is funded by revenues from the Capital

Improvement Fund and Water & Sewer Fund. The General Fund provides 55% of the funding for the Department, the Capital Improvement Fund provides 12% of the funding for the Department, and the Water & Sewer Fund provides 32% of the funding for the Department.

Employees

The number of full-time equivalent (FTE) employees in the Department will increase by 1.50 FTE employees in 2018, to a total of 10.40 FTE employees. The additions in 2018 will include a full-time Plan Examiner position and a part-time Office Assistant. These positions were authorized by the Village Board due to the increased development activity that will be occurring in 2018 and 2019, including the construction of a 64 unit luxury apartment building and the construction of 79 townhomes (in two developments). In addition, other commercial and residential projects have been proposed and may be approved during 2018.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Director	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-	1.00	-
Engineer	-	1.00	1.00	1.00	-	1.00	-
Project Manager	1.00	1.00	1.00	1.00	-	1.00	-
Zoning Coordinator	1.00	1.00	1.00	1.00	-	1.00	-
Senior Building Inspector	-	-	1.00	1.00	-	1.00	-
Building Inspector	-	1.00	1.00	1.00	-	2.00	1.00
Office Assistant	-	-	0.90	1.00	0.10	1.00	-
Part-Time Positions (FTEs)							
Senior Building Inspector	0.60	0.55	-	-	-	-	-
Building Inspector	0.60	-	-	-	-	-	-
Zoning Coordinator	-	-	-	-	-	-	-
GIS Coordinator	0.60	0.60	0.60	0.60	-	0.60	-
Office Assistant	0.40	0.70	-	-	-	0.50	0.50
Engineering Intern	0.25	0.25	0.30	0.30	-	0.30	-
Total FTE Positions	6.45	8.10	8.80	8.90	0.10	10.40	1.50
Employee Distribution							
Inspectional Services	1.90	2.28	3.00	3.10	0.10	4.22	1.12
Planning & Zoning	1.30	2.22	2.20	2.20	-	2.32	0.12
CIF Engineering	1.52	1.70	1.10	1.10	-	1.23	0.13
W&S Engineering	1.73	1.90	2.50	2.50	-	2.63	0.13

Budget Unit Expenditures

Inspectional Services – 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 as the complaints and case load have increased significantly.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 190,379	\$ 221,841	\$ 268,360	\$ 290,400	\$ 209,483	\$ 291,200	\$ 407,900
Operations	46,426	47,073	60,575	60,600	48,125	66,000	60,000
Expenditures Total	236,805	268,914	328,935	351,000	257,608	357,200	467,900

Planning & Zoning – The Planning & Zoning division is responsible for managing and interpreting the Zoning Ordinance and administering the zoning review and appeal process as well as the Architectural Review Committee for commercial and historic preservation projects. This Division makes a recommendation to and provides staff support for the Architectural Review Committee, Plan Commission, and the Zoning Board of Appeals and the whenever these Boards review cases in their respective areas.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 182,078	\$ 177,006	\$ 185,475	\$ 193,600	\$ 139,863	\$ 197,500	\$ 212,700
Operations	8,380	6,331	6,295	11,800	4,182	9,600	14,900
Expenditures Total	190,458	183,337	191,770	205,400	144,045	207,100	227,600

Engineering – Engineering is responsible for overseeing the annual road and utility program, and for developing long-range capital improvement programs as well as overseeing implementation of the Development Regulations and the Watershed Development Regulations. 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 367,030	\$ 397,454	\$ 430,563	\$ 413,200	\$ 288,526	\$ 403,000	\$ 486,300
Operations	8,576	4,489	27,733	20,100	14,056	17,700	15,200
Expenditures Total	375,606	401,943	458,296	433,300	302,582	420,700	501,500

This Page Left Intentionally Blank

POLICE DEPARTMENT

The Police Department delivers quality law enforcement services to residents and businesses of the Village 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
- 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.
 - Develop a plan to accommodate changing transportation realities.
 - Create an environment that encourages continual client/customer service enhancements.
 - Develop and maintain an effective internal/external communication program.
 - Encourage crime prevention through prevention education and community policing efforts.
 - Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.
-
-

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, community policing, and management and security for community events.

Objectives for 2018

- Achieve or exceed the goals set for the Department by the Intergovernmental Risk Management Association goals for the number of accident or injury claims and related 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 and compliance activities by 5%.
- Achieve a 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.
- Increase collection rate for unpaid parking fines.
- Look for areas where Department procedures and processes can be improved or made more cost effective, including child safety seat installations and range usage.
- Increase citizen registration of contact information with the Village's Community Notification System.
- Expand the use of The Community Notification System by adding a regional alert capability.

Department Accomplishments in 2017

- Significantly reduced accident or injury expenses for the Department when compared to 2015.
- Achieved a citizen satisfaction rating average above 4.81 on a 5.0 scale, indicating the majority of interactions with the public are positive.
- Increased the useful life of patrol cars and other capital equipment beyond normal replacement schedules.
- Facilitated the Administrative Adjudication program for processing equipment, traffic and local ordinance violations. A total 309 cases were administered through the Adjudication program in 2015.
- Supported and coordinated police and general municipal services for an increasing number of local events intended to foster economic and community development for local organizations and the community.
- Completed 624 traffic enforcement safety details and 898 traffic stops.
- In addition to 7,043 calls for service, the Police Department pro-actively conducted 1,526 residence and business checks.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$4,897,800, an increase of \$174,750 (3.70%) from the 2017 Budget of \$4,723,050. Personnel expenses in the FY 2018 budget equal \$4,540,500, an increase of \$66,750 (1.49%) from budgeted 2017 personnel expenses of \$4,473,750. The increase in personnel expenses in 2018 is caused by increases of \$19,750 in Salaries and \$36,500 in Benefits. The increase in Salaries is caused by cost of living and collective bargaining salary adjustments for employees in 2018. The salary increase in 2018 is lower than in prior years because in 2017 the Department began contracting with a private vendor to provide crossing guard services and as a result the expenses associated with providing crossing services have been moved from Personnel to Contractual Services in Operations. The increase in benefits is caused by increases in health insurance and Police Pension contribution costs offset to some extent by decreases in FICA and Medicare due to the change in the way crossing services are being provided.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 2,781,867	\$ 2,862,437	\$ 2,887,873	\$ 2,850,550	\$ 2,044,285	\$ 2,833,200	\$ 2,880,800
Benefits	1,266,063	1,369,952	1,491,702	1,623,200	1,185,638	1,700,600	1,659,700
Personnel Sub-Total	4,047,930	4,232,389	4,379,575	4,473,750	3,229,923	4,533,800	4,540,500
Operations							
Professional Development	32,619	23,564	31,366	40,900	19,775	27,100	38,800
Contractual Services	65,982	69,954	63,187	124,550	49,473	117,650	206,800
Commodities & Equipment	56,175	50,698	61,872	61,750	29,188	51,300	87,800
Miscellaneous	31,281	23,470	21,469	22,100	16,753	20,888	23,900
Operations Sub-Total	186,057	167,686	177,894	249,300	115,189	216,938	357,300
Total Expenditures	4,233,987	4,400,075	4,557,469	4,723,050	3,345,112	4,750,738	4,897,800
Funding Sources							
General Revenues	3,995,823	4,140,226	4,286,070	4,437,950	3,161,772	4,493,138	4,566,800
Parking Revenues	238,164	259,849	271,399	285,100	183,340	257,600	331,000
Total Funding Sources	4,233,987	4,400,075	4,557,469	4,723,050	3,345,112	4,750,738	4,897,800

The 2018 Budget for Operations increases \$108,000 or 43.32%, from \$249,300 in 2017 to \$357,300 in 2018. As discussed in the previous paragraph, the primary reason for the significant increase in 2018 is the increase in Contractual Services due to the crossing guard services being provided by a contractor in 2018 rather than part-time personnel. If not for this change in 2018, the increase in Contractual Services would have been significantly less. In addition to the change in Contractual Services, Operations also increases due to increases in Commodities & Equipment and Miscellaneous expenses, offset to some extent by a decrease in Professional Development. The increase of \$26,050 (42.19%) in Commodities & Equipment is caused by increases in various equipment purchases, including the replacement of heavy ballistic panels and the purchase of rapid deployment materials, storage units for evidence, surveillance cameras, and fixed mount radars. The increase of \$1,800 in Miscellaneous expenses and the decrease of \$3,400 in Professional Development are caused by small changes in multiple accounts for each expense category.

Sources of Funding

The Police Department budget is primarily funded from the General Fund (93.24%) in 2018 because the majority of services provided by the Department are intended to improve the health and safety of the entire community. A

small portion of the budget (6.76%) is funded from the Parking System Fund because the Department is responsible for parking enforcement in the community, including in the commuter parking lots.

Employees

The number of employees in the 2018 Police Department Budget will decrease by 2.95 full-time equivalent (FTE) employees due to the change in the way crossing guard services are being provided. All of the crossing guards who were previously employed by the Village now work for the contractor who is providing crossing guard services. Besides this changes, no other personnel changes occur in 2018.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Chief	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Chief	1.00	1.00	1.00	1.00	-	1.00	-
Sergeants	5.00	5.00	5.00	5.00	-	5.00	-
Police Officers/Detectives	16.00	17.00	16.00	16.00	-	16.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Records Supervisor	1.00	1.00	1.00	1.00	-	1.00	-
Records/Police Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Public Service Officer	-	-	1.00	1.00	-	1.00	-
Office Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Public Service Officers	-	-	-	-	-	-	-
Records/Police Assistant	3.60	3.60	2.70	2.70	-	2.70	-
Crossing Guards	2.95	2.95	2.95	2.95	-	-	(2.95)
Total FTE Positions	33.55	34.55	33.65	33.65	-	30.70	(2.95)
Employee Distribution							
Administration	4.80	7.65	7.65	7.65	-	4.70	(2.95)
Investigations	3.25	4.20	4.20	4.20	-	4.20	-
Patrol Operations	18.55	19.40	18.50	18.50	-	18.50	-
School/Community	3.70	-	-	-	-	-	-
Parking Enforcement	3.25	3.30	3.30	3.30	-	3.30	-

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 Public Safety Building.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 537,861	\$ 590,569	\$ 594,415	\$ 533,750	\$ 391,497	\$ 537,300	\$ 483,900
Operations	57,427	63,675	59,914	116,400	42,093	108,000	201,100
Expenditures Total	595,288	654,244	654,329	650,150	433,590	645,300	685,000

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 553,939	\$ 586,869	\$ 606,437	\$ 662,100	\$ 456,540	\$ 634,500	\$ 646,000
Operations	20,087	14,616	20,263	21,200	13,546	17,950	29,100
Expenditures Total	574,026	601,485	626,700	683,300	470,086	652,450	675,100

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 2,723,462	\$ 2,797,229	\$ 2,911,211	\$ 3,001,000	\$ 2,199,705	\$ 3,110,900	\$ 3,088,100
Operations	103,047	87,268	93,830	103,500	58,391	84,488	118,600
Expenditures Total	2,826,509	2,884,497	3,005,041	3,104,500	2,258,096	3,195,388	3,206,700

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 232,668	\$ 242,267	\$ 267,512	\$ 276,900	\$ 182,181	\$ 251,100	\$ 322,500
Operations	5,496	2,127	3,887	8,200	1,159	6,500	8,500
Expenditures Total	238,164	244,394	271,399	285,100	183,340	257,600	331,000

FIRE DEPARTMENT

The mission of the Fire Department is to protect the lives and property of the residents of the Village by providing exceptional firefighting and emergency medical services and enhancing community awareness of fire, health and safety hazards.

- Strategic Objectives
 - Protect the safety and well-being of residents and their property.
 - Analyze methods for continuing to provide current types and levels of service at a lower cost.
-
-

Overview

The Village first established a volunteer Fire Department in 1898 to provide Village residents with fire suppression services. 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 with a full range of fire and emergency services including firefighting, emergency medical services, fire prevention, community education, and disaster mitigation. The Fire Department's prime responsibility is protecting the lives and property of Village 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 at a cost that is financially sustainable.

Objectives for 2018

- Increase total on-duty training of shift personnel by 10%.
- Maintain and improve emergency service response times within the Village.
- Reduce call processing time by 20% pending approval of related equipment purchase and installation.
- Monitor the ongoing impact of Canadian National trains on emergency response operations in Barrington.
- Conduct an ongoing analysis to evaluate additional revenue sources.

Department Accomplishments in 2017

- ✓ Maintained excellent emergency service response times within the Village, including an average Village emergency medical response time of four minutes and sixteen seconds, and an average emergency fire response time of four minutes and five seconds.
- ✓ Continued to monitor and collect data on the impact of Canadian National (CN) and Union Pacific trains on emergency response in Barrington. CN trains caused response delays 32 times with an average delay of 2:21 and UP trains caused response delays 28 times with an average delay of 0:58.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for the Department equals \$3,263,700, an increase of \$127,800 (4.21%) from the 2017 Budget of \$3,135,900. Personnel expenses in the FY 2018 budget equal \$2,948,500, an increase of \$99,300 (3.54%) from budgeted 2017 personnel expenses of \$2,849,200. The increase in personnel expenses in 2018 is caused by increases in Salaries (an increase of \$74,000 or 3.71%) and Benefits (an increase of \$25,300 or 3.12%). The increase in Salaries is caused by economic adjustments to employee salaries which will equal 2.25% during the 2018 budget year combined with step increases for the members of the International Association of Firefighters. The increase in benefit expenses is primarily caused by an increase in health insurance and pension contribution costs.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 2,076,713	\$ 2,097,147	\$ 2,103,146	\$ 2,024,300	\$ 1,415,581	\$ 1,993,700	\$ 2,098,300
Benefits	680,679	700,593	779,130	824,900	572,490	810,900	850,200
Personnel Sub-Total	2,757,392	2,797,740	2,882,276	2,849,200	1,988,071	2,804,600	2,948,500
Operations							
Professional Development	26,757	42,740	47,519	45,300	27,142	40,000	51,300
Contractual Services	106,117	121,047	102,004	142,400	82,749	117,250	140,600
Commodities & Equipment	78,709	37,523	65,400	59,000	36,445	52,700	68,300
Miscellaneous	102,251	17,470	33,394	40,000	10,526	20,000	55,000
Operations Sub-Total	313,834	218,780	248,317	286,700	156,862	229,950	315,200
Total Expenditures	3,071,226	3,016,520	3,130,593	3,135,900	2,144,933	3,034,550	3,263,700
Funding Sources							
General Revenues	3,071,226	3,016,520	3,130,593	3,135,900	2,144,933	3,034,550	3,263,700
Total Funding Sources	3,071,226	3,016,520	3,130,593	3,135,900	2,144,933	3,034,550	3,263,700

The budget for Operating expenses will increase by \$28,500 (11.76%) in 2018, to a total of \$315,200. The increase in Operating expenses is caused by increases in Professional Development, Commodities & Equipment, and in Miscellaneous Expenditures. These increases are offset slightly by a small decrease in Contractual Services. The increase in Professional Development is caused by increased training expenses for in-station training activities. The decrease in Contractual Services is caused by small decreases in several accounts. The increase in Commodities & Equipment is caused by the need to purchase new turnout equipment for a new employee who will be starting in early 2018 (replacing a currently vacant position). The increase in Miscellaneous expenses is caused by an increase in the budget for Foreign Fire Tax purchase as the Department has indicated there are several significant purchases that are being considered for 2018.

Department Funding

The Fire Department is entirely funded by the General Fund because all of its operations and services are supported by the tax revenue in the General Fund.

Employees

The number of full-time equivalent (FTE) employees in the Department will remain stable at 21.85 FTE employees in 2018. The Department continues to be significantly smaller than it was prior to the reduction in force that occurred at the end of 2013 when the contract between the Village and the Barrington Countryside Fire Protection District ended.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Chief of Fire/EMS	1.00	1.00	1.00	1.00	-	1.00	-
Fire Prevention Officer	1.00	1.00	-	-	-	-	-
Assistant Fire Chief	3.00	3.00	3.00	3.00	-	3.00	-
Fire Lieutenants	9.00	3.00	3.00	3.00	-	3.00	-
Firefighter/Paramedics	24.00	10.00	12.00	12.00	-	12.00	-
Executive Assistant	1.00	-	1.00	1.00	-	1.00	-
Part-Time Positions							
Executive Assistant	-	0.50	-	-	-	-	-
Part-Time Firefighters	1.85	1.85	1.85	1.85	-	1.85	-
Total FTE Positions	40.85	20.35	21.85	21.85	-	21.85	-
Employee Distribution							
Administration	2.00	1.50	2.00	2.00	-	2.00	-
Operations	37.85	17.85	19.85	19.85	-	19.85	-
Prevention	1.00	1.00	-	-	-	-	-

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.

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2015 9 Month Actual	FY 2016 Projected Actual	FY 2017 Budget
Personnel	\$ 191,099	\$ 219,689	\$ 241,598	\$ 244,800	\$ 180,408	\$ 251,900	\$ 252,000
Operations	32,104	29,752	49,454	65,500	33,076	56,100	64,700
Expenditures Total	223,203	249,441	291,052	310,300	213,484	308,000	316,700

Operations

Operations provides fire suppression and emergency medical services to the residents of the Village by responding to emergency 911 calls. 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 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Amended Budget	FY 2015 9 Month Actual	FY 2016 Projected Actual	FY 2017 Budget
Personnel	\$ 2,566,293	\$ 2,578,051	\$ 2,640,678	\$ 2,604,400	\$ 1,807,663	\$ 2,542,800	\$ 2,696,500
Operations	281,730	189,028	198,863	221,200	123,786	186,250	250,500
Expenditures Total	2,848,023	2,767,079	2,839,541	2,825,600	1,931,449	2,729,050	2,947,000

PUBLIC WORKS

The mission of the Public Works Department is to enhance the health, safety, and aesthetics of the Community by efficiently managing the review, design, construction and maintenance of the Village's facilities and infrastructure. The Department is committed to improving and enhancing 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, food scrap disposal and composting.

- Department Objectives
- Maintain and enhance the Village's infrastructure and streetscape experience.
 - Work with the Development Services Department to improve connectivity (pedestrian, bike, and vehicular). Create and maintain an environment that encourages the provision of excellent customer service.
 - Develop and maintain an effective internal and external communication program.
 - Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.
 - Promote "green" initiatives.
 - Develop and promote new innovative methods for controlling storm water runoff.
 - Limit the risk of inflow and infiltration from storm water into the sanitary sewer collection system.
-
-

Overview

The Public Works Department is responsible for maintaining safe and reliable infrastructure in Barrington and providing quality services to Village residents and businesses. 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 and plants, water and sewer systems, and Village owned property and equipment. The Department is also responsible for recycling and refuse operations, including the Compost Program and the new Residential Food Scrap Program. One of the most critical services provided by the Department is snow and ice control operations for all Village streets during the winter months.

Objectives for 2018

- ✓ Contract and manage the reconstruction of the Chemical Building and the installation of supporting equipment to implement a Phosphorous Removal System at the Wastewater Treatment Plant, this project is required for the Village to comply with Illinois Environmental Protection Agency Regulations.
- ✓ Smoke test and investigate the sanitary sewer system located in Subarea 1 with the goal of eliminating any known sources of inflow or infiltration
- ✓ Complete the conversion of all downtown decorative street lights to LED.
- ✓ Coordinate with the Development Services Department Phase II of the SSRP that replaces a major sanitary sewer line from the intersection of Summit and Russell Streets to the termination of Liberty Street on the north side of the Village. The replacement of this sanitary sewer main was recommended in a Sanitary Sewer Master Plan Study the Village completed several years ago.

- ✓ Replace Lift Station #1 on South Street, work with residents on the landscaping/screening of this unit.
- ✓ Complete design work on Public Works Feasibility Facility Study and present the document to the Village Board in the summer of 2018.
- ✓ Televis, inspect, and document all sanitary sewers in Subarea 1, including pipe size, condition, and material. Identify and eliminate any sources of inflows or infiltration including tree root intrusions. Utilize the Village's GIS to locate all sanitary manholes and inspect and evaluate their condition.

Department Accomplishments in 2017

- ✓ Buildings and Grounds completed new office space for New Communications/Event Director.
- ✓ Completed the engineering and design for the Phosphorous Removal System at the Wastewater Treatment Plant.
- ✓ Completed Arc Flash Analysis on electrical Equipment for all Village facilities. This was an IRMA requirement.
- ✓ Completed the installation of 1000 feet of new 12" DI water main on East Main St (part of Phase 1 SSRP)
- ✓ Public Works is 90% complete with up grading the downtown decorative street lights to LEDs.
- ✓ The Public Works bargaining unit decertified in early 2017. This is a huge accomplishment for the employees and management.
- ✓ 500 Fire Hydrants were flushed inspected and received maintenance to insure public safety.
- ✓ Completed NPDES Public Works Facility Storm Water Pollution Prevention Plan, to stay compliant.
- ✓ For the eleventh consecutive year, no NPDES permit violations occurred at the Wastewater Treatment Facility.
- ✓ Completed domestic water Leak Detection Survey on the south side of town. Found 13 leaks that have been repaired. Through this program we are able to control water loss.

Budget Analysis

The Fiscal Year (FY) 2018 Budget for Public Works is \$7,082,000, an increase of \$517,025 (7.88%) from the 2017 Budget of \$6,564,975. Personnel expenses in the FY 2018 budget will equal \$3,139,800, an increase of \$476,800 (17.90%) from budgeted 2017 personnel expenses of \$2,663,000. The increase in personnel expenses in 2018 is caused by an increase of \$19,100 in Salaries and a significant increase of \$457,700 (62.04%) in Benefit expenses. The increase in Salaries is caused by economic and step adjustments for employees in the Department, with cost of living increases being equal to 2.25%. The significant increase in benefit expenses is caused by a change in pension liability reporting that is required by GASB Statement 68. Beginning in 2016, GASB Statement 68 required Enterprise Funds to recognize a portion of any unfunded pension liability as an operating expense, even though there is no related cash outflow. In prior years, this has not been included in the budget because there were no historical amounts to use to forecast future expenses. The 2018 Budget includes \$431,000 for these non-cash pension liability expenses for the first time. If not for the change in pension liability reporting requirements, Benefit expenses would have only increased by \$30,200 or 4.2%, primarily for health insurance cost increases.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel							
Salaries	\$ 1,847,219	\$ 1,896,286	\$ 1,896,005	\$ 1,925,300	\$ 1,387,811	\$ 1,954,700	\$ 1,944,400
Benefits	693,325	925,125	1,119,201	737,700	502,734	717,100	1,195,400
Personnel Sub-Total	2,540,544	2,821,411	3,015,206	2,663,000	1,890,545	2,671,800	3,139,800
Operations							
Professional Development	9,621	9,367	11,309	17,950	9,346	14,200	20,600
Contractual Services	1,876,411	1,976,707	1,976,888	2,244,175	1,344,266	2,091,750	2,254,850
Commodities & Equipment	706,379	648,183	623,224	759,450	417,494	667,300	786,950
Miscellaneous	901,775	942,403	880,808	880,400	640,800	879,400	879,800
Operations Sub-Total	3,494,186	3,576,660	3,492,229	3,901,975	2,411,906	3,652,650	3,942,200
Total Expenditures	6,034,730	6,398,071	6,507,435	6,564,975	4,302,451	6,324,450	7,082,000
Funding Sources							
General Revenues	2,019,492	1,968,700	1,993,430	2,168,675	1,340,586	2,050,250	2,294,800
Water & Sewer Revenues	2,721,874	3,081,847	3,176,974	3,020,400	2,078,854	2,969,800	3,348,800
Recycling & Refuse Revenues	1,117,175	1,116,937	1,092,303	1,132,700	748,817	1,102,200	1,127,700
Parking System Revenues	176,189	230,587	244,728	243,200	134,194	202,200	310,700
Total Funding Sources	6,034,730	6,398,071	6,507,435	6,564,975	4,302,451	6,324,450	7,082,000

Operating expenses in the 2018 budget increase \$40,225, to a total of \$3,962,200, from a 2017 budget of \$3,901,975. Increases occur in Professional Development, Contractual Services, and Commodities & Equipment but are somewhat offset by a decrease in Miscellaneous expenses. The small increase in Professional Development is caused by increased training for employees in the Department. The increase in Contractual Services is caused by an increase in utility expenses due to unusually low expenses in 2017 that will probably not reoccur in 2018. The increase in Commodities & Equipment is caused by an increase in purchases of lights as the Village will begin converting all Village facilities to LED lighting combined with an increase in the purchase of Chemicals for the Wastewater Treatment Plant due to the need to comply with phosphorous removal regulations from the Illinois Environmental Protection Agency. The decrease in Miscellaneous expenses is caused by decreases in Interfund Charges in the Water & Sewer and Recycling & Refuse Funds.

Sources of Funding

Public Works includes ten budget units, with five supported by the General Fund, three supported by the Water & Sewer Fund, and one each supported by the Recycling & Refuse and Parking System Funds. The General Fund provides 33% of the funding for the Department, the Water & Sewer Fund provides 48% of the funding for the Department, the Recycling & Refuse Fund provides 16% of the funding for the Department, and the Parking System Fund provides 3% of the funding for the Department.

Employees

The number of employees in the Department will increase to 29.25 full-time equivalent (FTE) employees in 2018. There will be significant changes in the composition of the employees in the Department due to a retirement at the end of 2017 and a reorganization of the Department that has been approved by the Village Board as a result of that retirement. Towards the end of 2017, the Department's Assistant Director retired and the Department proposed a reorganization plan as a result. The reorganization plan included the elimination of the Assistant Director position, the establishment of two new Foreman positions, one for the Central Garage budget unit and one for the Wastewater Treatment Plant Division. In addition, the plan included the establishment of another Utility Treatment Operator position. The reorganization should be either cost neutral or provide a small amount of savings, depending on employee benefit choices.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Full-Time Positions							
Director	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Director	1.00	1.00	1.00	1.00	-	-	(1.00)
Plant Supervisor	-	-	-	-	-	1.00	1.00
Public Works Supervisors	4.00	4.00	4.00	4.00	-	4.00	-
Foreman	-	-	-	-	-	2.00	2.00
Lab Technician	1.00	1.00	1.00	1.00	-	1.00	-
Mechanic	2.00	2.00	2.00	2.00	-	1.00	(1.00)
Utility Treatment Operator	4.00	4.00	4.00	4.00	-	4.00	-
Maintenance Workers	7.00	7.00	8.00	8.00	-	9.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Laborer	4.20	4.20	5.40	5.40	-	3.90	(1.50)
Seasonal Support	2.95	2.95	1.30	1.05	(0.25)	1.05	-
W&S Technician	0.50	0.50	0.50	0.30	(0.20)	0.30	-
Total FTE Positions	28.65	28.65	29.20	28.75	(0.45)	29.25	0.50
Employee Distribution							
GF - Administration	0.80	0.65	0.80	0.80	-	0.80	-
Street Maintenance	4.75	4.80	5.30	5.80	0.50	5.80	-
Forestry	2.15	2.40	1.50	1.15	(0.35)	1.15	-
Property Maintenance	2.10	2.40	3.10	3.00	(0.10)	3.00	-
Central Garage	2.20	2.20	2.80	2.80	-	2.80	-
W&S - Administration	1.60	1.50	1.85	1.60	(0.25)	1.60	-
Utility Maintenance	6.00	6.00	6.00	4.60	(1.40)	4.60	-
Water Production	1.75	1.80	1.45	1.55	0.10	1.55	-
Wastewater Treatment	5.25	5.05	4.85	5.75	0.90	6.25	0.50
Recycling & Refuse	0.60	0.75	0.50	0.50	-	0.50	-
Parking Maintenance	1.45	1.10	1.05	1.20	0.15	1.20	-

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 334,675	\$ 342,056	\$ 331,185	\$ 288,700	\$ 198,115	\$ 276,800	\$ 275,100
Operations	800,771	813,251	805,638	798,600	577,750	782,100	769,400
Expenditures Total	1,135,446	1,155,307	1,136,823	1,087,300	775,865	1,058,900	1,044,500

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 595,728	\$ 577,243	\$ 614,312	\$ 532,800	\$ 394,168	\$ 543,400	\$ 507,200
Operations	338,246	320,732	292,231	358,400	156,781	315,100	425,200
Expenditures Total	933,974	897,975	906,543	891,200	550,949	858,500	932,400

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 127,984	\$ 98,364	\$ 110,692	\$ 127,300	\$ 86,433	\$ 121,600	\$ 150,400
Operations	124,774	135,484	134,671	172,200	119,958	164,900	221,700
Expenditures Total	252,758	233,848	245,363	299,500	206,391	286,500	372,100

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 132,741	\$ 167,389	\$ 165,039	\$ 160,500	\$ 106,594	\$ 152,900	\$ 168,100
Operations	108,065	98,980	102,166	178,300	77,938	160,600	186,200
Expenditures Total	240,806	266,369	267,205	338,800	184,532	313,500	354,300

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 213,986	\$ 220,847	\$ 242,146	\$ 255,800	\$ 179,249	\$ 252,200	\$ 273,600
Operations	304,661	261,510	236,799	295,175	157,231	257,350	263,200
Expenditures Total	518,647	482,357	478,945	550,975	336,480	509,550	536,800

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 388,320	\$ 567,212	\$ 682,472	\$ 541,600	\$ 387,980	\$ 545,500	\$ 730,500
Operations	180,608	173,535	202,654	204,700	98,152	189,500	205,200
Expenditures Total	568,928	740,747	885,126	746,300	486,132	735,000	935,700

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 67,063	\$ 179,492	\$ 199,825	\$ 173,400	\$ 118,590	\$ 166,300	\$ 203,300
Operations	183,934	193,612	184,719	201,600	123,523	185,900	203,600
Expenditures Total	250,997	373,104	384,544	375,000	242,113	352,200	406,900

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 501,913	\$ 493,208	\$ 444,721	\$ 424,300	\$ 312,859	\$ 446,500	\$ 593,200
Operations	337,897	407,632	421,134	475,700	324,119	459,400	467,700
Expenditures Total	839,810	900,840	865,855	900,000	636,978	905,900	1,060,900

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, recyclables, and food scraps. Responsible 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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 85,385	\$ 65,618	\$ 67,968	\$ 55,200	\$ 37,698	\$ 69,900	\$ 71,700
Operations	1,031,790	1,051,319	1,024,335	1,077,500	711,119	1,032,300	1,056,000
Expenditures Total	1,117,175	1,116,937	1,092,303	1,132,700	748,817	1,102,200	1,127,700

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 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Personnel	\$ 92,749	\$ 109,982	\$ 156,846	\$ 103,400	\$ 68,859	\$ 96,700	\$ 166,700
Operations	83,440	120,605	87,882	139,800	65,335	105,500	144,000
Expenditures Total	176,189	230,587	244,728	243,200	134,194	202,200	310,700

CAPITAL IMPROVEMENT PROGRAM

The Village's capital improvement expenditures are intended to enhance the quality of life in the community by maintaining and improving Village owned facilities, 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
- Maintain and improve Village owned facilities to improve the ability of Village staff to provide services including Village Hall, the Public Safety Building, the Public Works facility, and various other buildings and properties owned by the Village.
 - Maintain high quality streets, sidewalks, public right-of-ways, bikeways, water facilities and mains, wastewater treatment facilities and sewer mains, and stormsewer mains by reconstructing or rehabilitating these infrastructure assets when necessary. Continuously improve the infrastructure in the community to respond to changing needs, challenges, and regulations.
 - Provide infrastructure and parking in the central business district to meets the needs of residents, shoppers, businesses, and commuters and encourage private sector investment.
 - Purchase new and replacement vehicles and equipment to support and enhance the operations of Village Departments.
-
-

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 construction, 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 and quality of life impact 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 types of capital improvements undertaken by the Village include:

- Facility Improvements
- Infrastructure Improvements
- Vehicle and Equipment Purchases

The Village considers a capital expenditure or expense to be a substantial rehabilitation, reconstruction, or new construction of an infrastructure asset as defined in the Village's Capitalization Policy. The purchase of vehicles and equipment that exceed \$5,000 in costs is also considered a capital expense.

Summary of Revenues and Expenses

Multiple reoccurring revenue sources are utilized to fund capital improvements including utility tax revenues, cellular tower lease revenue, investment revenues, transfers from the General Fund, Water and Sewer revenues, and donations received for Barrington's White House. In addition to these reoccurring funding sources, the Village derives a portion of the funding for capital improvements from one-time or limited duration revenues including Grants and Contributions, the Capital Improvement Fund Accumulated Fund Balance, Water and Sewer Accumulated Cash Reserves, and Parking System Accumulated Cash Reserves. These funding sources are normally linked to specific projects or programs and are not available in every year to fund capital improvements.

The final source of funding for capital improvements is debt financing. The most common long term debt instruments issued to finance capital improvements include General Obligation (GO) Bonds and Alternate 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 35 – 40 to review the Village's policies related to debt; please see Appendix IV on Pages 225 – 238 to review the Village's outstanding debt and its relation to the legal debt margin).

In 2018, total funding and expenses for capital improvements will equal \$13,230,800. A summary of the funding sources and expenses for Capital Improvements from 2014 through 2023 is presented in the chart on the following page. Capital expenses in 2018 occur in several different accounting funds, including the Capital Improvement, Water & Sewer, and Parking System Funds. Capital expenses typically include both reoccurring programs and non-reoccurring short-term or one-time projects that are expected to be completed within a specified period of time. The significant majority of expenditures in 2018 will be for infrastructure improvements which includes everything from street improvements to water and wastewater system improvements. Vehicle & Equipment purchases also include significant expenditures in 2018 as several expensive vehicles and some expensive operational and technology equipment are budgeted to be replaced.

In future years, capital expenses are projected to decrease as funding for improvements will be more difficult to secure. The current projection includes \$4,721,950 in funding and expenses in 2019 and \$5,345,700 in 2020. In the following years, 2021 to 2023, funding and capital expenses are projected to decline further to between \$3.7 and \$2.4 million. The majority of spending throughout the five year period will be for infrastructure improvements, primarily in the Water & Sewer Fund, because there is a dedicated revenue source for these type of expenditures. The majority of spending in the Capital Improvement Fund will be for Vehicle & Equipment purchases and Facility Improvements because funding for infrastructure improvements will be limited during the 2021 to 2023 time frame.

Summary of Capital Improvements, 2014 - 2023

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved Budget	Projected Actual	Budget	Projected	Projected	Projected	Projected	Projected
Funding Sources											
Capital Improvement Fund											
Tax Revenue	272,431	177,226	128,741	200,000	175,000	200,000	200,000	200,000	200,000	200,000	200,000
Intergovernmental	1,910,866	75,483	279,522	140,000	58,450	140,000	-	-	-	-	-
Rental Income	123,300	183,467	-	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
All other revenue	421,807	63,752	-	70,000	26,000	70,000	27,550	55,000	60,000	65,000	70,000
Transfers In	1,363,262	710,000	971,832	2,000,000	1,086,061	185,050	-	-	-	-	-
Fund Balance	15,199	435,786	59,683	215,000	-	2,545,750	1,315,400	2,006,200	786,750	360,125	426,250
Water & Sewer Fund											
W&S Operating Revenues	1,862,352	557,645	360,084	450,000	727,571	450,000	-	-	-	-	-
W&S Accumulated Reserves	349,158	702,641	860,280	1,195,000	354,929	1,377,000	2,849,000	2,904,500	2,476,000	1,702,000	1,563,000
Debt Proceeds	-	-	-	7,050,000	6,002,500	7,948,000	-	-	-	-	-
Parking System Fund											
Parking Fund Balance	206,296	4,053	-	168,000	54,500	135,000	-	-	-	-	-
White House Rehabilitation											
Donation Revenue	502,368	1,098,214	49,194	-	-	-	-	-	-	-	-
Capital Contribution	400,000	100,000	-	-	-	-	-	-	-	-	-
Debt Proceeds	831,650	4,668,350	-	-	-	-	-	-	-	-	-
Total Funding Sources	8,258,689	8,776,617	2,709,336	11,668,000	8,665,011	13,230,800	4,571,950	5,345,700	3,702,750	2,507,125	2,439,250
Capital Improvements											
Village Property Improvements	3,070,995	6,613,436	928,145	585,000	320,511	1,883,500	1,119,200	2,254,700	1,192,500	1,085,625	836,500
Infrastructure Improvements	5,187,694	2,163,181	1,781,191	11,083,000	8,344,500	11,347,300	3,602,750	3,091,000	2,510,250	1,421,500	1,602,750
Total Expenditures	8,258,689	8,776,617	2,709,336	11,668,000	8,665,011	13,230,800	4,721,950	5,345,700	3,702,750	2,507,125	2,439,250
Expenditures by Fund											
Capital Improvement Fund	4,106,865	1,645,714	1,439,778	2,805,000	1,525,511	3,320,800	1,722,950	2,441,200	1,226,750	805,125	876,250
Water & Sewer Fund	2,211,510	1,260,286	1,220,364	8,695,000	7,085,000	9,775,000	2,849,000	2,904,500	2,476,000	1,702,000	1,563,000
Parking System Fund	206,296	4,053	-	168,000	54,500	135,000	150,000	-	-	-	-
Barrington White House Fund	1,734,018	5,866,564	49,194	-	-	-	-	-	-	-	-
Total Expenditures	8,258,689	8,776,617	2,709,336	11,668,000	8,665,011	13,230,800	4,721,950	5,345,700	3,702,750	2,507,125	2,439,250

VILLAGE PROPERTY IMPROVEMENTS

Description of Improvements

All capital improvements related to the construction or significant rehabilitation of Village owned property are included in this portion of the Capital Improvement Program. The Village owns or is responsible for 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, the Commuter Train Station, Barrington’s White House, various other properties, and public rights of way and related infrastructure throughout the Village. Capital expenditures for Village Facilities are allocated to two project/program areas, these include Facility Improvements and Property Improvements (please see the following pages for descriptions of the types of improvements that occur in each area).

Analysis of 2018 Budgeted Expenditures

The total Village Property Improvement budget in 2018 includes \$1,883,500 in expenses, including \$235,000 in Facility Improvements, \$125,000 in Property Improvements, \$523,500 in Pedestrian & Bikeway Improvements, and \$1,000,000 in Vehicle & Equipment Purchases. The 2018 budget increases from the 2017 budget, as expenses for most of the project areas increase. The Capital Improvement Fund provides the vast majority of resources for Village Property Improvements in 2018 (84.80%) and in the following five years (2019 – 2023).

	FY2014	FY2015	FY2016	FY2017	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Actual	Actual	Actual	Approved	Projected	Budget	Projected	Projected	Projected	Projected	Projected
Project Areas											
Facility Improvements	2,110,633	5,893,722	73,297	151,000	105,000	235,000	83,000	587,000	137,000	87,000	-
Property Improvements	212,901	191,393	324,340	151,000	140,511	125,000	130,000	130,000	130,000	130,000	130,000
Pedestrian & Bikeway Impr	49,094	55,590	33,538	283,000	75,000	523,500	138,500	399,000	104,500	110,000	115,500
Vehicle & Equipment Purchases	698,367	472,731	496,970	-	-	1,000,000	767,700	1,138,700	821,000	758,625	591,000
Total Expenditures	3,070,995	6,613,436	928,145	585,000	320,511	1,883,500	1,119,200	2,254,700	1,192,500	1,085,625	836,500
Funding Sources											
Capital Improvement Fund	1,092,925	713,257	878,951	555,000	300,511	1,596,500	1,059,200	2,242,200	1,017,500	585,625	656,500
Water & Sewer Fund	244,052	33,615	-	30,000	20,000	287,000	60,000	12,500	175,000	500,000	180,000
Barrington White House Fund	1,734,018	5,866,564	49,194	-	-	-	-	-	-	-	-
Total Funding Sources	3,070,995	6,613,436	928,145	585,000	320,511	1,883,500	1,119,200	2,254,700	1,192,500	1,085,625	836,500

Analysis of Programs and Projects

Facility Improvements – Projects included in the 2018 Facility Improvements budget include the continuation of a needs analysis for the reconstruction of the Public Works Facility and making some improvements to the current Public Works facility to make sure it continues to be in working order for operations. The needs analysis study for the Public Works facility is the first step in reconstructing the facility which was constructed in the 1960s and 1970s and is rapidly deteriorating. The other projects included in this Project Area are needed to ensure the Public Works facility is safe and will continue to be a reliable facility that allows Village employees to provide services to the community, until it can be replaced.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved Budget	Projected Actual	Budget	Projected	Projected	Projected	Projected	Projected
Projects											
Building Improvements	28,375	27,158	24,103	6,000	5,000	-	8,000	87,000	87,000	87,000	-
Replace HVAC at VH & PSF	-	-	-	-	-	-	-	350,000	-	-	-
Replace Roof at VH & PSF	-	-	-	-	-	-	-	150,000	-	-	-
ICC Grant/Noise Mitigation	305,654	-	-	-	-	-	-	-	-	-	-
Triple Basin Storage (NPDES)	42,586	-	-	-	-	-	-	-	-	-	-
Public Works Needs Study	-	-	-	60,000	40,000	100,000	-	-	-	-	-
PW Facility Improvements	-	-	-	-	-	135,000	55,000	-	-	-	-
PSF Apparatus Bay	-	-	-	45,000	30,000	-	-	-	-	-	-
Salt Shed Roof Replacement	-	-	-	40,000	30,000	-	-	-	-	-	-
WWTP Improvements	-	-	-	-	-	-	20,000	-	50,000	-	-
Barrington's White House	1,734,018	5,866,564	49,194	-	-	-	-	-	-	-	-
Total Project Costs	2,110,633	5,893,722	73,297	151,000	105,000	235,000	83,000	587,000	137,000	87,000	-
Funding Sources											
Capital Improvement Fund	376,615	27,158	24,103	121,000	85,000	185,000	63,000	587,000	87,000	87,000	-
Water & Sewer Fund	-	-	-	30,000	20,000	50,000	20,000	-	50,000	-	-
Barrington White House Fund	1,734,018	5,866,564	49,194	-	-	-	-	-	-	-	-
Total Funding Sources	2,110,633	5,893,722	73,297	151,000	105,000	235,000	83,000	587,000	137,000	87,000	-
Unfunded Projects											
Public Works Facility	-	-	-	-	-	-	500,000	9,500,000	-	-	-

The reconstruction of the Public Works Facility is estimated to cost approximately \$10,000,000 for engineering and construction. Currently the Village does not have funding for this project and therefore the project is not included in the five year financial forecast. However, the facility is rapidly deteriorating and the Village will need to address its reconstruction in the future.

Impact on Operations – The projects in this Project Area will have a minimal impact on the Village’s operating budget, at less than \$10,000 per year, because they will all be contracted to private sector entities that specialize in each type of project and therefore the main impact these projects will have is staff time spent to conduct and analyze a procurement process. In future years, assuming the projects are completed, there should be operational savings of less than \$10,000 per year because these projects will lead to less maintenance activities.

Property Improvements – In 2018, all of the expenditures in this capital improvement program area will be Forestry Improvements which are intended to ensure the Village’s trees are well managed and contribute to the quality of life in the Village. The program includes the removal and planting of trees in Village owned right of ways throughout the community. Funding for this program in the past couple of years has been elevated due to the Emerald Ash Borer infestation which is causing the Village to replace more trees than in typical years. In 2018 and for the following five years, the Village is anticipating a return to a more typical funding level of approximately \$130,000 per year.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved Budget	Projected Actual	Budget	Projected	Projected	Projected	Projected	Projected
Projects											
Annual Forestry Improvements	198,186	182,483	114,132	130,000	120,000	110,000	130,000	130,000	130,000	130,000	130,000
Retaining Wall Replacement	14,715	-	-	-	-	15,000	-	-	-	-	-
Memorial Park Brick Pavers	-	-	63,494	21,000	20,511	-	-	-	-	-	-
Cook-Station Intersection	-	-	117,092	-	-	-	-	-	-	-	-
Barrington Village Center	-	-	29,622	-	-	-	-	-	-	-	-
Replacement of Street Signs	-	8,910	-	-	-	-	-	-	-	-	-
Total Project Costs	212,901	191,393	324,340	151,000	140,511	125,000	130,000	130,000	130,000	130,000	130,000
Funding Sources											
Capital Improvement Fund	212,901	191,393	324,340	151,000	140,511	125,000	130,000	130,000	130,000	130,000	130,000
Total Funding Sources	212,901	191,393	324,340	151,000	140,511	125,000	130,000	130,000	130,000	130,000	130,000

Impact on Operations – The impact of the annual Forestry Improvements program on the operating budget is moderate at less than \$10,000, with the primary impact being the staff time needed to conduct a procurement process for the outsourcing of this function and the management of the winning contractor’s activities. The impact of this project area on future budgets is estimated at less than \$10,000 per year, primarily due to the need to trim and maintain the additional trees that are planted.

Pedestrian and Bikeway Improvements – Pedestrian and Bikeway Improvements are intended to provide a safe and well-maintained system of pedestrian walkways and bikeways throughout the Village. This Project Area includes the reconstruction of existing sidewalk or bikeways that are in poor condition and the construction of new sidewalks or bikeways to eliminate gaps in the existing system. The order of improvements for existing sidewalks is based on a rating of sidewalk condition performed by Development Services. The installation of new sidewalk is prioritized for walkways that will provide access to public spaces including parks and schools. Bikeways are an important quality of life issue for Village residents and often substitute for sidewalks. The Village is committed to improving existing bikeways and constructing new paths to provide a comprehensive system throughout the community and connectors to regional pathway systems. Bikeway projects include the design, engineering, rehabilitation, 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.

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Approved Budget	FY2017 Projected Actual	FY2018 Budget	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected
Projects											
Sidewalk Improvements	-	-	356	-	-	45,000	40,000	40,000	40,000	40,000	40,000
SRTS - Lageshulte St Sidewalk	14,860	2,785	20,062	220,000	52,800	200,000	-	-	-	-	-
ADA Improvements	-	35	-	48,000	-	53,500	53,500	59,000	64,500	70,000	75,500
Village Center Brick Pavers	-	-	-	-	-	-	-	-	-	-	-
Cook-Station Improvements	-	-	-	-	-	-	-	-	-	-	-
Hart Rd Multi-Use Path	6,262	52,770	13,120	-	20,000	225,000	-	-	-	-	-
Lake-Cook Rd Bridge	-	-	-	-	-	-	45,000	300,000	-	-	-
Bike Lane Markings	22,001	-	-	-	-	-	-	-	-	-	-
Bike Infrastructure	5,971	-	-	15,000	2,200	-	-	-	-	-	-
Total Project Costs	49,094	55,590	33,538	283,000	75,000	523,500	138,500	399,000	104,500	110,000	115,500
Funding Sources											
Capital Improvement Fund	49,094	55,590	33,538	283,000	75,000	523,500	138,500	399,000	104,500	110,000	115,500
Total Funding Sources	49,094	55,590	33,538	283,000	75,000	523,500	138,500	399,000	104,500	110,000	115,500

The 2018 Budget for Pedestrian and Bikeway Improvements increase significantly compared to the 2017 budget because the Hart Road Multi-use Path and the Lageshulte Street Sidewalk projects are included in the budget. Annual programs included in the 2018 budget include ADA Improvements (\$53,500) and the replacement of sidewalks throughout the community (\$45,000). In 2018, no improvements to the bicycle system in the Village are included in the proposed budget.

In 2019 and 2020, the replacement of a pedestrian bridge along Lake-Cook Road is the only project outside of the ADA and sidewalk replacement projects that are is projected to occur. After 2020, the Village’s infrastructure funding constraints will limit the projects in this Project Area to the

ADA and general Sidewalk Improvements which are projected to average of \$100,000 per year through 2023. Pedestrian and Bikeway Improvements are entirely funded by the Capital Improvement Fund.

Impact on Operating Budgets – The impact of Pedestrian and Bikeway Improvements on the operating budget is significant and estimated as greater than \$50,000. These projects all involve considerable amounts of staff time from the Development Services and Public Works Departments. Both Departments are involved in meetings with neighborhood groups to discuss projects, assessing the condition of sidewalks, bikeways, and all associated infrastructure, arranging for engineering designs for projects, conducting bids for construction for these projects, and overseeing any construction work that occurs. The impact on future year's operating budgets is estimated to be less than \$10,000 per year, primarily due to future maintenance expenses that will need to be incurred to maintain the sidewalk that is constructed.

Vehicle & Equipment Purchases - The Village owns and operates a fleet of vehicles and significant quantities of equipment, all of which needs to be replaced at regular intervals. The vehicles and equipment are a critical component of the Village’s continued ability to effectively provide services to residents. The Village has accumulated savings in a designated fund balance in the Capital Improvement Fund for the replacement of vehicles and equipment that are obsolete or irreparable. The designated fund balances in the Capital Improvement Fund were established to provide a source of funding for the purchase of vehicles or equipment in an emergency situation (e.g., a disaster that damaged or destroyed a significant portion of the Village’s vehicles or equipment) and to provide a pool of funding for vehicle or equipment purchases so that operating budgets are not impacted when a replacement purchase needs to be made and the Village does not have to borrow to make the purchase. The designated fund balances in the Capital Improvement Fund include balances for vehicle, technology, and operating equipment replacement in the future. At the beginning of 2018, the replacement value and designated fund balances will equal:

	Estimated Total Replacement Value	Designated Fund Balance	% of Replacement Value Designated
Vehicles	\$4,530,000	\$2,500,000	55.2%
Information Technology	\$750,000	\$300,000	40%
Operating Equipment	\$2,075,000	\$700,000	33.8%
Totals	\$7,355,000	\$3,500,000	41.33%

Analysis of Budgeted Expenditures

The budget for Vehicle & Equipment Purchases in 2018 is \$1,000,000, including \$611,000 for operating equipment, technology equipment, and software purchases and \$389,000 for vehicle purchases. The 2018 budget is an increase from the \$805,000 budgeted in 2017 due to a significant increase in the purchase of Operational equipment in 2018. Projected budgets during the five year period from 2019 to 2023 will vary depending on the vehicles that will be replaced in a particular year. The highest projected budget is forecast to occur in 2020 because it is anticipated that several expensive Public Works vehicles will be replaced. The smallest budget is projected to occur in 2023 as only a few vehicles are projected to be replaced.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved Budget	FY 2017 Projected Actual	FY 2018 Budget	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Project Areas											
Equipment Purchases											
Operating Equipment	109,006	99,514	114,366	158,000	150,000	381,000	52,700	41,700	111,000	141,625	92,000
Technology Equipment	44,598	91,146	73,691	209,000	200,000	217,000	57,000	69,000	57,000	212,000	69,000
Software	12,935	21,735	343	13,000	10,000	13,000	10,000	10,000	10,000	10,000	10,000
Vehicle Purchases	272,577	226,743	308,570	425,000	400,000	389,000	648,000	1,018,000	643,000	395,000	420,000
Total Purchases	439,116	439,138	496,970	805,000	760,000	1,000,000	767,700	1,138,700	821,000	758,625	591,000
Funding Sources											
Capital Improvement Fund	454,315	439,116	496,970	-	-	763,000	727,700	1,126,200	696,000	258,625	411,000
Water & Sewer Fund	244,052	33,615	-	-	-	237,000	40,000	12,500	125,000	500,000	180,000
Total Funding Sources	698,367	472,731	496,970	-	-	1,000,000	767,700	1,138,700	821,000	758,625	591,000

Significant purchases included in the 2018 Budget include:

Vehicles	Equipment
<ul style="list-style-type: none"> Two Ford Explorer Police Versions and associated equipment which will replace Village squad cars. Three Public Works trucks and associated equipment for the Public Works Department in the Water & Sewer Fund. A sidewalk snow removal machine for the Central Business District. 	<ul style="list-style-type: none"> Upgrading the Village Boardroom Presentation Equipment Various Network Server Replacements. Purchase of License Plate Enforcement Equipment. Purchase of a Pre-Alert System for Fire Department. Additional security camera installations. Tri-Band Radios for the Fire and Police Departments. Upgrades to the Firing Range at the Police Department.

Impact on Operating Budgets – The impact of Vehicle & Equipment purchases on the 2018 operating budget and on future budgets is significant and estimated as savings greater than \$50,000. When the vehicles and equipment are replaced, they are typically under warranty for a number of years and this reduces Staff time needed for maintenance activities, particularly for new vehicles. In addition, the replacement vehicles and equipment typically have improved functionality which increase operating efficiencies.

INFRASTRUCTURE IMPROVEMENTS

Description of Improvements

Infrastructure Improvements are intended to provide residents, businesses, and visitors with high quality infrastructure that improves the quality of life in the community. The Village is committed to implementing a multi-year infrastructure improvement program that provides for the timely and effective reconstruction or repair of the infrastructure in the community. Expenditures for infrastructure improvements are classified into seven project/program areas, including Street Improvements, Parking Improvements, Storm Water Management Projects, Pedestrian & Bikeway Programs, Water System Projects, and Wastewater Treatment System Projects.

Analysis of 2018 Budgeted Expenditures

The total budget for Infrastructure Improvements in 2018 is \$11,347,300, including \$1,529,300 for Street Improvements, \$330,000 for Parking Improvements, \$2,010,000 for Storm water Improvements, \$1,105,000 for Water System Improvements, and \$6,373,000 for Wastewater System Improvements. Funding for these projects in 2018 will come from the Capital Improvement Fund (\$1,724,300), the Water & Sewer Fund (\$9,488,000), and the Parking System Fund (\$135,000).

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved	Projected	Budget	Projected	Projected	Projected	Projected	Projected
Project Areas											
Street Improvements	2,392,156	244,820	560,353	2,250,000	1,225,000	1,529,300	663,750	199,000	209,250	219,500	219,750
Parking Improvement	960,846	674,328	-	168,000	54,500	330,000	150,000	-	-	-	-
Stormwater Improvements	174,610	167,452	28,518	930,000	550,000	2,010,000	20,000	20,000	20,000	20,000	20,000
Water System Improvements	810,351	113,777	58,571	800,000	550,000	1,105,000	725,000	650,000	1,000,000	-	-
Wastewater System Imprmnts	849,731	962,804	1,133,749	6,935,000	5,965,000	6,373,000	2,044,000	2,222,000	1,281,000	1,182,000	1,363,000
Total Expenditures	5,187,694	2,163,181	1,781,191	11,083,000	8,344,500	11,347,300	3,602,750	3,091,000	2,510,250	1,421,500	1,602,750
Funding Sources											
Capital Improvement Fund	3,013,940	932,457	560,827	2,250,000	1,225,000	1,724,300	663,750	199,000	209,250	219,500	219,750
Water & Sewer Fund	1,967,458	1,226,671	1,220,364	8,665,000	7,065,000	9,488,000	2,789,000	2,892,000	2,301,000	1,202,000	1,383,000
Parking System Fund	206,296	4,053	-	168,000	54,500	135,000	150,000	-	-	-	-
Total Funding Sources	5,187,694	2,163,181	1,781,191	11,083,000	8,344,500	11,347,300	3,602,750	3,091,000	2,510,250	1,421,500	1,602,750

Analysis of Programs and Projects

Street 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 Development Services. 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. Street rehabilitations include the repaving of the road without the improving the associated underground utilities or the patching and maintenance of roads to prolong their life.

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Approved Budget	FY2017 Projected Actual	FY2018 Budget	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected	FY2023 Projected
Projects											
General Street Improvements	1,055,408	244,820	207,192	180,000	357,600	178,500	188,750	199,000	209,250	219,500	219,750
Listharke Subdivision	-	-	-	100,000	-	75,000	-	-	-	-	-
Grove & Dundee Improvement	-	-	-	70,000	-	-	100,000	-	-	-	-
Hart Road & Route 14 Project	-	-	-	-	-	525,000	-	-	-	-	-
Route 14 Grade Separation	1,336,748	-	-	-	-	-	-	-	-	-	-
Lake Zurich Road Project	-	-	353,161	900,000	119,400	550,800	375,000	-	-	-	-
Sanitary Sewer Main Replacement	-	-	-	1,000,000	748,000	200,000	-	-	-	-	-
Total Project Costs	2,392,156	244,820	560,353	2,250,000	1,225,000	1,529,300	663,750	199,000	209,250	219,500	219,750
Funding Sources											
Capital Improvement Fund	2,243,737	244,820	560,353	2,250,000	1,225,000	1,529,300	663,750	199,000	209,250	219,500	219,750
Water & Sewer Fund	148,419	-	-	-	-	-	-	-	-	-	-
Total Funding Sources	2,392,156	244,820	560,353	2,250,000	1,225,000	1,529,300	663,750	199,000	209,250	219,500	219,750

In 2018, \$1,529,300 is budgeted for the reconstruction, resurfacing, or repair of streets throughout the Village. The 2018 Budget includes a significant sanitary sewer main line project that will involve trenching along a number of streets in the downtown area, all of which will need to be reconstructed once the sanitary sewer main has been replaced. The streets that will be reconstructed include some of the worst rated streets in the Village, including portions of Russell and Summit Streets and Lincoln Avenue. The estimated cost for the reconstruction of these streets and the associated curb and gutters is \$200,000. Other projects in the 2018 budget include a general street patching and maintenance program (\$178,500), the Village’s portion of the construction of the Lake Zurich Road project, the completion of the street improvements in the Listharke Subdivision, and the Village’s portion of the Hart Road intersection improvement project.

The 2019 Budget also includes the remainder of the Lake Zurich Road realignment project, the Grove and Dundee Road Intersection improvement project, and the general street patching and maintenance program which will continue to occur through 2023 at an estimated \$180,000 per year.

Street Improvements are funded by the Capital Improvement Fund and the Water & Sewer Fund. The Water & Sewer Fund transfers funds to the Capital Improvement Fund for Water & Sewer projects that will cause a street to need be reconstructed. For instance, the sanitary sewer main project that will be occurring in 2017 will cause numerous streets in the Village center to be reconstructed and therefore the Water & Sewer Fund is transferring funds for the reconstruction portion of this project. Besides the street improvements made necessary by water or sewer projects, all other street improvements are funded by the Capital Improvement Fund.

Impact on Operating Budgets – Street Improvements have a significant impact on operating budgets which is estimated to be greater than \$100,000. These projects involve considerable amounts of staff time from Development Services as the coordination and oversight of these projects are the responsibility of the Department. However, the projects that are completed have a positive impact on future operating budgets because maintenance on the streets that have been improved is greatly reduced. The impact on future operating budgets from this project area is estimated as a savings of less than \$10,000 as a result of reduced maintenance required for the streets that have been reconstructed.

Parking improvements - The Village is committed to pursuing parking options that enhance parking in the community for commuters, employees, employers, and shoppers but minimize the impact on traffic and prevent the diversion of vehicles into residential areas. Parking improvements include expenditures for improvements to the Village’s commuter, shopping, and employee/employer parking facilities.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved Budget	Projected Actual	Budget	Projected	Projected	Projected	Projected	Projected
Projects											
Barrington Village Center	754,550	670,275	-	-	-	-	-	-	-	-	-
Parking Lot #13 Replacement	-	-	-	-	-	175,000	-	-	-	-	-
Jewel Parking Lot Improvement	-	-	-	-	-	20,000	-	-	-	-	-
Rt 14 Entrance to Commuter Lot	17,130	-	-	168,000	-	-	-	-	-	-	-
Commuter Lot Improvements	-	4,053	-	-	54,500	135,000	150,000	-	-	-	-
Train Station Brick Pavers	189,166	-	-	-	-	-	-	-	-	-	-
Total Project Costs	960,846	674,328	-	168,000	54,500	330,000	150,000	-	-	-	-
Funding Sources											
Capital Improvement Fund	754,550	670,275	-	-	-	195,000	-	-	-	-	-
Parking System Fund	206,296	4,053	-	168,000	54,500	135,000	150,000	-	-	-	-
Total Funding Sources	960,846	674,328	-	168,000	54,500	330,000	150,000	-	-	-	-

In 2018, the projects included in the budget are the reconstruction of the foundations for the lights in the Commuter Parking Lots, the reconstruction of Parking Lot #13, and an improvement to the Jewel Parking Lot. In 2019, a project to repair a retaining wall in the North Commuter Lot is projected to be completed.

Funding for Parking Improvements comes from both the Capital Improvement and Parking System Funds.

Impact on Operating Budgets – Parking Improvements have a significant impact on operating budgets, estimated to be greater than \$50,000 in the 2018 budget, because the projects involve considerable amounts of staff time from Development Services as the coordination and oversight of the projects are the responsibility of the Department. In future years, once projects are completed, the parking lots have to be maintained by the Public Works Department, however, the project in 2018 should actually lead to a reduction in future costs because the parking that is scheduled to be reconstructed in 2018 is currently in poor condition and needs constant maintenance. The reconstruction of this parking lot will lead to less maintenance in future years.

Storm water management projects – The topography within the Village’s corporate boundaries include several low lying or wetland areas that can be 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 and 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 retention areas, and other activities that will prevent flooding and manage storm water after severe rain events.

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Approved Budget	FY 2017 Projected Actual	FY 2018 Budget	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 2023 Projected
Projects											
Neighborhood Drainage Projects	7,575	-	1,849	10,000	-	10,000	20,000	20,000	20,000	20,000	20,000
General Stormwater Impr	-	17,362	-	20,000	-	-	-	-	-	-	-
Stormwater Mitigation Study	13,078	-	-	-	-	-	-	-	-	-	-
Miller Park Detention	-	7,994	26,669	-	-	1,000,000	-	-	-	-	-
SSRP - Stormsewers	-	-	-	900,000	550,000	1,000,000	-	-	-	-	-
Barrington Village Center	153,957	142,096	-	-	-	-	-	-	-	-	-
Total Project Costs	174,610	167,452	28,518	930,000	550,000	2,010,000	20,000	20,000	20,000	20,000	20,000
Funding Sources											
Capital Improvement Fund	15,653	17,362	474	-	-	-	-	-	-	-	-
Water & Sewer Fund	158,957	150,090	28,044	930,000	550,000	2,010,000	20,000	20,000	20,000	20,000	20,000
Total Funding Sources	174,610	167,452	28,518	930,000	550,000	2,010,000	20,000	20,000	20,000	20,000	20,000

The 2018 budget include significant funding for stormwater improvements, including the reconstruction of stormsewers in conjunction with the Sanitary Sewer Main Replacement project throughout the Village center. A small amount of funding for neighborhood drainage projects and general stormwater improvements is also included in the 2018 budget. Funding for the neighborhood drainage program continues through 2023 but no other projects are forecast to occur through 2023. Funding for the Stormwater Management projects included in this five year projection comes from the Water & Sewer Fund.

Impact on Operating Budgets – The Storm water Management project included in the 2018 budget is part of the Sanitary Sewer Main Replacement project. As the trenching occurs for the replacement of the sanitary sewer main project, the Village will also be replacing all storm sewers in the area so that all of the infrastructure has been replaced. The impact on this project on the 2018 operating budget is included in the Wastewater Treatment System projects on Page 168. The impact on future operating budgets is estimated to be a costs savings of less than \$10,000 per year due to the reduced maintenance expenses that will occur as a result of the new storm sewers that are installed.

Water System 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 1.3 million gallons in 2016, and 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 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.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved	Projected	Budget	Projected	Projected	Projected	Projected	Projected
Projects											
Water Conveyance											
SCADA Upgrades	-	9,150	53,350	-	-	-	-	-	-	-	-
Watermain Improvements											
General Watermain Impr	722,486	13,229	1,199	-	-	-	-	-	-	-	-
Main St Watermain	-	-	-	-	-	75,000	725,000	650,000	1,000,000	-	-
Barrington Village Center	58,964	56,645	-	-	-	-	-	-	-	-	-
North Avenue Water Main	-	-	-	-	-	-	-	-	-	-	-
SSRP - Liberty St Watermain	-	-	-	500,000	550,000	-	-	-	-	-	-
Hart Road Watermain	-	5,851	4,022	-	-	700,000	-	-	-	-	-
Grove & Dundee Impr	-	-	-	300,000	-	330,000	-	-	-	-	-
Water Facilities											
System Projects	28,901	28,902	-	-	-	-	-	-	-	-	-
Lift Station #4 Reconstruction	-	-	-	-	-	-	-	-	-	-	-
Lift Station #8 Reconstruction	-	-	-	-	-	-	-	-	-	-	-
Bryant Ave Wellhouse Impr	-	-	-	-	-	-	-	-	-	-	-
Energy Efficiency Projects	-	-	-	-	-	-	-	-	-	-	-
Total Project Costs	810,351	113,777	58,571	800,000	550,000	1,105,000	725,000	650,000	1,000,000	-	-
Funding Sources											
Water & Sewer Fund	810,351	113,777	58,571	800,000	550,000	1,105,000	725,000	650,000	1,000,000	-	-
Total Funding Sources	810,351	113,777	58,571	800,000	550,000	1,105,000	725,000	650,000	1,000,000	-	-

The 2018 Budget for Water System Improvements includes \$1,105,000 for two projects that will be completed in 2018, including the water main improvements in conjunction with the Grove Avenue and Dundee Road intersection improvement and the reconstruction of the Hart Road water main. In future years, the continuation of the reconstruction of the Main Street water main is proposed for 2019 through 2021. Funding for Water Improvement Projects is entirely derived from the Water & Sewer Fund.

Impact on Operating Budgets – Water Improvement projects will have a significant impact on the 2018 operating budget, estimated at greater than \$50,000, because the projects to be completed involve considerable amounts of staff time from Development Services and Public Works as the coordination and oversight of the projects are the responsibility of the Department. The impact on future operating budgets will be positive because the installation of new water mains and services as part of the Sanitary Sewer Main Replacement Project will improve service for customer and reduce maintenance in the future. The impact on future operating budgets from the 2018 improvements is estimated as a savings of less than \$10,000 per year.

Wastewater treatment system projects - The maintenance and improvement of the Village's wastewater treatment system is another important component of the overall capital improvement program in the Village. The sanitary sewer system collects wastewater from residences and businesses, 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. Funding for improvements to this system is entirely derived from the Water & Sewer Fund.

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, lift stations, 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). Another area of significant capital improvement expenditures in the wastewater treatment 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.

The 2018 budget includes the reconstruction of the sanitary sewer main line from the Russell-Summit-Lincoln area to the North Commuter Parking lot, which is the continuation of the Sanitary Sewer Replacement project that began in 2017. This will be a very significant project and is budgeted at \$4,650,000, including engineering services. Other significant projects included in the 2018 Budget include the continuation of the inflow/infiltration mitigation project, the construction for and installation of the phosphorous removal equipment at the Wastewater Treatment Plant, and the reconstruction of Lift Station #1. The projects forecasted for 2019 include the reconstruction of Lift Station #8, the installation of Cross Collector equipment at the Wastewater Treatment Plant, the replacement of the sand filter at the Wastewater Treatment Plant, and the installation of a backup generator at Lift Station #9. In 2020, the construction/installation of Return Activated Sludge System and the Bar Screen Removal system are the significant projects forecast to be completed. In addition, in 2020, the Village will begin repainting the Village water towers. Sand Filter at the Wastewater Treatment Plant will be replaced. For the period from 2021 through 2022, Lift Stations #3 and #5 will be reconstructed, the final clarifier project will occur, and significant improvements to the electrical system at the Wastewater Treatment Plant are forecast to be completed.

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Actual	Actual	Approved Budget	Projected Actual	Budget	Projected	Projected	Projected	Projected	Projected
Projects											
Wastewater Conveyance											
SCADA Upgrades	3,760	9,150	73,417	-	-	-	-	-	-	-	-
Residential Sewer Program	-	-	-	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000
Sewermain Improvements	149,110	-	38,890	-	-	-	-	-	-	-	-
Inflow/Infiltration Program	137,005	259,036	294,418	400,000	-	350,000	350,000	60,000	60,000	60,000	60,000
SSRP - Sanitary Sewer	-	300,993	483,053	5,850,000	5,800,000	4,650,000	-	-	-	-	-
Hager Ave Sewer Replacement	-	-	-	-	-	-	80,000	650,000	-	-	-
Barrington Village Center	-	84,953	-	-	-	-	-	-	-	-	-
Sanitary Sewer Maintenance	-	-	-	-	125,000	8,000	9,000	10,000	11,000	12,000	13,000
Treatment Facilities											
General Projects	188,427	80,656	5,910	-	-	-	200,000	22,000	-	155,000	-
Repaint Water Towers	-	-	-	-	-	-	-	215,000	240,000	215,000	-
WWTP Electrical Upgrades	-	-	-	-	-	-	-	-	950,000	-	-
WWTP Piping Replacements	-	-	-	-	-	-	-	-	-	280,000	-
Final Clarifier Project	-	-	-	-	-	-	-	-	-	-	750,000
Lift Station #1	-	-	-	-	-	700,000	-	-	-	-	-
Lift Station #2 Forcemain	6,913	179,285	64,201	-	-	-	-	-	-	-	-
Lift Station #3	-	-	-	-	-	-	-	-	-	-	520,000
Lift Station #4	342,265	17,604	-	-	-	-	-	165,000	-	-	-
Lift Station #5	-	-	-	-	-	-	-	-	-	440,000	-
Lift Station #8	-	-	-	-	-	-	550,000	-	-	-	-
Lift Station #9 Backup Generator	-	-	-	-	-	-	140,000	-	-	-	-
Grit Removal Project	-	31,127	142,957	-	-	-	-	-	-	-	-
Phosphorous Removal Project	22,251	-	30,903	665,000	40,000	645,000	-	-	-	-	-
WWTP Cross Collector Project	-	-	-	-	-	-	495,000	-	-	-	-
Replacement of Sand Filter	-	-	-	-	-	-	200,000	-	-	-	-
Return Activated Sludge System	-	-	-	-	-	-	-	540,000	-	-	-
Bar Screen Removal System	-	-	-	-	-	-	-	540,000	-	-	-
Total Project Costs	849,731	962,804	1,133,749	6,935,000	5,965,000	6,373,000	2,044,000	2,222,000	1,281,000	1,182,000	1,363,000
Funding Sources											
Water & Sewer Fund	849,731	962,804	1,133,749	6,935,000	5,965,000	6,373,000	2,044,000	2,222,000	1,281,000	1,182,000	1,363,000
Total Funding Sources	849,731	962,804	1,133,749	6,935,000	5,965,000	6,373,000	2,044,000	2,222,000	1,281,000	1,182,000	1,363,000

Impact on Operating Budgets – Wastewater Treatment System Improvement projects will have a significant impact on the 2018 operating budget, estimated at greater than \$150,000 in 2017, because the projects involve considerable amounts of staff time from Development Services and Public Works as the coordination and oversight of the projects are the responsibility of these Departments. The impact on future operating projects from the 2018 improvements is estimated as saving greater than \$50,000 per year, primarily due to the mitigation of maintenance activities and the reduction in future flooding in certain areas of the Village that will occur as a result of the projects in 2018.

Matrix of Operating Budget Impacts from Capital Improvements – The matrix below is intended to provide a concise summary of the estimated impact of Capital Improvements on the operating budgets of the Village in 2018 and in future years. This is an important analysis that provides information about the ongoing financial viability of the Village. The impact of the 2018 improvement projects on the 2018 operating budget is substantial and estimated at greater than \$370,000 in 2018, primarily due to the significant amount of staff time that will be allocated by the Development Services and Public Works Departments in managing the projects that are budgeted in 2018. However, once the projects are completed, it is estimated that the impacts of these projects on future budget will be a net savings greater than \$140,000 due to reductions in maintenance costs, improvements in operations, and the mitigation of flooding and sanitary sewer overflows in certain areas of the Village.

Analysis of Capital Improvements Impact on Operating Budgets		
	FY 2018 Estimated Impact on Operating Budget	Future Estimated Impact on Operating Budget
Category of Capital Improvement		
Village Property Improvements		
Village Facilities	Less than \$10,000	Savings of Less than \$10,000
Public Property Improvements	Less than \$10,000	Less than \$10,000
Pedestrian & Bikeway Improvements	Greater than \$50,000	Less than \$10,000
Vehicles and Equipment	Savings greater than \$50,000	Savings greater than \$50,000
Infrastructure Improvements		
Street Improvements	Greater than \$100,000	Savings Less than \$10,000
Parking Improvements	Greater than \$50,000	Savings Less than \$10,000
Stormwater Management Improvements	Included in Wastewater	Savings Less than \$10,000
Water System Improvements	Greater than \$50,000	Savings Less than \$10,000
Wastewater System Improvements	Greater than \$150,000	Savings Greater than \$50,000
Summary of Capital Projects Estimated Impact on Operating Budgets		
	Greater than \$370,000	Savings Greater than \$140,000

This page is intentionally left blank

Ordinance Adopting Annual Budget

VILLAGE OF BARRINGTON, ILLINOIS

ORDINANCE NUMBER 17-

3980

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS
FOR FISCAL YEAR 2018, BEGINNING JANUARY 1, 2018 AND ENDING DECEMBER 31, 2018

ADOPTED BY THE
CORPORATE AUTHORITIES
OF THE

VILLAGE OF BARRINGTON, ILLINOIS

THIS 11th DAY OF DECEMBER, 2017

Published in pamphlet form by the
authority of the Board of Trustees of
the Village of Barrington, Illinois, this
11th day of December, 2017

**AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS
FOR FISCAL YEAR 2018, BEGINNING JANUARY 1, 2018 AND ENDING DECEMBER 31, 2018**

WHEREAS, the Corporate Authorities of the Village of Barrington did by Ordinance 73-1276, adopt an annual budget process, as provided for by Illinois Statutes, Chapter 65 ILCS 5/8-2-9.1 through 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 2018, 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 sections: Letter of Transmittal; 2018 Budget Summary; Introduction to Barrington; Guide to Using the Budget Document; the Budget Process; Basis of Budgeting; Budget and Financial Policies; Evaluation of Financial Condition; Analysis of Major Revenue Sources by Fund; budget summaries for each accounting fund; operating expenditures/expense budgets by department; and the Appendices including the Five Year Financial Projection, the Personnel Analysis, the Debt Analysis, the Capitalization Policy, the Investment Policy, Historical Statistics, and the Glossary; and

WHEREAS, these supporting documents are not the legal budget for fiscal year 2018 but provide a framework for the development of the legal budget; and

WHEREAS, the tentative budget was compiled and prepared by the Budget Officer and submitted to the President and Board of Trustees on November 6, 2017; and

WHEREAS, the tentative budget has been published in pamphlet form and made conveniently available for public inspection from December 1, 2017 to December 11, 2017, at the Village Hall and on the Village Website (said date being ten (10) days prior to the approval of the budget Ordinance on December 11, 2017); and

WHEREAS, a public hearing was held on said tentative budget on December 11, 2017 (said date being more than one week after the publication of the tentative budget) prior to the approval by the Village Board of this Budget Ordinance and pursuant to a notice of hearing published in a newspaper of general

circulation in Barrington on November 30, 2017 which was at least seven (7) days prior to said hearing;
and

WHEREAS, the Corporate Authorities of the Village of Barrington desire to adopt the Budget for Fiscal Year 2018.

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 Estimate of Revenues, the Expenditure Budget, and the Compensation Plan for 2018) a copy of all of which is attached hereto and expressly made part hereof as Group Exhibit A to this Ordinance, is hereby adopted as the Budget of the Village of Barrington for the fiscal year beginning January 1, 2018 and ending December 31, 2018.

SECTION 2: This Ordinance shall be in full force and effect from and after its passage and approval as provided by law.

Passed This 11th day of December, 2017 by a Roll Call Vote of the President and Board of Trustees:

Ayes: Justen Salys, Rohmer, Shreen, Wadsworth, Julian, Janice and Michael Darch

Nays: none

Absent: none

Abstain: none

Approved this 11 day of December, 2017

Karen Darch

Karen Darch, Village President

Attested and filed this 11 day of December, 2017

Tony Ciganek

Tony Ciganek, Village Clerk

NOTICE OF PUBLIC HEARING ON THE TENTATIVE BUDGET FOR THE VILLAGE OF BARRINGTON FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2018 AND ENDING DECEMBER 31, 2018 AND AVAILABILITY OF SAME FOR PUBLIC INSPECTION

NOTICE IS HEREBY GIVEN that a public hearing shall be held on Monday, December 11, 2017 at 8:00 p.m. or as soon thereafter 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, 2018 and ending December 31, 2018. The Tentative Budget was placed on file for public inspection beginning on December 1, 2017, and shall remain on file and available for public inspection until December 11, 2017 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>.

Before, during, and/or after said public hearing, the tentative Budget for the fiscal year 2018 may be modified, amended, or revised in whole or in part prior to any approval in final form by the President and Board of Trustees of the Village of Barrington, which approval may occur of the same at a subsequent meeting of the Board of Trustees. It is anticipated that the President and Board of Trustees will adopt the 2018 Budget in its final form at the regular Board of Trustees meeting on December 11, 2017 after the public hearing.

The Village of Barrington is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the Village's facilities, are requested to contact the Village's ADA Coordinator at (847) 384-2400 promptly to allow the Village to make reasonable accommodations for those persons.

ALL INTERESTED PERSONS ARE INVITED TO ATTEND THIS PUBLIC HEARING AND WILL BE GIVEN AN OPPORTUNITY TO BE HEARD.

Tony Cigonek
Village Clerk, Village of Barrington
Published in Daily Herald November 30, 2017 (4488135)

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, Mundelein, 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, North Aurora

County(ies) of Cook, Kane, Lake, McHenry

and State of Illinois, continuously for more than one year prior to the date of this 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 715, Act 5, Section 1 and 5. That a notice of which the annexed printed slip is a true copy, was published 11/30/17 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 *Danula Baltzman*
Authorized Agent

Control # 4488135

Estimate of Revenues

The Revenue Estimate establishes the financial resources available for each accounting fund during the forthcoming budget year and is approved by the Village Board as part of the Ordinance adopting the Annual Budget. In accordance with Illinois 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 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
General Fund							
Tax Revenue							
Property Taxes							
Corporate	561,256	517,026	522,985	520,000	423,422	518,000	400,000
Fire Protection	333,190	338,208	353,573	330,000	329,202	329,000	330,000
Ambulance	330,183	333,445	353,608	330,000	329,202	329,000	330,000
Police Protection	333,190	338,208	343,942	330,000	329,182	329,000	330,000
Crossing Guards	48,293	47,636	47,763	50,000	47,022	49,500	45,000
Audit	10,183	9,527	9,556	10,000	9,411	9,500	8,000
Road & Bridge	51,423	53,197	55,045	50,000	53,831	54,000	55,000
FICA	193,172	190,539	191,055	190,000	188,087	189,000	195,000
IMRF	193,172	190,539	191,055	190,000	188,087	189,000	195,000
Fire Pension	289,913	287,063	272,122	280,000	266,001	289,000	297,000
Police Pension	620,206	704,843	730,101	840,000	892,223	836,000	1,025,000
SSA #1	19,840	19,170	19,338	20,000	18,181	19,000	20,000
SSA #3	31,993	31,958	31,347	30,000	31,455	31,000	30,000
Sales Tax	4,619,406	4,708,853	5,095,185	5,100,000	4,002,884	5,300,000	5,000,000
Automobile Rental Tax	13,771	13,306	16,628	10,000	9,337	13,000	15,000
Replacement Tax	121,187	129,228	115,183	120,000	104,227	115,000	120,000
Income Tax	977,989	1,116,650	992,123	1,000,000	752,252	930,000	950,000
Local Use Tax	198,621	228,050	246,449	225,000	196,323	245,000	240,000
Telecommunications Tax	532,154	544,130	514,016	530,000	361,842	480,000	450,000
Electricity Tax	609,915	573,091	582,445	580,000	421,652	560,000	560,000
Hotel/Motel Tax	11,666	10,187	9,982	10,000	7,200	9,500	10,000
Foreign Fire Tax	56,048	41,873	40,078	40,000	-	40,000	40,000
Motor Fuel Tax	322,063	274,546	262,932	250,000	194,514	260,000	250,000
Total Tax Revenue	10,478,834	10,701,273	10,996,511	11,035,000	9,155,537	11,123,500	10,895,000
Intergovernmental							
Training Grants	5,094	4,730	6,888	10,000	-	10,000	10,000
Public Safety Grants	6,932	6,758	3,270	5,000	-	-	5,000
Street/Traffic Grants	20,863	21,414	21,964	20,000	22,221	25,000	20,000
General Grants	9,991	-	500	-	-	-	-
Reimbursements	99,645	97,065	97,180	100,000	44,000	99,000	100,000
Total Intergovernmental	142,525	129,967	129,802	135,000	66,221	134,000	135,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
General Fund (continued)							
Licenses, Permits, & Fees							
Liquor License	63,800	68,133	77,128	75,000	79,183	80,000	75,000
Food & Vendor Permits	-	-	17,620	20,000	16,715	25,000	20,000
Building Permits	380,460	384,466	345,955	650,000	550,532	620,000	650,000
Elevator Inspection Fees	14,420	11,270	6,840	15,000	3,870	7,000	10,000
Contractors License Fee	56,703	47,135	40,125	40,000	33,905	38,000	40,000
Overweight Permits	32,408	35,801	26,192	35,000	20,850	20,000	30,000
Permits & Licenses	25,946	29,942	12,970	25,000	8,425	16,000	25,000
Planning & Zoning Fees	9,835	15,550	12,350	10,000	6,385	9,000	10,000
Franchise Fees	215,898	225,131	234,025	220,000	178,711	220,000	225,000
Total Licenses, Permits, & Fees	799,470	817,428	773,205	1,090,000	898,576	1,035,000	1,085,000
Charges for Services							
EMS Transport Charges	276,255	295,201	385,440	380,000	267,116	375,000	390,000
Emergency 911 Surcharge	163,843	171,764	160,291	80,000	112,628	112,628	-
Shared Services							
Barrington Hills	6,016	9,410	-	-	-	-	-
BCFPD/True-up	47,104	36,279	162,998	30,000	94,791	94,791	90,000
Police Special Events	73,537	56,326	83,425	40,000	30,937	45,000	50,000
Fire Special Events	80	-	-	4,000	1,294	1,500	5,000
Public Works Special Events	3,346	9,904	805	3,000	578	600	1,000
Escrow Reimbursements	13,999	4,633	12,558	4,000	12,286	15,000	4,000
Miscellaneous Charges	6,327	1,420	8,697	2,000	466	1,000	2,000
Interfund Charges							
Administration Charge	410,000	441,620	447,600	448,000	335,700	448,000	437,000
Risk Management Charge	340,000	286,700	291,600	292,000	218,700	292,000	245,000
Information Systems	90,000	83,790	97,200	97,000	72,900	97,000	93,000
Central Garage Charge	150,000	169,570	163,800	164,000	122,850	164,000	162,000
Dispatch Svcs Charge	30,000	26,830	27,600	28,000	20,700	28,000	17,000
Public Works Charge	-	11,000	-	-	-	-	-
Total Charges for Services	1,610,507	1,604,447	1,842,014	1,572,000	1,290,946	1,674,519	1,496,000
Sales & Rental Income							
Rental Income	364,131	341,326	579,682	460,000	80,027	480,000	480,000
Total Sales & Rental Income	364,131	341,326	579,682	460,000	80,027	480,000	480,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
General Fund (continued)							
Fines & Forfeitures							
Traffic Fines - Cook	77,881	65,448	38,514	120,000	100,039	120,000	100,000
Traffic Fines - Lake	3,917	2,148	958	-	887	1,000	-
False Alarm Fines	12,850	10,775	7,800	10,000	1,850	5,000	10,000
Property Maintenance Fines	12,742	27,655	25,571	10,000	15,722	20,000	10,000
Local Ordinance Violations	18,389	15,072	(35)	20,000	-	-	10,000
DUI Fines	19,434	17,183	13,189	20,000	10,614	15,000	15,000
Federal Forfeit Revenues	6,278	10,268	-	9,000	-	-	-
State Forfeit Revenues	1,069	-	-	-	-	-	-
Article 36 Forfeit Revenues	-	600	718	-	-	-	-
Miscellaneous Fines & Forfeits	1,280	270	170	1,000	75	100	1,000
Total Fines & Forfeitures	153,840	149,419	86,885	190,000	129,187	161,100	146,000
Investment Income							
Interest	217,228	289,681	335,114	330,000	49,992	225,000	230,000
Interest Real Estate Taxes	33	60	(27)	-	37	100	-
Interest - MFT	21	-	638	-	2,181	2,500	-
Interest - Memorial Donations	19	-	-	-	-	-	-
Interest - Emergency 911	275	-	-	-	-	-	-
Interest - Foreign Fire	93	-	-	-	-	-	-
Unrealized Gain/Loss	(17,125)	(3,025)	(11,559)	5,000	-	-	5,000
Realized Gain/Loss	-	-	-	-	-	-	-
Total Investment Income	200,544	286,716	324,166	335,000	52,210	227,600	235,000
Miscellaneous							
Event Sponsorships	14,355	12,250	14,500	15,000	12,250	14,000	15,000
Donations	10,391	42,663	9,488	10,000	21,614	25,000	10,000
Insurance/Cobra Reimbursment	225,018	259,326	140,406	175,000	43,766	125,000	150,000
Workers Comp Reimbursment	18,811	11,759	19,560	25,000	1,692	10,000	25,000
Project Reimbursements	1,626	1,986	1,989	-	995	3,000	-
Miscellaneous Revenue	38,264	38,363	75,056	40,000	22,706	40,000	40,000
Total Miscellaneous	308,465	366,347	260,999	265,000	103,023	217,000	240,000
Total Revenues	14,058,316	14,396,923	14,993,264	15,082,000	11,775,727	15,052,719	14,712,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Capital Improvement Fund							
Other Taxes							
Natural Gas Tax	272,431	177,226	156,006	200,000	151,162	175,000	180,000
Total Other Taxes	272,431	177,226	156,006	200,000	151,162	175,000	180,000
Intergovernmental							
Grants & Reimbursements	1,658,866	75,483	274,522	140,000	11,950	11,950	-
Program/Project Cntrbtns	252,000	-	5,000	-	46,228	46,500	25,000
Total Intergovernmental	1,910,866	75,483	279,522	140,000	58,178	58,450	25,000
Charges for Services							
Miscellaneous Charges	-	-	-	-	7,352	10,000	10,000
Total Charges for Services	-	-	-	-	7,352	10,000	10,000
Village Property Usage							
Rental Income	123,300	183,467	145,260	180,000	107,820	180,000	180,000
Total Village Property Usage	123,300	183,467	145,260	180,000	107,820	180,000	180,000
Investment Income							
Interest	10,339	22,913	1,884	35,000	5,415	10,000	10,000
Unrealized Gain/Loss	(8,397)	-	(9,208)	5,000	-	(4,000)	-
Total Investment Income	1,942	22,913	(7,324)	40,000	5,415	6,000	10,000
Miscellaneous							
Sales of Assets	15,215	-	19,818	30,000	24,206	25,000	20,000
Loss on Debt Extinguishment	-	-	-	-	-	-	-
Issuance of Debt	-	-	-	-	-	-	1,000,000
Miscellaneous Revenue	404,650	40,839	36,674	-	7,574	10,000	-
Total Miscellaneous	419,865	40,839	56,492	30,000	31,780	35,000	1,020,000
Transfers In							
General Fund	2,700,000	1,000,000	1,425,000	300,000	-	1,200,000	50,000
Water & Sewer Fund	148,419	-	-	700,000	-	600,000	200,000
Total Transfers	2,848,419	1,000,000	1,425,000	1,000,000	-	1,800,000	250,000
Total Revenues	5,576,823	1,499,928	2,054,956	1,590,000	361,707	2,264,450	1,675,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Tax Increment Financing Fund							
Property Taxes							
Property Tax - Corporate	770,997	735,343	551,288	825,000	886,999	926,000	925,000
Total Property Taxes	770,997	735,343	551,288	825,000	886,999	926,000	925,000
Intergovernmental							
Grants & Reimbursements	-	-	-	-	-	-	-
Total Intergovernmental	-	-	-	-	-	-	-
Village Property Usage							
Rental Income	1	1	1	-	-	1	-
Total Village Property Usage	1	1	1	-	-	1	-
Investment Income							
Interest	271	-	3	500	-	-	500
Total Investment Income	271	-	3	500	-	-	500
Miscellaneous							
Miscellaneous Revenue	-	-	-	-	690	1,000	-
Total Miscellaneous	-	-	-	-	690	1,000	-
Other Financing Sources							
Gain on Debt Extinguishment	-	-	862,721	-	-	-	-
Bond Proceeds	-	2,960,000	-	-	-	-	-
Premium on Bond Issuance	-	82,412	-	-	-	-	-
Total Other Financing Sources	-	3,042,412	-	-	-	-	-
Total Revenues	771,269	3,777,756	551,292	825,500	887,689	927,001	925,500
Debt Service Fund							
Property Taxes							
Property Tax - Corporate	810,500	756,227	800,987	812,000	787,596	811,000	423,000
Total Property Taxes	810,500	756,227	800,987	812,000	787,596	811,000	423,000
Investment Income							
Interest	181	235	284	200	158	100	100
Total Investment Income	181	235	284	200	158	100	100
Miscellaneous							
Miscellaneous	39,941	39,107	37,988	39,000	18,276	38,000	43,000
Total Miscellaneous	39,941	39,107	37,988	39,000	18,276	38,000	43,000
Transfers							
Transfers In	180,000	190,000	170,000	170,000	-	160,000	170,000
Total Transfers	180,000	190,000	170,000	170,000	-	160,000	170,000
Debt Service Fund Total	1,030,622	985,569	1,009,259	1,021,200	806,030	1,009,100	636,100

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Water & Sewer Fund							
Charges for Services							
Water Sales	1,630,098	1,663,126	1,731,833	1,936,000	1,425,871	1,925,000	2,045,000
Sewer Sales	3,306,190	3,378,842	3,505,765	3,598,000	2,645,535	3,575,000	3,790,000
Connection Fees	154,525	83,174	71,042	95,000	124,345	145,000	95,000
Total Charges for Services	5,090,813	5,125,142	5,308,640	5,629,000	4,195,751	5,645,000	5,930,000
Investment Income							
Interest	6,317	15,589	76,895	30,000	49,703	80,000	30,000
Unrealized Gain/(Loss)	(5,840)	-	(22,368)	-	-	-	-
Total Investment Income	477	15,589	54,527	30,000	49,703	80,000	30,000
Miscellaneous							
Other Income	142,938	136,627	134,288	125,000	64,213	90,000	125,000
Gain/(Loss) on Disposal	(107,274)	-	(145,166)	-	-	-	-
Insurance Reimbursement	-	-	3,733	1,000	-	-	1,000
Bond Proceeds	-	-	-	-	-	-	-
Total Miscellaneous	35,664	136,627	(7,145)	126,000	64,213	90,000	126,000
Total Revenues	5,126,954	5,277,358	5,356,022	5,785,000	4,309,667	5,815,000	6,086,000
Recycling & Refuse Fund							
Charges for Services							
Refuse Charges	1,194,660	1,237,398	1,183,842	1,180,000	889,912	1,185,000	1,180,000
Total Charges for Services	1,194,660	1,237,398	1,183,842	1,180,000	889,912	1,185,000	1,180,000
Investment Income							
Interest Income	175	33	190	200	4	50	200
Total Investment Income	175	33	190	200	4	50	200
Miscellaneous							
Other Income	4,119	10,231	7,870	5,000	5,351	6,000	5,000
Total Miscellaneous	4,119	10,231	7,870	5,000	5,351	6,000	5,000
Recycling & Refuse Fund Total	1,198,954	1,247,662	1,191,902	1,185,200	895,267	1,191,050	1,185,200

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Parking System Fund							
Licenses & Permits							
Commuter Parking Permits	256,820	261,777	267,190	260,000	212,898	270,000	260,000
Employer/Employee Permits	15,600	23,146	22,940	20,000	23,972	30,000	20,000
Overnight Parking Permits	2,640	2,710	2,413	5,000	990	2,500	5,000
Total Licenses & Permits	275,060	287,633	292,543	285,000	237,860	302,500	285,000
Charges for Services							
Fare Boxes/Meters	483,830	465,533	494,403	480,000	353,355	465,000	480,000
Total Charges for Services	483,830	465,533	494,403	480,000	353,355	465,000	480,000
Fines & Forfeitures							
Parking Fines	92,939	117,965	113,169	100,000	115,456	130,000	100,000
Total Fines & Forfeitures	92,939	117,965	113,169	100,000	115,456	130,000	100,000
Village Property Usage							
Rental Income	14,096	12,000	14,873	12,000	11,873	13,000	12,000
Total Village Property Usage	14,096	12,000	14,873	12,000	11,873	13,000	12,000
Investment Income							
Interest	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Total Investment Income	1,395	1,513	1,691	4,000	4,452	8,000	4,000
Miscellaneous							
Reimbursements	-	-	-	-	-	-	-
Miscellaneous Revenue	3,103	3,876	867	-	335	800	1,000
Total Miscellaneous	3,103	3,876	867	-	335	800	1,000
Total Revenues	870,423	888,520	917,546	881,000	723,331	919,300	882,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Barrington White House Fund							
Sales & Rental Revenue							
Alcohol Sales	-	17,969	34,844	46,000	51,729	74,000	104,800
Event Rental Charge	-	19,424	46,412	60,000	47,272	91,000	127,500
Rental Income	-	7,661	23,317	25,000	18,308	24,200	24,200
Ticket Sales	-	-	25,003	21,000	16,111	36,000	40,000
Miscellaneous Sales	-	-	-	2,000	-	-	-
Total Sales & Rental Revenue	-	45,054	129,576	154,000	133,420	225,200	296,500
Intergovernmental							
Grant Revenue	5,000	-	-	150,000	-	-	-
Total Intergovernmental Income	5,000	-	-	150,000	-	-	-
Investment Income							
Interest	230	(2,856)	(3,454)	500	(172)	(500)	500
Total Investment Income	230	(2,856)	(3,454)	500	(172)	(500)	500
Miscellaneous							
Donations							
Sponsorships	-	-	22,870	20,000	10,000	32,500	50,000
Operating Donations	-	-	110,010	100,000	29,900	80,000	80,000
Capital Donations	1,245,387	1,455,026	2,054,948	1,000,000	520,427	1,000,000	690,000
Miscellaneous	-	2,930	4,642	-	2,567	4,000	4,000
Total Miscellaneous	1,245,387	1,457,956	2,192,470	1,120,000	562,894	1,116,500	824,000
Transfers							
Transfer In	400,000	100,000	-	-	-	-	-
Net Transfers	400,000	100,000	-	-	-	-	-
Total Revenues	1,650,617	1,600,154	2,318,592	1,424,500	696,142	1,341,200	1,121,000
Firefighter's Pension Fund							
Investment Income							
Interest	564,704	531,012	481,722	450,000	208,346	275,000	500,000
Net Change in Fair Value	398,692	(301,332)	452,609	675,000	1,209,030	1,300,000	680,000
Total Investment Income	963,396	229,680	934,331	1,125,000	1,417,376	1,575,000	1,180,000
Miscellaneous							
Contributions - Employer	289,913	287,063	326,483	350,000	310,027	394,027	450,000
Contributions - Plan Members	170,143	188,556	163,300	185,000	108,497	165,000	165,000
Contributions - Other	20	-	-	-	-	-	-
Total Miscellaneous	460,076	475,619	489,783	535,000	418,524	559,027	615,000
Firefighter's Pension Fund Total	1,423,472	705,299	1,424,114	1,660,000	1,835,900	2,134,027	1,795,000

Estimated Revenues by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Estimate

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revenue Estimate	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Revenue Estimate
Police Pension Fund							
Investment Income							
Interest	454,337	509,492	474,951	450,000	345,388	460,500	480,000
Net Change in Fair Value	767,751	(604,570)	665,943	1,000,000	1,784,023	1,900,000	1,200,000
Total Investment Income	1,222,088	(95,078)	1,140,894	1,450,000	2,129,411	2,360,500	1,680,000
Miscellaneous							
Contributions - Employer	720,206	800,000	943,809	1,150,000	892,235	1,100,000	1,100,000
Contributions - Plan Members	195,374	209,607	195,233	210,000	145,958	195,000	195,000
Contributions - Other	-	-	-	-	-	-	-
Total Miscellaneous	915,580	1,009,607	1,139,042	1,360,000	1,038,193	1,295,000	1,295,000
Police Pension Fund Total	2,137,668	914,529	2,279,936	2,810,000	3,167,604	3,655,500	2,975,000
Village Revenues Total	33,845,118	31,293,698	32,096,883	32,264,400	25,459,064	34,309,347	31,992,800

Expenditure Budget

The Expenditure Budget for 2018 comprises the total of the legally authorized expenditures/expenses for each accounting fund as approved by the Village Board through the Ordinance adopting the annual budget. The Village Board has appointed the Village Manager as 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) that provides for the passage of an annual budget in lieu of an appropriation Ordinance.

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund							
Administration & Finance							
Village Board							
Salaries	32,821	38,171	38,637	35,100	26,262	34,450	8,800
Benefits	10,142	10,634	10,619	12,900	7,527	10,300	2,000
Professional Development	46,406	43,513	43,386	46,300	30,396	43,550	48,800
Contractual Services	117,156	150,785	114,136	74,800	52,015	79,100	73,800
Commodities & Equipment	4,999	5,695	6,579	5,600	4,420	6,100	5,600
Miscellaneous Expenditures	14,771	65,398	24,594	37,600	29,806	34,400	26,400
Village Board Total	226,295	314,196	237,951	212,300	150,426	207,900	165,400
Legal Services							
Contractual Services	658,885	543,920	567,256	510,000	329,414	509,000	470,000
Legal Services Total	658,885	543,920	567,256	510,000	329,414	509,000	470,000
Village Manager							
Salaries	242,472	244,955	246,163	251,800	181,573	255,500	279,600
Benefits	80,620	81,215	82,069	93,900	61,501	85,900	107,000
Professional Development	741	1,460	2,376	2,750	2,110	2,900	2,800
Contractual Services	54,212	55,796	51,387	52,400	41,050	52,200	48,500
Commodities & Equipment	4,644	5,202	5,756	6,000	4,094	5,500	4,800
Village Manager Total	382,689	388,628	387,751	406,850	290,328	402,000	442,700
Technology Services							
Salaries	107,657	114,883	117,686	120,200	87,444	120,900	122,800
Benefits	37,708	41,865	41,910	44,000	30,969	42,600	44,900
Professional Development	802	1,661	1,539	6,350	3,706	4,400	5,400
Contractual Services	136,306	147,960	156,880	178,475	114,514	153,500	219,700
Commodities & Equipment	2,221	-	477	600	288	400	-
Miscellaneous Expenditures	-	-	-	-	-	-	-
Technology Services Total	284,694	306,369	318,492	349,625	236,921	321,800	392,800

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund (continued)							
Administration & Finance (continued)							
Communications & Events							
Salaries	78,142	80,309	80,180	91,600	63,572	89,700	129,300
Benefits	19,423	19,843	21,285	40,700	21,562	31,500	46,600
Professional Development	857	327	533	2,000	1,365	1,900	900
Contractual Services	4,556	3,946	13,291	17,800	10,315	18,600	18,600
Commodities & Equipment	358	-	185	500	248	500	500
Miscellaneous Expenditures	47,651	46,448	48,191	41,000	26,883	41,300	47,500
Communications & Events Total	150,987	150,873	163,665	193,600	123,945	183,500	243,400
Economic Development							
Salaries	75,688	78,741	81,478	126,400	89,319	123,172	127,700
Benefits	25,053	26,220	27,106	41,800	28,169	39,400	43,300
Professional Development	8,619	10,735	11,053	12,800	8,107	10,100	13,100
Contractual Services	11,540	12,388	7,453	15,500	7,396	14,200	25,300
Commodities & Equipment	2,105	1,065	647	700	523	800	700
Miscellaneous Expenditures	112,211	113,000	163,000	163,000	-	163,000	150,000
Economic Development Total	235,216	242,149	290,737	360,200	133,514	350,672	360,100
Financial Services							
Salaries	230,362	235,427	253,636	249,800	185,887	260,400	261,100
Benefits	72,533	76,578	83,457	86,600	61,597	84,700	91,600
Professional Development	2,736	1,582	2,729	2,600	982	1,400	3,200
Contractual Services	82,308	86,730	67,601	77,800	50,242	73,500	73,600
Commodities & Equipment	3,741	3,343	2,836	4,400	3,881	4,400	4,000
Miscellaneous Expenditures	59	22	-	6,000	5,906	6,000	-
Financial Services Total	391,739	403,682	410,259	427,200	308,495	430,400	433,500
Human Resources							
Salaries	90,260	97,782	93,595	95,500	71,004	98,200	99,800
Benefits	33,173	36,693	30,885	34,300	23,341	32,400	36,500
Professional Development	4,467	3,141	3,098	5,100	2,360	3,700	5,300
Contractual Services	10,134	8,963	9,435	13,700	3,599	6,300	13,700
Commodities & Equipment	518	869	612	1,000	266	500	1,000
Miscellaneous Expenditures	1,202	1,560	1,468	1,500	190	500	1,000
Human Resources Total	139,754	149,008	139,093	151,100	100,760	141,600	157,300
Risk Management							
Salaries	74,177	80,701	78,512	80,100	59,152	82,500	84,000
Benefits	53,863	69,799	70,793	87,100	80,384	88,300	29,700
Professional Development	326	515	412	1,200	624	1,200	1,200
Contractual Services	509,721	522,578	504,627	595,500	546,592	593,314	651,100
Commodities & Equipment	-	-	-	-	-	-	-
Miscellaneous Expenditures	2,178	1,371	1,482	2,000	-	500	2,000
Risk Management Total	640,265	674,964	655,826	765,900	686,752	765,814	768,000
Administration & Finance Total	3,110,524	3,173,789	3,171,030	3,376,775	2,360,555	3,312,686	3,433,300

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund (continued)							
Development Services							
Inspectional Services							
Salaries	142,060	163,881	200,711	207,800	149,186	208,100	283,600
Benefits	48,319	57,960	67,649	82,600	60,297	83,100	124,300
Professional Development	633	1,816	2,636	4,200	1,114	2,600	5,200
Contractual Services	44,875	44,072	57,218	54,600	46,334	62,100	52,800
Commodities & Equipment	918	1,185	721	1,800	677	1,300	2,000
Miscellaneous Expenditures	-	-	-	-	-	-	-
Inspectional Services Total	236,805	268,914	328,935	351,000	257,608	357,200	467,900
Planning & Zoning							
Salaries	141,208	136,321	143,527	149,100	108,161	151,400	163,400
Benefits	40,870	40,685	41,948	44,500	31,702	46,100	49,300
Professional Development	2,255	1,481	2,107	3,350	1,390	2,800	4,600
Contractual Services	5,125	3,778	3,356	5,650	1,758	4,900	6,200
Commodities & Equipment	1,000	1,072	832	2,800	1,034	1,900	2,100
Miscellaneous Expenditures	-	-	-	-	-	-	2,000
Planning & Zoning Total	190,458	183,337	191,770	205,400	144,045	207,100	227,600
Development Services Total	427,263	452,251	520,705	556,400	401,653	564,300	695,500
Public Safety (continued)							
Police Administration							
Salaries	373,648	418,864	404,316	360,250	275,338	366,600	320,500
Benefits	164,213	171,705	190,099	173,500	116,159	170,700	163,400
Professional Development	2,284	4,253	3,549	4,800	2,464	4,300	4,300
Contractual Services	48,399	55,975	48,531	106,250	37,477	99,600	187,600
Commodities & Equipment	6,744	3,447	7,834	5,350	2,152	4,100	9,200
Miscellaneous Expenditures	-	-	-	-	-	-	-
Police Administration Total	595,288	654,244	654,329	650,150	433,590	645,300	685,000
Investigations							
Salaries	354,764	394,260	383,396	406,300	281,436	384,300	414,200
Benefits	199,175	192,609	223,041	255,800	175,104	250,200	231,800
Professional Development	8,904	5,610	8,554	8,700	6,816	8,000	10,000
Contractual Services	3,396	3,211	2,841	3,000	1,730	2,750	1,800
Commodities & Equipment	7,787	5,795	8,868	9,500	5,000	7,200	17,300
Miscellaneous Expenditures	-	-	-	-	-	-	-
Investigations Total	574,026	601,485	626,700	683,300	470,086	652,450	675,100

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund (continued)							
Public Safety (continued)							
Patrol Operations							
Salaries	1,878,626	1,862,978	1,921,689	1,881,600	1,352,692	1,894,700	1,937,500
Benefits	844,836	934,251	989,522	1,119,400	847,013	1,216,200	1,150,600
Professional Development	21,431	13,701	19,263	27,400	10,495	14,800	24,500
Contractual Services	12,185	9,748	10,112	13,100	10,006	13,500	15,000
Commodities & Equipment	38,180	40,437	42,986	40,900	21,137	35,300	55,200
Miscellaneous Expenditures	31,251	23,382	21,469	22,100	16,753	20,888	23,900
Patrol Operations Total	2,826,509	2,884,497	3,005,041	3,104,500	2,258,096	3,195,388	3,206,700
Fire Administration							
Salaries	154,206	169,633	182,074	183,600	135,687	189,700	189,200
Benefits	36,893	50,056	59,524	61,200	44,721	63,100	62,800
Professional Development	5,273	6,047	5,845	7,900	2,761	6,800	8,300
Contractual Services	22,481	20,496	41,200	54,600	25,768	40,200	50,600
Commodities & Equipment	4,350	3,209	2,409	3,000	4,547	7,300	5,800
Miscellaneous Expenditures	-	-	-	-	-	-	-
Fire Administration Total	223,203	249,441	291,052	310,300	213,484	307,100	316,700
Fire Operations							
Salaries	1,922,507	1,927,514	1,921,072	1,840,700	1,279,894	1,804,000	1,909,100
Benefits	643,786	650,537	719,606	763,700	527,769	747,800	787,400
Professional Development	21,484	36,693	41,674	37,400	24,381	33,200	43,000
Contractual Services	83,636	100,551	60,804	87,800	56,981	77,050	90,000
Commodities & Equipment	74,359	34,314	62,991	56,000	31,898	45,400	62,500
Miscellaneous Expenditures	102,251	17,470	33,394	40,000	10,526	20,000	55,000
Fire Operations Total	2,848,023	2,767,079	2,839,541	2,825,600	1,931,449	2,727,450	2,947,000
Fire Prevention							
Salaries	130,493	109,376	-	-	-	-	-
Benefits	42,586	36,458	-	-	-	-	-
Professional Development	1,097	1,761	-	-	-	-	-
Contractual Services	1,464	571	-	-	-	-	-
Commodities & Equipment	1,988	2,680	-	-	-	-	-
Fire Prevention Total	177,628	150,846	-	-	-	-	-
Emergency Operations							
Professional Development	-	107	-	3,600	-	-	3,600
Contractual Services	354,961	369,160	361,686	317,700	243,597	324,000	259,700
Commodities & Equipment	214	615	315	1,100	31	200	1,100
Miscellaneous Expenditures	123,063	35,243	10,348	12,600	11,044	11,200	12,600
Emergency Operations Total	478,238	405,125	372,349	335,000	254,672	335,400	277,000

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund (continued)							
Public Safety (continued)							
Fire & Police Commission							
Professional Development	98	-	-	2,000	154	300	2,000
Contractual Services	10,301	19,328	16,548	21,600	12,951	18,600	17,600
Commodities & Equipment	-	-	-	400	-	100	400
Miscellaneous Expenditures	-	115	-	-	-	-	-
Fire & Police Commission Total	10,399	19,443	16,548	24,000	13,105	19,000	20,000
Total Public Safety	7,733,314	7,732,160	7,805,560	7,932,850	5,574,482	7,882,088	8,127,500
Public Works							
Administration							
Salaries	57,144	64,095	65,766	67,500	49,146	68,800	70,300
Benefits	23,962	29,050	29,100	31,100	16,736	23,100	31,700
Professional Development	804	834	201	950	318	600	800
Contractual Services	7,629	7,881	10,530	13,150	6,612	10,800	12,700
Commodities & Equipment	1,032	560	484	500	103	500	400
Administration Total	90,571	102,420	106,081	113,200	72,915	103,800	115,900
Street Operations							
Salaries	445,378	435,458	465,082	402,700	300,669	412,600	391,700
Benefits	150,350	141,785	149,230	130,100	93,499	130,800	115,500
Professional Development	881	1,675	1,035	2,500	1,384	2,200	4,200
Contractual Services	154,830	132,281	134,072	145,700	65,145	130,900	180,700
Commodities & Equipment	160,300	164,153	140,316	184,200	90,252	157,000	187,300
Miscellaneous Expenditures	22,235	22,623	16,808	26,000	-	25,000	53,000
Street Operations Total	933,974	897,975	906,543	891,200	550,949	858,500	932,400
Forestry							
Salaries	99,804	74,045	85,046	97,300	66,871	94,200	107,900
Benefits	28,180	24,319	25,646	30,000	19,562	27,400	42,500
Professional Development	849	1,303	1,541	1,800	1,966	2,700	2,800
Contractual Services	102,178	111,983	121,901	139,500	103,310	139,700	193,200
Commodities & Equipment	21,747	22,198	11,229	30,900	14,682	22,500	25,700
Miscellaneous Expenditures	-	-	-	-	-	-	-
Forestry Total	252,758	233,848	245,363	299,500	206,391	286,500	372,100

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
General Fund (continued)							
Public Works (continued)							
Property Maintenance Total							
Salaries	104,351	132,426	131,148	123,700	84,867	121,800	123,000
Benefits	28,390	34,963	33,891	36,800	21,727	31,100	45,100
Professional Development	-	11	-	-	-	-	-
Contractual Services	74,554	68,182	74,646	124,400	44,190	108,500	121,800
Commodities & Equipment	16,247	16,518	16,813	28,900	23,067	30,500	47,700
Miscellaneous Expenditures	-	-	-	-	-	-	-
Property Maintenance Total	223,542	252,100	256,498	313,800	173,851	291,900	337,600
Central Garage							
Salaries	148,919	154,812	172,490	180,300	128,236	181,400	195,100
Benefits	65,067	66,035	69,656	75,500	51,013	70,800	78,500
Professional Development	1,666	2,308	4,309	4,600	2,874	4,000	4,650
Contractual Services	51,736	70,906	59,972	69,575	42,519	84,250	70,950
Commodities & Equipment	251,259	188,296	172,518	221,000	111,838	169,100	187,600
Central Garage Total	518,647	482,357	478,945	550,975	336,480	509,550	536,800
Public Works Total	2,019,492	1,968,700	1,993,430	2,168,675	1,340,586	2,050,250	2,294,800
Transfers Out							
Trnsfr to Capital Impr Fund	2,700,000	1,000,000	1,425,000	1,007,600	-	1,000,000	130,000
Transfers Out Total	2,700,000	1,000,000	1,425,000	1,007,600	-	1,000,000	130,000
General Fund Totals	15,990,593	14,326,900	14,915,725	15,042,300	9,677,276	14,809,324	14,681,100

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Capital Improvement Fund							
Development Services							
Engineering							
Salaries	129,805	148,363	145,858	146,900	101,800	144,700	104,200
Benefits	39,175	44,162	42,116	42,600	29,130	40,800	31,000
Professional Development	522	552	660	2,750	1,503	2,500	4,000
Contractual Services	4,722	1,030	12,313	6,100	5,128	6,000	1,000
Commodities & Equipment	1,037	1,135	928	1,550	548	1,000	1,800
Engineering Total	175,261	195,242	201,875	199,900	138,109	195,000	142,000
Development Services Total	175,261	195,242	201,875	199,900	138,109	195,000	142,000
Village Property Improvements							
Facility Improvements	376,615	27,158	24,103	121,000	76,310	100,000	185,000
Property Improvements	212,901	191,393	324,340	130,000	88,999	160,000	125,000
Pedestrian & Bikeway Projects	49,094	55,590	33,538	283,000	35,587	75,000	523,500
Vehicle & Equipment Purchases	439,116	439,138	496,970	816,000	542,923	760,000	763,000
Village Property Total	1,077,726	713,279	878,951	1,350,000	743,819	1,095,000	1,596,500
Infrastructure Improvements							
Street Improvements	2,392,156	244,820	560,353	2,350,000	879,290	1,225,000	1,529,300
Parking Improvements	754,550	670,275	-	-	-	-	195,000
Stormwater Improvements	15,652	17,362	474	-	-	-	-
Infrastructure Total	3,162,358	932,457	560,827	2,350,000	879,290	1,225,000	1,724,300
Transfers Out							
Transfer to Debt Service Fund	180,000	190,000	170,000	170,000	-	170,000	170,000
Transfer to White House Fund	400,000	100,000	-	-	-	-	-
Transfers Out Total	580,000	290,000	170,000	170,000	-	170,000	170,000
Capital Improvement Fund Total	4,995,345	2,130,978	1,811,653	4,069,900	1,761,218	2,685,000	3,632,800
TIF District Fund							
Administration & Finance							
Administration							
Professional Development	-	-	-	-	-	-	-
Contractual Services	256,203	80,617	21,070	25,000	2,910	12,000	25,000
Miscellaneous Expenditures	9,334	-	-	10,000	-	-	10,000
Capital Outlay	97,949	113,979	-	-	-	-	-
Total Administration	363,486	194,596	21,070	35,000	2,910	12,000	35,000
Debt Service							
Principal	653,540	706,951	762,465	825,000	-	825,000	875,000
Payment to Escrow Agent	-	2,993,969	-	-	-	-	-
Interest & Fiscal Charges	284,620	268,644	183,462	165,050	64,083	165,550	148,000
Total Debt Service	938,160	3,969,564	945,927	990,050	64,083	990,550	1,023,000
TIF District Fund Total	1,301,646	4,164,160	966,997	1,025,050	66,993	1,002,550	1,058,000

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Debt Service Fund							
Debt Service							
Principal	815,000	815,000	870,000	895,000	-	895,000	535,000
Interest & Fiscal Charges	204,700	184,262	161,394	137,000	67,823	136,600	105,000
Debt Service Total	1,019,700	999,262	1,031,394	1,032,000	67,823	1,031,600	640,000
Debt Service Fund Total	1,019,700	999,262	1,031,394	1,032,000	67,823	1,031,600	640,000
Water & Sewer Fund							
Administration							
Finance & Administration							
Utility Services							
Salaries	116,497	101,003	122,788	122,400	89,604	126,200	126,600
Benefits	38,330	50,567	102,263	104,100	29,941	102,000	106,600
Professional Development	150	50	-	900	-	500	900
Contractual Services	23,738	29,258	41,643	30,900	27,010	34,700	36,900
Commodities & Equipment	2,688	3,004	2,263	2,500	2,783	4,100	2,500
Miscellaneous Expenditures	-	-	-	-	6,134	6,200	-
Total Utility Services	181,403	183,882	268,957	260,800	155,472	273,700	273,500
Public Works							
Administration							
Salaries	180,104	130,780	131,951	132,400	97,482	137,100	83,700
Benefits	73,465	118,131	104,368	57,700	34,751	47,800	89,400
Professional Development	786	589	553	1,800	487	1,100	1,350
Contractual Services	41,261	56,758	55,574	53,750	23,867	40,200	52,300
Commodities & Equipment	219	179	896	650	513	1,100	1,050
Miscellaneous Expenditures	749,040	746,450	737,400	727,800	545,850	727,800	700,800
Administration Total	1,044,875	1,052,887	1,030,742	974,100	702,950	955,100	928,600
Administration Total	1,226,278	1,236,769	1,299,699	1,234,900	858,422	1,228,800	1,202,100
Operations							
Development Services							
Engineering							
Salaries	153,662	148,363	147,047	171,300	122,647	169,000	229,300
Benefits	44,388	56,566	95,542	52,400	34,949	48,500	121,800
Professional Development	816	587	627	2,000	1,503	2,100	3,300
Contractual Services	441	50	12,278	6,100	4,826	5,000	3,300
Commodities & Equipment	1,038	1,135	927	1,600	548	1,100	1,800
Total Engineering	200,345	206,701	256,421	233,400	164,473	225,700	359,500

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Water & Sewer Fund (continued)							
Operations (continued)							
Public Works							
Property Maintenance							
Contractual Services	14,190	11,075	7,189	20,300	9,374	17,600	12,000
Commodities	3,074	3,194	3,518	4,700	1,307	4,000	4,700
Total Property Maintenance	17,264	14,269	10,707	25,000	10,681	21,600	16,700
Utility Maintenance							
Salaries	270,089	363,325	375,246	367,600	268,033	377,900	396,200
Benefits	118,231	203,887	307,226	174,000	119,947	167,600	334,300
Professional Development	602	471	1,113	3,100	800	1,300	3,600
Contractual Services	89,607	53,730	94,860	103,200	50,736	91,500	103,200
Commodities & Equipment	90,399	74,884	106,681	98,400	46,616	96,700	98,400
Miscellaneous Expenditures	-	44,450	-	-	-	-	-
Total Utility Maintenance	568,928	740,747	885,126	746,300	486,132	735,000	935,700
Water Production							
Salaries	49,154	111,276	109,371	122,100	84,447	119,300	111,100
Benefits	17,909	68,216	90,454	51,300	34,143	47,000	92,200
Professional Development	2,426	1,283	1,288	1,800	876	1,200	1,800
Contractual Services	122,965	126,365	111,468	130,300	76,438	112,300	132,300
Commodities & Equipment	58,543	65,964	71,963	69,500	46,209	72,400	69,500
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Water Production	250,997	373,104	384,544	375,000	242,113	352,200	406,900
Wastewater Treatment							
Salaries	367,117	322,253	250,203	319,700	228,129	328,800	351,700
Benefits	134,796	170,955	194,518	104,600	84,730	117,700	241,500
Professional Development	1,607	893	1,269	1,400	641	1,100	1,400
Contractual Services	262,394	328,276	343,156	386,100	258,228	371,300	336,100
Commodities & Equipment	73,896	78,463	76,709	88,200	65,250	87,000	130,200
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Wastewater Treatment	839,810	900,840	865,855	900,000	636,978	905,900	1,060,900
Operations Total	1,877,344	2,235,661	2,402,653	2,279,700	1,540,377	2,240,400	2,779,700

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Water & Sewer Fund (continued)							
Capital Expenses							
Village Property							
Facility Improvements	16,076	-	1,044	-	45,864	65,000	50,000
Vehicle & Equipment Purchases	33,615	71,277	-	-	-	-	237,000
Village Property Total	49,691	71,277	1,044	-	45,864	65,000	287,000
Infrastructure Improvements							
Street Improvements	694,214	15,433	-	-	-	-	-
Stormwater Improvements	158,958	150,090	1,375	930,000	322,531	550,000	2,010,000
Water Main Improvements	781,450	101,995	58,571	800,000	322,531	550,000	1,105,000
Water Facilities Projects	28,901	11,782	-	-	-	-	-
Sanitary Sewer Main Projects	382,950	660,555	736,821	6,270,000	4,099,177	5,925,000	5,028,000
Wastewater Facilities Projects	466,781	302,251	423,598	665,000	26,880	40,000	1,345,000
Infrastructure Total	2,513,254	1,242,106	1,220,365	8,665,000	4,771,119	7,065,000	9,488,000
Sub-Total Capital Expenses	2,562,945	1,313,383	1,221,409	8,665,000	4,816,983	7,130,000	9,775,000
Less: Capitalized Fixed Assets	(2,029,812)	(755,738)	(861,325)	(8,215,000)	-	(7,040,000)	(9,240,000)
Total Capital Expenses	533,133	557,645	360,084	450,000	4,816,983	90,000	535,000
Debt Service							
Principal	735,198	576,730	694,667	738,000	-	738,000	948,000
Interest & Fiscal Charges	492,767	651,957	720,465	654,000	350,094	654,000	677,000
Debt Service Total	1,227,965	1,228,687	1,415,132	1,392,000	350,094	1,392,000	1,625,000
Transfers Out							
Trnsfr to Capital Imprmnt Fund	148,419	-	-	700,000	-	600,000	200,000
Transfers Out Total	148,419	-	-	700,000	-	600,000	200,000
Water & Sewer Fund Total	5,013,139	5,258,762	5,477,568	6,056,600	7,565,876	5,551,200	6,341,800

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Recycling & Refuse Fund							
Administration							
Finance & Administration							
Utility Services							
Salaries	41,332	42,218	46,461	46,700	34,177	48,300	48,700
Benefits	14,797	16,001	35,208	36,700	11,456	36,100	37,300
Professional Development	-	20	-	600	-	-	600
Contractual Services	8,464	8,413	9,848	8,700	6,513	8,800	8,700
Commodities & Equipment	1,394	1,569	1,131	1,300	1,353	2,000	1,300
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Utility Services	65,987	68,221	92,648	94,000	53,499	95,200	96,600
Administration Total	65,987	68,221	92,648	94,000	53,499	95,200	96,600
Operations							
Public Works							
Recycling & Refuse Operations							
Salaries	61,011	36,883	37,021	37,700	27,648	39,000	38,100
Benefits	24,374	28,735	30,947	17,500	10,050	30,900	33,600
Professional Development	-	-	-	-	-	-	-
Contractual Services	901,290	922,439	897,528	950,400	616,169	905,500	929,800
Commodities & Equipment	-	-	207	500	-	200	200
Miscellaneous Expenditures	130,500	128,880	126,600	126,600	94,950	126,600	126,000
Recycling & Refuse Total	1,117,175	1,116,937	1,092,303	1,132,700	748,817	1,102,200	1,127,700
Operations Total	1,117,175	1,116,937	1,092,303	1,132,700	748,817	1,102,200	1,127,700
Recycling & Refuse Fund Total	1,183,162	1,185,158	1,184,951	1,226,700	802,316	1,197,400	1,224,300

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Parking System Fund							
Administration							
Financial Services							
Community Services							
Salaries	51,605	50,148	50,843	50,300	36,482	51,500	49,400
Benefits	15,623	40,995	36,127	37,500	11,913	33,200	36,600
Professional Development	-	20	-	700	-	200	700
Contractual Services	495,841	204,958	220,847	208,800	140,855	205,500	220,000
Commodities & Equipment	2,085	1,590	1,315	1,700	1,050	1,550	1,700
Miscellaneous Expenditures	140,460	123,180	126,600	126,600	94,957	126,700	126,000
Total Community Services	705,614	420,891	435,732	425,600	285,257	418,650	434,400
Administration Total	705,614	420,891	435,732	425,600	285,257	418,650	434,400
Operations							
Police Department							
Parking Enforcement							
Salaries	174,829	186,335	178,472	202,400	134,819	187,600	208,600
Benefits	57,839	71,387	89,040	74,500	47,362	63,500	113,900
Professional Development	-	-	-	-	-	-	-
Contractual Services	2,002	1,020	1,703	2,200	260	1,800	2,400
Commodities & Equipment	3,464	1,019	2,184	6,000	899	4,700	6,100
Miscellaneous Expenditures	30	88	-	-	-	-	-
Total Parking Enforcement	238,164	259,849	271,399	285,100	183,340	257,600	331,000
Public Works							
Parking System Maintenance							
Salaries	64,148	70,933	72,681	74,300	52,283	73,800	75,600
Benefits	28,601	39,049	84,165	29,100	16,576	22,900	91,100
Professional Development	-	-	-	-	-	-	-
Contractual Services	53,777	86,831	65,992	107,800	47,678	79,200	109,800
Commodities & Equipment	29,663	33,774	21,890	32,000	17,657	26,300	34,200
Total Parking Maintenance	176,189	230,587	244,728	243,200	134,194	202,200	310,700
Operations Total	414,353	490,436	516,127	528,300	317,534	459,800	641,700
Capital Expenses							
Infrastructure Improvements							
Parking Improvements	206,296	4,053	-	168,000	20,765	54,500	135,000
Parking Improvements Total	206,296	4,053	-	168,000	20,765	54,500	135,000
Less: Capital Assets Capitalized	(204,869)	-	-	(168,000)	-	(54,500)	(135,000)
Total Capital Expenses	1,427	4,053	-	-	20,765	-	-
Parking System Fund Total	1,121,394	915,380	951,859	953,900	623,556	878,450	1,076,100

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Barrington White House Fund							
Operations							
Event Operations							
Salaries	-	-	7,760	18,900	14,925	20,900	60,000
Benefits	-	-	1,706	2,400	3,195	4,600	20,900
Professional Development	177	930	267	650	150	350	200
Contractual Services	46,288	147,586	326,556	226,000	161,094	220,593	132,100
Commodities & Equipment	787	73,932	60,737	21,700	27,198	39,800	36,200
Miscellaneous Expenditures	-	23,910	54,854	46,800	35,162	22,100	46,800
Rental Operations Total	47,252	246,358	451,880	316,450	241,724	308,343	296,200
Community Events							
Salaries	-	-	-	-	-	-	18,000
Benefits	-	-	-	-	-	-	8,100
Professional Development	-	-	-	-	-	-	-
Contractual Services	-	-	-	147,800	109,230	151,400	147,700
Commodities & Equipment	-	-	-	4,500	1,937	4,500	3,800
Miscellaneous	-	-	-	-	-	-	-
Community Events Total	-	-	-	152,300	111,167	155,900	177,600
Operations Total	47,252	246,358	451,880	468,750	352,891	464,243	473,800
Capital Expenses							
Village Facilities							
Facility Improvements	1,734,018	5,866,564	49,194	-	-	-	-
Facility Improvements Total	1,734,018	5,866,564	49,194	-	-	-	-
Village Facilities Total	1,734,018	5,866,564	49,194	-	-	-	-
Total Capital Expenses	1,734,018	5,866,564	49,194	-	-	-	-
Less: Capital Assets Capitalized	(1,724,675)	(5,745,525)	-	-	-	-	-
Total Capital Expenses	9,343	121,039	49,194	-	-	-	-
Debt Service							
Principal	-	1,100,000	1,650,000	1,100,000	-	1,100,000	1,100,000
Interest & Fiscal Charges	-	64,259	83,520	62,000	25,437	50,875	50,000
Debt Service Total	-	1,164,259	1,733,520	1,162,000	25,437	1,150,875	1,150,000
White House Fund Total	56,595	1,531,656	2,234,594	1,630,750	378,328	1,615,118	1,623,800

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2014 Actual to Fiscal Year 2018 Budget

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised Budget	FY 2017 9-Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Firefighter's Pension Fund							
Fire Department							
Pension Administration							
Benefits	454,263	474,519	489,282	680,000	538,437	677,545	760,000
Professional Development	3,539	2,911	2,233	4,500	-	3,000	4,500
Contractual Services	122,973	96,246	140,008	99,500	109,510	156,217	135,000
Commodities	-	-	-	200	-	100	200
Pension Administration Total	580,775	573,676	631,523	784,200	647,947	836,862	899,700
Fire Department Total	580,775	573,676	631,523	784,200	647,947	836,862	899,700
Firefighter's Pension Fund Total	580,775	573,676	631,523	784,200	647,947	836,862	899,700
Police Pension Fund							
Police Department							
Pension Administration							
Benefits	1,626,900	1,722,186	1,929,580	2,000,000	1,470,244	1,960,500	2,170,000
Professional Development	1,653	1,525	1,130	4,500	800	1,600	4,500
Contractual Services	101,238	101,945	99,911	112,000	80,519	113,900	112,000
Commodities	-	-	-	-	-	-	-
Pension Administration Total	1,729,791	1,825,656	2,030,621	2,116,500	1,551,563	2,076,000	2,286,500
Police Department Total	1,729,791	1,825,656	2,030,621	2,116,500	1,551,563	2,076,000	2,286,500
Police Pension Fund Total	1,729,791	1,825,656	2,030,621	2,116,500	1,551,563	2,076,000	2,286,500
Total Expenditures	28,976,942	31,044,858	28,947,218	32,022,300	23,142,896	29,775,504	32,216,000

COMPENSATION PLAN FOR 2018

The Compensation Plan is approved by the Village Board as part of the legal budget and 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 authorizes the number of full-time, part-time, and temporary positions for the 2018 budget year and approves the number of hours for the regular and temporary part-time positions. The Compensation Plan also authorizes the compensation ranges for all positions, including full-time represented, full-time non-represented, regular part-time, and temporary or seasonal positions.

Individual Salary Adjustments, Non-Represented Positions

The goal of the compensation plan for non-represented employees is to encourage excellence in service by associating salary increases to job performance rather than tenure. A second goal 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 these goals, 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 increase that an individual employee receives. Employee performance for the previous fiscal year is evaluated by supervisors in the first quarter of each 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 who complete their introductory period and advance 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 increases which occur on May 1 of each year. 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 calculation 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 half of a percent increment.

Individual Salary Adjustments, Represented Positions

Represented employees are subject to the salary increase provisions of the contract negotiated between the Village and the respective bargaining unit. There are two employee groups represented by bargaining units, Police Officers are represented by the Fraternal Order of Police (FOP) and Fire Lieutenants and Firefighter/Paramedics are represented by the Barrington Firefighters, Local 3481 bargaining unit.

Salary provisions 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 which is typically May 1st. 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 reach the top of their salary range by moving through the step system.

Compensation Plan - Schedule I: Full-Time Represented Employees

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Authorized Positions
Effective 01.01.2018 to 04.30.2018									
Firefighter/Paramedic	Annual	64,530	68,400	72,241	76,111	79,952	83,822	87,663	12.0
	Hourly	23.41	24.82	26.21	27.62	29.01	30.41	31.81	
Police Officer	Annual	64,959	70,825	76,497	81,874	86,758	90,637	93,239	16.0
	Hourly	31.23	34.05	36.78	39.36	41.71	43.58	44.83	
Fire Lieutenant	Annual	91,445	94,992	98,510	102,058	-	-	-	3.0
	Hourly	33.18	34.47	35.74	37.03	-	-	-	
Sub-Total Full-Time Represented Positions									31.0
Effective 05.01.2018 to 12.31.2018									
Firefighter/Paramedic	Annual	65,982	69,939	73,866	77,824	81,751	85,708	89,635	12.0
	Hourly	23.94	25.38	26.80	28.24	29.66	31.10	32.52	
Police Officer	Annual	66,583	72,596	78,409	83,920	88,927	92,903	95,570	16.0
	Hourly	32.01	34.90	37.70	40.35	42.75	44.66	45.95	
Fire Lieutenant	Annual	93,502	97,130	100,727	104,354	-	-	-	3.0
	Hourly	33.93	35.24	36.55	37.86	-	-	-	
Sub-Total Full-Time Represented Positions									31.0

Schedule I Notes:

1. Represented employees move up one step on an annual basis as long as they achieve a satisfactory job performance rating.
2. Full-time equivalent (FTE) hours are 2,080 hours per year, except for the Firefighter/Paramedic and Fire Lieutenant positions which have FTE hours of 2,756 hours per year.
3. The total number of Sworn Police Department personnel shall not exceed 23 FTE employees.
4. The stipend paid to a Firefighter/Paramedic assigned as the Station Lieutenant for a 24 hour period is \$1.25 per hour.
5. The stipend paid to a Fire Lieutenant assigned as a Shift Commander for a 24 hour period is \$1.50 per hour.
6. The Fraternal Order of Police (FOP) contract expires April 30, 2019.
7. The International Association of Firefighters (IAFF) contract expires April 30, 2019.

Compensation Plan - Schedule II: Full-Time Non-Represented Employees

Effective 01.01.2018 to 04.30.2018

	Annual Salary		Hourly Salary		Authorized Positions
	Minimum	Maximum	Minimum	Maximum	
Administrative					
Administrative Assistant	32,000	54,000	15.38	25.96	5.0
Accounting Assistant	38,000	60,000	18.27	28.85	1.0
Executive Assistant	45,000	70,000	21.63	33.65	3.0
Professional/Technical					
Public Service Officer	38,000	60,000	18.27	28.85	1.0
Hospitality Manager	38,000	60,000	18.27	28.85	1.0
Maintenance Worker	49,200	65,800	23.65	31.63	9.0
Utility Treatment Operator	50,700	69,300	24.38	33.32	5.0
Mechanic	52,600	72,600	25.29	34.90	1.0
Lab Technician	52,600	72,600	25.29	34.90	1.0
Building Inspector	55,000	80,000	26.44	38.46	2.0
Senior Building Inspector	60,000	84,000	28.85	40.38	1.0
Project Manager	63,000	92,000	30.29	44.23	1.0
Department Coordinator	55,000	96,000	26.44	46.15	4.0
Village Engineer	70,000	109,000	33.65	52.40	1.0
Supervisory					
Records Supervisor	50,000	72,000	24.04	34.62	1.0
Foreman	65,000	84,500	31.25	40.63	2.0
Assistant to the Village Manager	55,000	90,000	26.44	43.27	1.0
Public Works Supervisor	69,500	94,100	33.41	45.24	3.0
Sergeant	81,800	107,400	39.33	51.63	5.0
Plant Supervisor	70,000	109,000	33.65	52.40	1.0
Managerial					
Assistant Department Director	71,600	114,500	34.42	55.05	2.0
Assistant Public Safety Chief	86,900	122,700	41.78	58.99	4.0
Department Director	92,000	143,200	44.23	68.85	6.0
Public Safety Chief	92,000	143,200	44.23	68.85	2.0
Village Manager	138,000	173,800	66.35	83.56	1.0
Sub-Total Full-Time Non-Represented Employees					64.0

Schedule II Notes:

1. Full-time equivalent (FTE) hours equal 2,080 hours per year, except for Fire Department Shift Personnel, including Firefighter/Paramedics, Fire Lieutenants, and Assistant Chiefs who have FTE hours equal to 2,756 hours per year.
2. An employee serving as both a Records Clerk and Public Safety Officer is eligible for a maximum 5% increase once the employee has worked 250 hours as a Public Service Officer.
3. The total number of Sworn Police Department personnel shall not exceed 23 FTE employees.
4. The Maintenance Worker, Utility Treatment Operator, Mechanic, and Lab Technician positions will continue to receive step increases in accordance with the Labor Contract that was in effect prior to the decertification of the Teamster's Union in 2017.

Compensation Plan - Schedule II: Full-Time Non-Represented Employees

Effective 05.01.2018 to 12.31.2018

	Annual Salary		Hourly Salary		Authorized Positions
	Minimum	Maximum	Minimum	Maximum	
Administrative					
Administrative Assistant	32,700	55,200	15.72	26.54	5.0
Accounting Assistant	38,900	61,400	18.70	29.52	1.0
Executive Assistant	46,000	71,600	22.12	34.42	3.0
Professional/Technical					
Public Service Officer	38,900	61,400	18.70	29.52	1.0
Hospitality Manager	38,900	61,400	18.70	29.52	1.0
Maintenance Worker	50,300	67,300	24.18	32.36	9.0
Utility Treatment Operator	51,900	70,800	24.95	34.04	5.0
Mechanic	53,800	74,200	25.87	35.67	1.0
Lab Technician	53,800	74,200	25.87	35.67	1.0
Building Inspector	56,200	81,800	27.02	39.33	2.0
Senior Building Inspector	61,400	85,900	29.52	41.30	1.0
Project Manager	64,400	94,100	30.96	45.24	1.0
Department Coordinator	56,200	98,200	27.02	47.21	4.0
Village Engineer	71,600	111,500	34.42	53.61	1.0
Supervisory					
Records Supervisor	51,100	73,600	24.57	35.38	1.0
Foreman	66,500	86,400	31.97	41.54	2.0
Assistant to the Village Manager	56,200	92,000	27.02	44.23	1.0
Public Works Supervisor	71,100	96,200	34.18	46.25	3.0
Sergeant	83,600	109,800	40.19	52.79	5.0
Plant Supervisor	71,600	111,500	34.42	53.61	1.0
Managerial					
Assistant Department Director	73,200	117,100	35.19	56.30	2.0
Assistant Public Safety Chief	88,900	125,500	42.74	60.34	4.0
Department Director	94,100	146,400	45.24	70.38	6.0
Public Safety Chief	94,100	146,400	45.24	70.38	2.0
Village Manager	141,100	177,700	67.84	85.43	1.0
Sub-Total Full-Time Non-Represented Employees					64.0

Schedule II Notes:

1. Full-time equivalent (FTE) hours equal 2,080 hours per year, except for Fire Department Shift Personnel, including Firefighter/Paramedics, Fire Lieutenants, and Assistant Chiefs who have FTE hours equal to 2,756 hours per year.
2. An employee serving as both a Records Clerk and Public Safety Officer is eligible for a maximum 5% increase once the employee has worked 250 hours as a Public Service Officer.
3. The total number of Sworn Police Department personnel shall not exceed 23 FTE employees.
4. The Maintenance Worker, Utility Treatment Operator, Mechanic, and Lab Technician positions will continue to receive step increases in accordance with the Labor Contract that was in effect prior to the decertification of the Teamster's Union in 2017.

Compensation Plan - Schedule III: Full-Time Non-Represented Employees

Effective 01.01.2018 to 04.30.2018

	Annual Salary		Authorized Hours	Actual Positions	Full-Time Equivalent Positions
	Minimum	Maximum			
Temporary/Seasonal Positions					
Seasonal Laborer					
Snow & Ice Control Operations	15.00	25.00	960	2.00	0.46
Spring/Summer Operations	8.25	17.50	728	7.00	0.35
Interns					
Economic Development	9.00	15.00	510	1.00	0.25
Engineering	9.00	15.00	510	1.00	0.25
Utility Services Technician	9.00	15.00	510	1.00	0.25
Regular Part-Time Positions					
Laborer	14.75	22.50	8,112	10.00	3.90
Part-Time Firefighter I	12.00	14.00	4,271	4.00	2.05
Part-Time Firefighter II	14.00	16.00	826	1.00	0.40
Administrative Assistant	16.00	26.00	8,112	8.00	3.90
Accounting Assistant	18.00	27.00	1,456	1.00	0.70
Technology Services Technician	21.00	31.00	1,040	1.00	0.50
Events Coordinator	21.00	31.00	1,456	1.00	0.70
GIS Coordinator	29.00	42.00	1,248	1.00	0.60
Sub-Total Full-Time Non-Represented Employees				39.0	14.30

Schedule III Notes:

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: Full-Time Non-Represented Employees
Effective 05.01.2018 to 12.31.2018

	Annual Salary		Authorized Hours	Actual Positions	Full-Time Equivalent Positions
	Minimum	Maximum			
Temporary/Seasonal Positions					
Seasonal Laborer					
Snow & Ice Control Operations	15.34	25.56	1,456	3.00	0.70
Spring/Summer Operations	8.44	17.89	728	7.00	0.35
Interns					
Economic Development	9.20	15.34	510	1.00	0.25
Engineering	9.20	15.34	510	1.00	0.25
Utility Services Technician	9.20	15.34	510	1.00	0.25
Regular Part-Time Positions					
Laborer	15.08	23.01	8,112	7.00	3.90
Part-Time Firefighter I	12.27	14.32	4,271	4.00	2.05
Part-Time Firefighter II	14.32	16.36	826	1.00	0.40
Administrative Assistant	16.36	26.59	8,112	7.00	3.90
Accounting Assistant	18.41	27.61	1,456	1.00	0.70
Technology Services Technician	21.47	31.70	1,040	1.00	0.50
Events Coordinator	21.47	31.70	1,040	1.00	0.50
GIS Coordinator	29.65	42.95	1,248	1.00	0.60
Sub-Total Full-Time Non-Represented Employees				36.0	14.34

Schedule III Notes:

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 01.01.2018 to 04.30.2018

	Quarterly	Actual Positions
Village Board		
Village President	-	1.0
Village Trustee (3 Elected 4/7/2015)	300.00	3.0
Village Trustee (3 Elected 4/4/2017)	-	3.0
Village Clerk ⁽¹⁾	750.00	1.0

(1) The Village Clerk also receives \$100.00 per meeting attended with consecutive meetings on the same day or continued meetings considered to be one meeting.

Compensation Plan - Schedule IV: Village Board

Effective 05.01.2018 to 12.31.2018

	Quarterly	Actual Positions
Village Board		
Village President	-	1.0
Village Trustee (3 Elected 4/7/2015)	300.00	3.0
Village Trustee (3 Elected 4/4/2017)	-	3.0
Village Clerk ⁽¹⁾	750.00	1.0

(1) The Village Clerk also receives \$100.00 per meeting attended with consecutive meetings on the same day or continued meetings considered to be one meeting.

Appendix I – Five-Year Financial Projection

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 municipal services to Village residents. The forecast also illustrates the funding available for 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. The presentation for each of the Operating Funds includes a brief description of the Fund and the revenues in the Fund followed by 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 2016 budget.

General Assumptions

The principal assumptions included in the Five-Year Financial Projection involve the rate of increase for general inflation, personnel expenses 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 2017 – 2022 Five-Year Financial Projection is based on the following general assumptions:

- General inflation at a rate of 2.0% in 2018, 2019, and 2020, and 2.5% from 2021 through 2023;
- Personnel cost inflation: In years beyond 2018, Salaries, including economic adjustments and merit adjustments applicable to personnel not at the top of their salary range, are projected to increase at 1.50% per year. Fringe benefits are projected to increase at 4.0% per year, the long term average growth rate for the Village;
- The rate of increase for operational services and goods is generally projected to be 0.50% each year. 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 60 to 74;

In the years 2019 and 2020, 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 annual budget to provide the Village Board with a framework to understand how the decisions included in the current budget will impact future finances. The 2018 Budget and 2019-2023 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 elastic revenues sources such as sales tax and utility and telecommunications 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.

Due to the challenge of forecasting future financial results, the Five Year Financial Projection defaults to using conservative numbers for revenues and includes fairly robust expenses. As a result, the baseline five year forecast for each of the included Funds is likely a worst case scenario unless there is a significant economic event that adversely impacts the Village's finances.

General Fund

The General Fund provides the bulk of municipal services to residents and is supported by the widest variety of revenue sources. An analysis of the major revenue sources for the General Fund can be found on pages 63 – 70. Expenditures in the General Fund are projected to increase at the rates of inflation discussed in the general assumptions paragraph on the first page of this appendix. Salaries and Benefits are the largest expense in the General Fund and comprise an average of 73% 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.

Analysis of Projected Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance

The Net Change in Fund Balance for the General Fund is projected to be positive each year from 2019 through 2023, with the ending Fund Balance in 2023 equaling \$9,566,726. The General Fund will actually have a moderate surplus of revenues over expenditures throughout the projected period but will be transferring a significant portion of these excess resources to the Debt Service Fund for debt service payments for bonds that were originally issued in 2009 and 2018. If the Village experiences a decrease in revenues in any year, a stabilization contingency amount has been established in the Assigned Fund Balance in the General Fund to provide a cushion for revenue declines.

General Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Revenues							
Tax Revenue	11,123,500	10,895,000	11,180,000	11,285,000	11,440,000	11,610,000	11,700,000
Intergovernmental	134,000	135,000	160,000	165,000	170,000	175,000	180,000
Licenses, Permits, & Fees	1,035,000	1,085,000	1,090,000	890,000	895,000	895,000	895,000
Charges for Services	1,674,519	1,496,000	1,652,000	1,652,000	1,682,000	1,702,000	1,727,000
Sales & Rental Revenue	480,000	480,000	515,000	515,000	515,000	515,000	515,000
Fines & Forfeitures	161,100	146,000	155,000	155,000	155,000	155,000	155,000
Investment Income	227,600	235,000	285,000	330,000	355,000	380,000	405,000
Miscellaneous	217,000	240,000	237,500	257,500	257,500	257,500	257,500
Total Revenues	15,052,719	14,712,000	15,274,500	15,249,500	15,469,500	15,689,500	15,834,500
Expenditures							
Administration & Finance	3,312,686	3,433,200	3,503,499	3,545,058	3,587,578	3,431,092	3,475,630
Development Services	564,300	695,500	709,524	623,927	636,724	649,876	663,397
Public Safety	7,882,088	8,127,500	8,299,703	8,476,836	8,659,070	8,846,581	9,039,550
Public Works	2,050,250	2,294,800	2,222,703	2,254,234	2,286,514	2,319,567	2,353,417
Total Expenditures	13,809,324	14,551,000	14,735,428	14,900,055	15,169,886	15,247,115	15,531,994
Excess/(Deficiency) of Revenues							
Over/(Under) Expenditures	1,243,395	161,000	539,072	349,445	299,614	442,385	302,506
Other Financing (Uses)							
Transfers Out	(1,000,000)	(130,000)	(280,000)	(250,000)	(250,000)	(250,000)	(250,000)
Net Change in Fund Balance	243,395	31,000	259,072	99,445	49,614	192,385	52,506
Beginning Fund Balance	8,639,308	8,882,703	8,913,703	9,172,775	9,272,221	9,321,835	9,514,220
Ending Fund Balance	8,882,703	8,913,703	9,172,775	9,272,221	9,321,835	9,514,220	9,566,726

Analysis of Projected Changes in Fund Balances

The total Fund Balance for the General Fund is projected to increase each year from 2017 through 2023, increasing a total of \$684,023 (7.7%) during the period to \$9,566,726. The Restricted Fund Balance will remain relatively stable from 2018 through 2023 as the Village will be utilizing the Restricted Revenues for their intended purpose. The Assigned Fund Balance will decrease in most years as the Village will use the Assigned Fund Balance for insurance premium payments (the Assigned Fund Balances have been accumulated to pay insurance premiums) throughout the period. The Unassigned Fund Balance will increase throughout the five year period to a total of \$5,895,205, or 4.55 months of expenditures in 2023. This increase is the result of the projected positive changes in Fund Balance throughout the period combined with reductions in the Restricted and Assigned Fund Balances as described above.

General Fund - Analysis of Changes in Fund Balance							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Fund Balance							
Non-spendable	11,599	11,599	11,599	11,599	11,599	11,599	11,599
Restricted	425,743	272,007	292,207	282,407	287,607	267,807	273,007
Committed	23,176	21,176	21,176	21,176	21,176	21,176	21,176
Assigned	3,700,739	3,590,739	3,610,739	3,470,739	3,405,739	3,465,739	3,365,739
Unassigned	4,721,446	5,018,182	5,237,054	5,486,300	5,595,714	5,747,899	5,895,205
Fund Balance Total	8,882,703	8,913,703	9,172,775	9,272,221	9,321,835	9,514,220	9,566,726
One Month of Expenses	1,150,777	1,212,583	1,227,952	1,241,671	1,264,157	1,270,593	1,294,333
Four Months of Expenses	4,603,108	4,850,333	4,911,809	4,966,685	5,056,629	5,082,372	5,177,331
Months of Expenses in Unassigned Fund Balance	4.10	4.14	4.26	4.42	4.43	4.52	4.55

Capital Improvement Fund

The Capital Improvement Fund is utilized by the Village for capital expenditures including Property Improvements and infrastructure improvements. Capital expenditures are defined as expenditures for facilities, property, infrastructure, or equipment with useful lives of multiple years and costs in excess of \$5,000.

Analysis of Projected Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance

Revenues during the 2018 to 2023 period are projected to average \$446,667 and will be primarily derived from Tax Revenue and Sales & Rental Income. In 2018, the issuance of \$1.0 million in Alternate Revenue Bonds will provide

Capital Improvement Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Projected	Budget	Projected	Projected	Projected	Projected	Projected
	Actual						
Revenues							
Tax Revenue	175,000	180,000	170,000	170,000	170,000	170,000	170,000
Intergovernmental	58,450	25,000	25,000	25,000	25,000	25,000	25,000
Charges for Services	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sales & Rental Income	180,000	180,000	180,000	180,000	190,000	190,000	190,000
Investment Income	6,000	10,000	20,000	25,000	30,000	35,000	40,000
Miscellaneous	35,000	20,000	30,000	30,000	30,000	30,000	30,000
Total Revenues	464,450	425,000	435,000	440,000	455,000	460,000	465,000
Expenditures							
Development Services							
Engineering	195,000	142,000	144,837	147,747	150,733	153,797	156,941
Village Property Improvements							
Facility Improvements	100,000	185,000	63,000	587,000	87,000	87,000	-
Property Improvements	160,000	125,000	130,000	130,000	130,000	130,000	130,000
Pedestrian & Bikeway Projects	75,000	523,500	138,500	99,000	104,500	110,000	115,500
Vehicle & Equipment Purchases	760,000	763,000	577,700	876,200	546,000	25,625	311,000
Infrastructure Improvements							
Street Improvements	1,225,000	1,529,300	663,750	149,000	159,250	169,500	169,750
Parking Improvements	-	195,000	-	-	-	-	-
Stormwater Management	-	-	-	-	-	-	-
Total Expenditures	2,515,000	3,462,800	1,717,787	1,988,947	1,177,483	675,922	883,191
Excess/(Deficiency) of Revenues							
Over/(Under) Expenditures	(2,050,550)	(3,037,800)	(1,282,787)	(1,548,947)	(722,483)	(215,922)	(418,191)
Other Financing Sources/(Uses)							
Gain on Sale of Assets	25,000	20,000	30,000	30,000	30,000	30,000	30,000
Loss on Debt Extinguishment	-	-	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(2,476,000)
Debt Issuance	-	1,000,000	-	-	-	-	-
Transfers In	1,800,000	330,000	-	-	-	-	-
Transfers Out	(170,000)	(170,000)	-	-	-	-	-
Net Other Financing	1,655,000	1,180,000	(970,000)	(970,000)	(970,000)	(970,000)	(2,446,000)
Net Change in Fund Balance	(395,550)	(1,857,800)	(2,252,787)	(2,518,947)	(1,692,483)	(1,185,922)	(2,864,191)
Beginning Fund Balance	13,443,678	13,048,128	11,190,328	8,937,541	6,418,594	4,726,111	3,540,189
Ending Fund Balance	13,048,128	11,190,328	8,937,541	6,418,594	4,726,111	3,540,189	675,998

resources to complete several infrastructure projects in 2018 and 2019, including the realignment of Lake Zurich Road and the Hart Road Multi-Use Path project.

Expenditures are projected to exceed revenues every year during the period as the Fund does not generate sufficient revenues to offset its expenditures. Capital expenditures will decline throughout the five year period, from a high of \$3.4 million in 2018 to \$883,191 in 2023. The Fund Balance will decline every year through 2023 as expenditures exceed revenues and as the Village begins to recognize a Loss on Debt Extinguishment during the period. The TIF Fund which currently owes the Capital Improvement Fund \$7.8 million, will not generate sufficient resources to repay the loan and the loss on the extinguishment of this loan balance will need to be recognized in the Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance in both the Capital Improvement Fund and the TIF Fund. The TIF Fund is currently projected to be able to repay an estimated \$1.2 million of the \$7.8 million total from 2019 through 2023.

If the revenues and expenses in the Five Year Forecast occur as currently projected, at the end of 2023 the Fund will have a Fund Balance of \$675,998. As shown by these results, providing funding for capital expenditures will be a challenge during this five year period as multiple priorities are competing for scarce resources.

Analysis of Projected Changes in Fund Balances

The Non-spendable Fund Balance is the total of any prepaid expenses in the Fund which are not available to be future spending. The Committed Fund Balance is the amount that has been committed by the Village Board for future street improvement projects and will be utilized in 2018 and 2019 for the Lake Zurich Road and Hart Road Intersection and Multi-use path projects. The Assigned Fund Balance for Receivables is the amount owed by the TIF Fund to the Capital Improvement Fund. This amount will decline throughout this five year period as the TIF Fund will be repaying some of the outstanding loan each year and Village Staff is proposing the Capital Improvement Fund begin recording a Loss on Extinguishment of Debt in the amount of \$1.0 million per year as the TIF nears the end of its existence and will likely not be able to repay the \$7.8 million currently owed to the Capital Improvement Fund.

Capital Improvement Fund - Analysis of Changes in Fund Balance							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Fund Balance							
Non-spendable	155	155	155	155	155	155	155
Committed	1,143,768	507,768	92,518	126,518	160,518	194,518	228,518
Assigned							
Receivable	7,800,000	7,800,000	6,700,000	5,500,000	4,200,000	2,900,000	-
Vehicles & Equipment	3,500,000	2,770,000	2,420,000	1,555,000	890,000	380,000	250,000
Infrastructure	604,205	112,405	(275,132)	(763,079)	(524,562)	65,516	197,325
Fund Balance Total	13,048,128	11,190,328	8,937,541	6,418,594	4,726,111	3,540,189	675,998

The Assigned Fund Balance for Vehicles & Equipment has been accumulated for future vehicle and equipment purchases and will decline throughout the period to a total of \$250,000 at the end of 2023. This amount will be substantially less than 50% of the total replacement value of the Village’s vehicles and equipment at the end of 2021. The Village’s Budgeting and Financial Policies (pages 35 – 40) require the Village to maintain an Assigned Fund Balance for Vehicles & Equipment that is greater than 50% of the total replacement value and therefore the projected decline in this balance will have to be addressed prior to this balance falling below the 50% threshold. The Assigned Fund Balance for Infrastructure is projected to end 2023 at \$197,325. The Assigned Fund Balance for Infrastructure will likely become negative in 2019 and remain so for a couple of years as the Village completes several projects during the 2019 to 2021 time frame.

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 70.

Analysis of Projected Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance

Revenue in the TIF Fund is projected to increase significantly during the five year time period as the Equalized Assessed Value (EAV) in the District is expected to increase and additional development projects, including the Barrington Village Center and the development project at 322 North Hough Street will add significantly to the EAV. The largest increases are projected to occur around 2020 when the full value of the development projects will be included in the TIF District's tax base and the increase in the EAV is expected to accelerate.

Village Center TIF Fund - Statement of Revenues, Expenditures, Transfers and Changes in Fund Balance							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Revenues							
Tax Revenue	926,000	925,000	1,150,000	1,250,000	1,280,000	1,310,000	1,340,000
Intergovernmental	-	-	-	-	-	-	-
Sales & Rental Revenue	1	-	-	-	-	-	-
Investment Income	-	500	500	500	500	500	500
Miscellaneous	1,000	-	-	-	-	-	-
Total Revenues	927,001	925,500	1,150,500	1,250,500	1,280,500	1,310,500	1,340,500
Expenditures							
Development Services							
Administration	12,000	35,000	35,000	35,000	35,000	35,000	35,000
Debt Service	990,550	1,023,000	1,044,688	1,083,675	1,015,812	989,175	1,015,000
Total Expenditures	1,002,550	1,058,000	1,079,688	1,118,675	1,050,812	1,024,175	1,050,000
Excess (Deficiency) of Revenues							
Over (Under) Expenditures	(75,549)	(132,500)	70,812	131,825	229,688	286,325	290,500
Other Financing Sources/(Uses)							
Gain on Debt Extinguishment	-	-	1,000,000	1,000,000	1,000,000	1,000,000	2,588,810
Debt Issuance	-	-	-	-	-	-	-
Premium on Debt Issuance	-	-	-	-	-	-	-
Payment to Escrow Agent	-	-	-	-	-	-	-
Net Financing Sources/(Uses)	-	-	1,000,000	1,000,000	1,000,000	1,000,000	2,588,810
Net Change in Fund Balance	(75,549)	(132,500)	1,070,812	1,131,825	1,229,688	1,286,325	2,879,310
Beginning Fund Balance	(7,389,911)	(7,465,460)	(7,597,960)	(6,527,148)	(5,395,323)	(4,165,635)	(2,879,310)
Ending Fund Balance	(7,465,460)	(7,597,960)	(6,527,148)	(5,395,323)	(4,165,635)	(2,879,310)	(0)

Expenditures in the TIF Fund are projected to range from \$1,058,000 in 2018 to \$1,118,675 in 2020 before beginning to decline in 2021 and 2022 and then increasing again slightly in 2023. The change in expenses correspond to the Village's repayment schedule for the General Obligation Debt Certificates and the Cook Street Plaza Development

Note. This projection assumes that the expenditures in the TIF Fund during this five year period will be primarily debt service as the Fund repays the debt certificates originally issued in 2007 that allowed the Village to purchase the properties at Hough and Main. The Fund will also be making payments on the Development Note issued to Cook Street Plaza through 2020 (the last of these Development Note payments will occur in 2020 which will reduce the Fund's expenditures in the remaining three years of the TIF). The TIF Fund will not have the financial capacity to engage in any further projects during this period of time but will have some small spending for administration and the business improvement grant program throughout the period.

As discussed in the Capital Improvement Fund summary, the Statement of Revenues, Expenditures, Transfers, and Changes in Fund Balance for the TIF Fund will include a Gain on the Extinguishment of Debt as the Village begins recording a reduction in the loan owed by the TIF Fund to the Capital Improvement Fund. This will be necessary as the TIF Fund will not be able to repay the full amount owed to the Capital Improvement Fund.

Projected Cash Flow

The TIF Fund has a negative Fund Balance because it has been loaned \$7,800,000 by the Capital Improvement Fund to provide for TIF District activities, primarily infrastructure improvements that occurred in the District. To understand the resources available to repay the outstanding debt of the TIF Fund, 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 positive cash balance will be maintained after all of the obligations of the TIF Fund have been met. The change in cash position of the Fund will be negative throughout the 2018 – 2023 because any excess cash in the Fund will be used to repay loan from the Capital Improvement Fund. Currently, a total of \$1,326,867 is projected to be repaid to the Capital Improvement Fund.

Village Center TIF Fund - Cash Flow Analysis							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Projected	Projected	Projected	Projected	Projected
Beginning Cash Balance	452,954	337,405	204,907	175,719	107,544	37,232	23,557
Cash Receipts							
Revenues	927,001	925,500	2,150,500	2,250,500	2,280,500	2,310,500	3,929,310
Change in Receivables	-	2	-	-	-	-	-
Cash to/(from Other Funds)	-	-	-	-	-	-	-
Net Cash Receipts	927,001	925,502	2,150,500	2,250,500	2,280,500	2,310,500	3,929,310
Cash Outflows							
Expenditures	1,002,550	1,058,000	1,079,688	1,118,675	1,050,812	1,024,175	1,050,000
Repay Capital Impr Fund	40,000	-	100,000	200,000	300,000	300,000	426,867
Changes in Payables	-	-	1,000,000	1,000,000	1,000,000	1,000,000	2,476,000
Net Cash Outflows	1,042,550	1,058,000	2,179,688	2,318,675	2,350,812	2,324,175	3,952,867
Net Increase/(Decrease)	(115,549)	(132,498)	(29,188)	(68,175)	(70,312)	(13,675)	(23,557)
Ending Cash Balance	337,405	204,907	175,719	107,544	37,232	23,557	(0)

Water & Sewer Fund

The Water and Sewer Fund is an enterprise activity providing water and sewer services to residents and businesses in the Village and in some areas surrounding the Village. Customers of the Fund are charged a rate that is sufficient to cover the operating, capital, and debt service expenses related to providing the services. The Charges for Services revenue, which is the primary source of revenue for the Water & Sewer Fund, is profiled on page 72 of this document.

Analysis of Projected Statements of Revenues, Expenses, Transfers, and Changes in Fund Balance

Charges for Services revenue is projected to increase from \$5,645,000 in 2017 to \$6,907,000 in 2023. The projected increase is based on 6% utility rate increases in 2018 and 2019, followed by 2% increases through 2023. The rate increases in 2018 and 2019 will be necessary to fund debt service payments for bonds that are proposed to be issued in 2018 to complete a significant sanitary sewer main replacement project.

Water & Sewer Fund - Statement of Revenues, Expenses, and Changes in Net Position							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Operating Revenues							
Water Sales	1,925,000	2,045,000	2,170,000	2,257,000	2,302,000	2,348,000	2,395,000
Sewer Sales	3,575,000	3,790,000	4,018,000	4,180,000	4,264,000	4,350,000	4,437,000
Connection Fees	145,000	95,000	75,000	75,000	75,000	75,000	75,000
Total Operating Revenues	5,645,000	5,930,000	6,263,000	6,512,000	6,641,000	6,773,000	6,907,000
Operating Expenses							
Administration	1,228,800	1,202,100	1,217,074	1,232,428	1,248,176	1,264,333	1,280,912
Operations	2,240,400	2,779,700	2,832,125	2,886,080	2,941,621	2,998,804	3,057,687
Capital Expenses	90,000	535,000	459,000	124,500	276,000	602,000	283,000
Depreciation	975,000	1,000,000	1,050,000	1,100,000	1,125,000	1,150,000	1,175,000
Total Operating Expenses	4,534,200	5,516,800	5,558,198	5,343,008	5,590,797	6,015,137	5,796,599
Operating Income (Loss)	1,110,800	413,200	704,802	1,168,992	1,050,203	757,863	1,110,401
Non-operating Revenues/(Expenses)							
Investment Income	80,000	30,000	35,000	45,000	50,000	55,000	60,000
Other Income	90,000	126,000	126,000	126,000	126,000	126,000	126,000
Interest & Fiscal Charges	(654,000)	(677,000)	(698,009)	(662,510)	(625,217)	(586,693)	(545,943)
Non-Operating Net	(484,000)	(521,000)	(537,009)	(491,510)	(449,217)	(405,693)	(359,943)
Income/(Loss), before Transfers and Capital Contributions	626,800	(107,800)	167,793	677,482	600,986	352,170	750,458
Transfers & Contributions							
Transfers Out	(600,000)	(200,000)	-	-	-	-	-
Net Transfers	(600,000)	(200,000)	-	-	-	-	-
Change in Net Position	26,800	(307,800)	167,793	677,482	600,986	352,170	750,458
Net Position - Beginning ⁽¹⁾	26,341,412	26,368,212	26,060,412	26,228,205	26,905,687	27,506,673	27,858,843
Net Position - December 31	26,368,212	26,060,412	26,228,205	26,905,687	27,506,673	27,858,843	28,609,301

(1) The Beginning Net Position in 2015 was restated due to the Implementation of GASB 68

Operating expenses include administration, operations, some capital expenses, and depreciation which expenses capitalized improvements over time. The Fund will consistently generate Operating Income throughout the 2018 - 2023 period, with operating income projected to equal \$1,110,401 in 2023. Non-operating revenues include Investments and Other Income and will average \$172,000 throughout the period. Non-Operating expenses include the interest expenses on the outstanding debt of the Fund. The transfer out in 2018 will provide funding to the Capital Improvement Fund for the restoration of streets that were demolished due to a significant sanitary sewer main project that will be occurring in 2018.

The transfer out in 2018, combined with substantial capital expenses, will cause a one-time negative Chin 2023 is projected to be \$28.6 million. As currently projected, the Net Position Invested in Capital, Net of Debt will increase throughout the 2018 to 2023 period as the Village will be incurring significant capital expenses during these years. The Unrestricted Net Position is projected to turn negative in 2018 and will continue to become increasingly negative throughout the period as the Village incurs significant capital expenses to maintain the infrastructure of the water and sewer systems. In addition, non-cash accounting charges for future pension liabilities are also causing a decline in the Unrestricted Net Position of the Fund.

Water & Sewer Fund - Net Position

	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Invested in Capital, Net of Debt	23,736,665	25,216,984	27,793,876	30,741,621	33,116,988	34,406,180	35,899,467
Restricted	740,000	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	1,891,547	103,428	(2,305,671)	(4,575,934)	(6,350,315)	(7,287,337)	(8,030,166)
	<u>26,368,212</u>	<u>26,060,412</u>	<u>26,228,205</u>	<u>26,905,687</u>	<u>27,506,673</u>	<u>27,858,843</u>	<u>28,609,301</u>

Projected Cash Flow

The Change in Net Position in the Statement of Revenues, Expenses, and Changes in Net Position 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 in the chart below, the Fund will be utilizing a significant amount of cash for capital improvements during the period from 2018 to 2021 but will then decrease the cash used for capital beginning in 2022. Due to the size of the capital expenses, in 2019 the Fund's cash balance will decrease to a minimal amount which will then increase slowly each year thereafter.

Water & Sewer Fund - Cash Flow Analysis						
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Budget	Budget	Budget	Budget	Budget	Budget
Cash from Operating Activities						
Receipts from Customers	6,056,000	6,389,000	6,638,000	6,767,000	6,899,000	7,033,000
Payments to Employees	(1,812,400)	(1,851,251)	(1,891,119)	(1,932,035)	(1,974,032)	(2,017,142)
Payments to Suppliers	(2,232,400)	(2,164,887)	(1,772,916)	(1,984,989)	(2,333,603)	(2,023,261)
Total	2,011,200	2,372,862	2,973,965	2,849,976	2,591,365	2,992,597
Cash Flows from Noncapital Financing Activities						
Transfers Out	(200,000)	-	-	-	-	-
Total	(200,000)	-	-	-	-	-
Cash Flows from Capital and Related Financing Activities						
Purchase of Capital Assets	(9,240,000)	(1,690,000)	(1,056,000)	(900,000)	(700,000)	(780,000)
Interest Expenses	(677,000)	(698,009)	(662,510)	(625,217)	(586,693)	(545,943)
Payment of Principal	(948,000)	(1,236,892)	(1,267,745)	(1,300,367)	(1,339,192)	(1,388,287)
Issuance of Debt	7,000,000	-	-	-	-	-
Total	(3,865,000)	(3,624,901)	(2,986,255)	(2,825,584)	(2,625,885)	(2,714,230)
Cash Flows from Investing Activities						
Interest Received	30,000	35,000	45,000	50,000	55,000	60,000
Total	30,000	35,000	45,000	50,000	55,000	60,000
Net Change in Cash	(2,023,800)	(1,217,039)	32,710	74,392	20,480	338,367
Cash & Cash Equivalents						
Beginning	3,273,335	1,249,535	32,496	65,206	139,598	160,078
Ending	1,249,535	32,496	65,206	139,598	160,078	498,445

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 74 of this document and includes a five year projection.

Analysis of Revenues and Expenses

Operating Revenues in the Parking System Fund are projected to remain stable at \$877,000 throughout the period from 2018 to 2023. Operating Expenses will increase from \$1,159,350 in 2018 to \$1,284,442 in 2023. Administration costs include parking permitting expenses and Operation costs are the expenses associated with parking enforcement and maintenance. The increase in expenses throughout the 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. Depreciation costs will increase in 2019 as capital expenses proposed in the 2018 budget are projected to begin depreciating in 2019; the project proposed in 2019 will begin depreciating in 2020 leading to further increases in depreciation expense.

Parking System Fund - Statement of Revenues, Expenses, and Changes in Net Position							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Projected	Budget	Budget	Budget	Budget	Budget	Budget
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Operating Revenues							
Licenses, Permits, & Fees	302,500	285,000	285,000	285,000	285,000	285,000	285,000
Charges for Service	465,000	480,000	480,000	480,000	480,000	480,000	480,000
Fines & Forfeitures	130,000	100,000	100,000	100,000	100,000	100,000	100,000
Sales & Rental Revenue	13,000	12,000	12,000	12,000	12,000	12,000	12,000
Miscellaneous	800	1,000	-	-	-	-	-
Total Revenues	911,300	878,000	877,000	877,000	877,000	877,000	877,000
Operating Expenses							
Administration	418,650	434,400	437,717	441,109	453,579	457,130	460,763
Operations	459,800	641,700	654,926	668,547	682,578	697,033	711,929
Capital Expenses	-	-	-	-	-	-	-
Depreciation	83,250	83,250	96,750	111,750	111,750	111,750	111,750
Total Operating Expenses	961,700	1,159,350	1,189,393	1,221,406	1,247,907	1,265,913	1,284,442
Operating Income/(Loss)	(50,400)	(281,350)	(312,393)	(344,406)	(370,907)	(388,913)	(407,442)
Non-operating Revenues							
Investment Income	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Non-Operating Revenues	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Change in Net Position	(42,400)	(277,350)	(308,393)	(340,406)	(366,907)	(384,913)	(403,442)
Net Position - January 1	3,232,817	3,190,417	2,913,067	2,604,675	2,264,269	1,897,361	1,512,448
Net Position - December 31	3,190,417	2,913,067	2,604,675	2,264,269	1,897,361	1,512,448	1,109,006

As illustrated by the negative Change in Net Position for the six year period, the Parking Fund will not generate sufficient resources to maintain the system. Total revenue in the Parking System Fund is based on a fixed number of spaces available for parking in the commuter parking lots. However, expenses in the Fund are not fixed and continue to escalate; this is especially true for salaries, benefits, and parking lot leases. This mismatch between stable revenues and increasing 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 expenses in order to maintain the financial position of the Parking Fund.

Parking System Fund - Composition of Net Position							
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Projected	Budget	Budget	Budget	Budget	Budget	Budget
	Actual						
Net Position							
Invested in Capital, Net of Debt	2,198,007	2,249,757	2,412,007	2,300,257	2,188,507	2,076,757	1,965,007
Unrestricted	992,410	663,310	192,668	(35,988)	(291,146)	(564,309)	(856,001)
	<u>3,190,417</u>	<u>2,913,067</u>	<u>2,604,675</u>	<u>2,264,269</u>	<u>1,897,361</u>	<u>1,512,448</u>	<u>1,109,006</u>

The Net Position of the Fund is primarily Invested in Capital Assets, Net of Debt which represents the improved land that is used for parking facilities. The Net Position Invested in Capital, Net of Debt will decline throughout the five year period as depreciation expenses cause decreases in this portion of the Net Position. The portion of the Net Position that is Unrestricted will also decline throughout the five year period as the Fund will be using the Unrestricted Net Position to offset the negative changes in Net Position that are forecast to occur through 2023.

Projected Cash Flow

The Change in Net Assets in the Statement of Revenues, Expenses, and Changes in Net Position 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 decline throughout the six year period as the negative Change in Net Position erodes the Fund's cash position. However, it should be noted that the decline in cash will be lower than the negative Change in Net Position as a significant portion of the negative change is caused by depreciation. Available cash will decline to approximately \$280,916 in 2023. Significant decreases are forecasted to occur in 2018 and 2019 when infrastructure improvements included in the proposed budget are completed.

Parking System Fund - Cash Flow Analysis							
	FY 2017						
	Projected	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
	Actual	Budget	Budget	Budget	Budget	Budget	Budget
Cash Flows from Operating Activities							
Receipts from Customers	911,300	878,000	877,000	877,000	877,000	877,000	877,000
Payments to Employees	(324,500)	(462,610)	(472,493)	(482,634)	(493,041)	(503,723)	(514,688)
Payments to Suppliers	(445,950)	(500,900)	(502,775)	(504,658)	(515,552)	(517,454)	(519,367)
Total	140,850	(85,510)	(98,267)	(110,292)	(131,593)	(144,178)	(157,055)
Cash Flows from Capital and Related Financing Activities							
Purchase of Capital Assets	(54,500)	(135,000)	(150,000)	-	-	-	-
Total	(54,500)	(135,000)	(150,000)	-	-	-	-
Cash Flows from Investing Activities							
Interest Received	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Total	8,000	4,000	4,000	4,000	4,000	4,000	4,000
Net Change in Cash	94,350	(216,510)	(244,267)	(106,292)	(127,593)	(140,178)	(153,055)
Cash & Cash Equivalents							
Beginning	1,174,461	1,268,811	1,052,301	808,034	701,741	574,148	433,970
Ending	1,268,811	1,052,301	808,034	701,741	574,148	433,970	280,916

Appendix II – Personnel Analysis

The mission of municipalities is to provide high quality services to residents of the community and one of the cornerstones needed to achieve this mission is sufficient numbers of high quality municipal staff. This appendix includes an analysis of the Village's staffing, including the number of employees and the cost of maintaining the workforce. This is a critical component to understanding the Village's fiscal operations because 65% of the Village's total operating costs and 73% of General Fund operating costs are directly related to personnel.

Number of Employees

Personnel costs are attributable 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 2018 Compensation Plan authorized a total of 134 positions, including 95 full-time positions, 32 regular part-time positions, and 12 temporary or seasonal part-time positions. There are also 8 elected officials, including the Village President, the Village Clerk, and seven Village Trustees. The total number of full-time equivalent positions authorized in the 2018 Compensation Plan is 108.95, an increase of 1.00 FTE employees (0.10%) when compared to the 107.95 FTE employees in the 2017 Compensation Plan.

During the last decade, the Village has drastically reduced its workforce and the concurrent liabilities that go along with a larger workforce, such as pension and retiree health insurance obligations. The primary cause of the reduction in workforce and liabilities was the termination of two intergovernmental agreements by the respective counterparty; the Village of Inverness terminated the agreement for Barrington to provide police services in 2008 and the Barrington Countryside Fire Protection District terminated the agreement for Barrington to provide fire and emergency medical services to the District in 2013. As a result, the Village's workforce has been reduced from 151.87 FTE employees in 2008 to 108.95 FTE employees in 2018, a reduction of 42.92 FTE employees (28.3%).

A chart that summarizes total Village employees by fund, program area, and budget unit begins on the following page.

Summary of Employees by Fund, Program Area, and Budget Unit

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
General Fund							
Administration & Finance							
Village Board	0.25	0.25	0.25	0.25	-	-	(0.25)
Village Manager's Office	2.95	2.55	2.35	2.35	-	2.60	0.25
Technology Services	1.25	1.25	1.50	1.50	-	1.50	-
Communications & Events	-	-	-	1.25	1.25	1.70	0.45
Economic Development	1.87	1.87	1.90	1.25	(0.65)	1.25	-
Financial Services	2.97	2.82	2.65	2.65	-	2.65	-
Human Resources	2.00	2.00	1.30	1.30	-	1.30	-
Risk Management	-	0.70	0.70	0.70	-	0.70	-
Total Administration & Finance	11.29	11.44	10.65	11.25	0.60	11.70	0.45
Development Services							
Inspectional Services	1.90	2.28	3.00	3.10	0.10	4.22	1.12
Planning & Zoning	1.30	2.22	2.20	2.20	-	2.32	0.12
Engineering	1.52	1.52	-	-	-	-	-
Total Development Services	4.72	6.02	5.20	5.30	0.10	6.54	1.24
Public Safety							
Police Department							
Administration	4.80	7.65	7.65	7.65	-	4.70	(2.95)
Investigations	3.25	4.20	4.20	4.20	-	4.20	-
Patrol Operations	18.55	19.40	18.50	18.50	-	18.50	-
Community Programs	3.70	-	-	-	-	-	-
Fire Department							
Administration	2.00	1.50	2.00	2.00	-	2.00	-
Operations	37.85	17.85	19.85	19.85	-	19.85	-
Prevention/Education	1.00	1.00	-	-	-	-	-
Services							
Emergency Management	-	-	-	-	-	-	-
Total Public Safety	71.15	51.60	52.20	52.20	-	49.25	(2.95)
Public Works							
Administration	0.80	0.65	0.80	0.80	-	0.80	-
Street Operations	4.75	4.80	5.30	5.80	0.50	5.80	-
Forestry	2.15	2.40	1.50	1.15	(0.35)	1.15	-
Property Maintenance	2.10	2.40	3.10	3.00	(0.10)	3.00	-
Central Garage	2.20	2.20	2.80	2.80	-	2.80	-
Total Public Works	12.00	12.45	13.50	13.55	0.05	13.55	-
General Fund Total	99.16	81.51	81.55	82.30	0.75	81.04	(1.26)
Capital Improvement Fund							
Development Services							
Engineering	1.52	1.70	1.10	1.10	-	1.23	0.13
Total Development Services	1.52	1.70	1.10	1.10	-	1.23	0.13
Capital Improvement Fund Total	1.52	1.70	1.10	1.10	-	1.23	0.13

Summary of Employees by Fund, Program Area, and Budget Unit

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Budget	Change 2016 - 2017	FY 2018 Budget	Change 2017 - 2018
Water & Sewer Fund							
Administration & Finance							
Community Services	1.49	1.49	1.65	1.65	-	1.65	-
Total Administration & Finance	1.49	1.49	1.65	1.65	-	1.65	-
Development Services							
Engineering	1.73	1.90	2.50	2.50	-	2.63	0.13
Total Development Services	1.73	1.90	2.50	2.50	-	2.63	0.13
Public Works							
Administration	1.60	1.50	1.85	1.60	(0.25)	1.60	-
Utility Maintenance	6.00	6.00	6.00	4.60	(1.40)	4.60	-
Water Production	1.75	1.80	1.45	1.55	0.10	1.55	-
Wastewater Treatment	5.25	5.05	4.85	5.75	0.90	6.25	0.50
Total Public Works	14.60	14.35	14.15	13.50	(0.65)	14.00	0.50
Water & Sewer Fund Total	17.82	17.74	18.30	17.65	(0.65)	18.28	0.63
Recycling & Refuse Fund							
Administration & Finance							
Community Services	0.67	0.67	0.70	0.70	-	0.70	-
Total Administration & Finance	0.67	0.67	0.70	0.70	-	0.70	-
Public Works							
Operations	0.60	0.75	0.50	0.50	-	0.50	-
Total Public Works	0.60	0.75	0.50	0.50	-	0.50	-
Recycling & Refuse Fund Total	1.27	1.42	1.20	1.20	-	1.20	-
Parking System Fund							
Administration & Finance							
Community Services	0.92	0.92	0.70	0.70	-	0.70	-
Total Administration & Finance	0.92	0.92	0.70	0.70	-	0.70	-
Public Safety							
Parking Enforcement	3.25	3.30	3.30	3.30	-	3.30	-
Total Public Safety	3.25	3.30	3.30	3.30	-	3.30	-
Public Works							
Operations	1.45	1.10	1.05	1.20	0.15	1.20	-
Total Public Works	1.45	1.10	1.05	1.20	0.15	1.20	-
Parking System Fund Total	5.62	5.32	5.05	5.20	0.15	5.20	-

Summary of Employees by Fund, Program Area, and Budget Unit							
	FY 2014	FY 2015	FY 2016	FY 2017	Change	FY 2018	Change
	Actual	Actual	Actual	Budget	2016 - 2017	Budget	2017 - 2018
Barrington White House Fund							
Administration & Finance							
Financial Services	-	-	0.30	0.50	0.20	2.00	1.50
Total Administration & Finance	-	-	0.30	0.50	0.20	2.00	1.50
Total Barrington White House Fund	-	-	0.30	0.50	0.20	2.00	1.50
Total Village Employees	125.39	107.69	107.50	107.95	0.45	108.95	1.00

As illustrated in the Summary of Employees by Function below, the majority of Village employees are those who directly provide services to residents (i.e. Police Officers, Firefighter/Paramedics, and Public Works Maintenance Employees); these employees represent 53.3% of the total Village work Force. Another 19.4% of the workforce provides professional services such as accounting, engineering, inspectional, or other professional services. The remaining 27.3% of the workforce are either managerial or administrative employees.

Summary of Employees by Function							
	FY 2014	FY 2015	FY 2016	FY 2017	Change	FY 2018	Change
	Actual	Actual	Actual	Budget	2016 - 2017	Budget	2017 - 2018
Management	15.00	15.00	15.00	16.00	1.00	16.00	-
Professional	15.05	16.40	16.10	16.10	-	21.10	5.00
Public Safety							
Police Services	23.95	24.95	24.95	24.95	-	22.00	(2.95)
Fire/EMS Services	34.85	14.85	16.85	16.85	-	16.85	-
Public Works							
General Maintenance	16.15	16.15	16.70	16.45	(0.25)	14.95	(1.50)
Utility Services	4.50	4.50	4.50	4.30	(0.20)	4.30	-
Administrative	13.67	12.92	13.00	13.30	0.30	13.75	0.45
	123.17	104.77	107.10	107.95	0.85	108.95	1.00

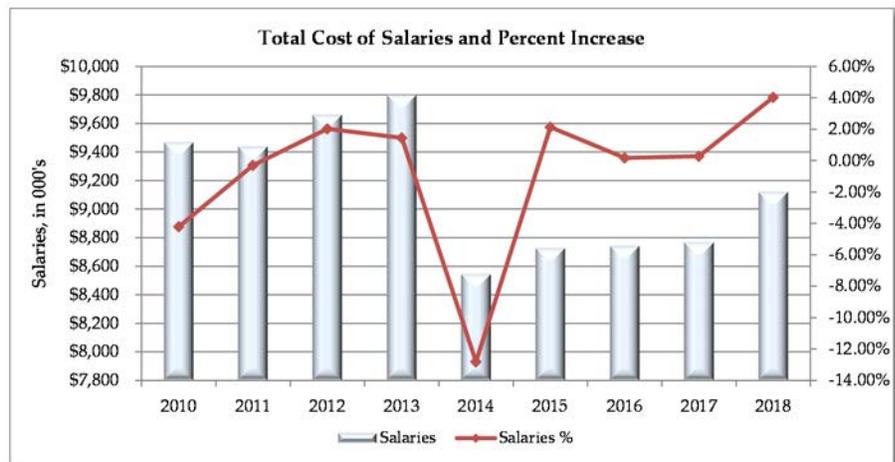
Analysis of Personnel Costs

The total budgeted cost for the Village's workforce in 2018 across all Funds is \$13,762,600, with salaries of \$9,119,800 comprising 66.27% of total costs and benefits of \$4,642,800 comprising the remaining 33.73% of total personnel costs. Fringe benefit costs have been increasing faster than salary costs and are projected to comprise a greater portion of total personnel costs in the future. In 2018, pension contributions continue to be the largest portion of fringe benefit costs, comprising 57% of total fringe benefit costs and 19.4% of total personnel costs. Health insurance is the second largest fringe benefit cost, comprising 30% of fringe benefit costs and 10.1% of total personnel costs. The Federal Retirement Programs (Social Security and Medicare) comprise 12% of fringe benefit costs and 4% of total personnel costs. Other Benefits, which include Flexible Spending Account (FSA) contributions, life insurance for employees, and deferred compensation programs comprise 1% of fringe benefit costs and 0.25% of total personnel costs.

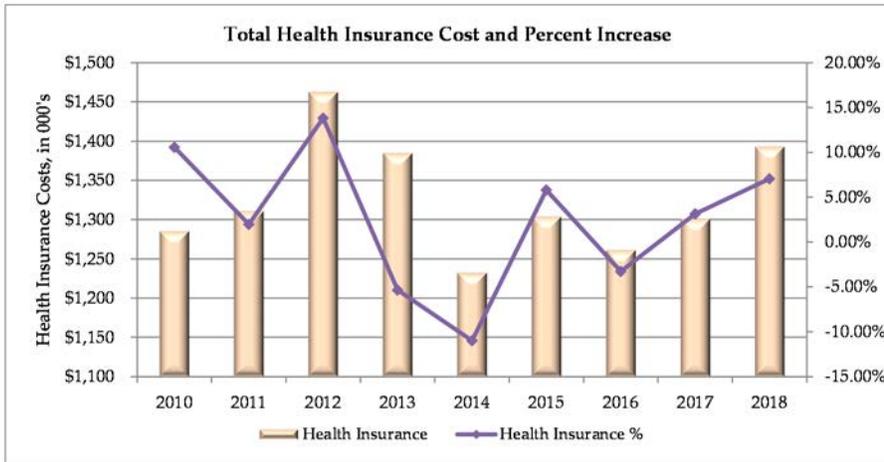
Distribution of Personnel Costs							
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Amended Budget	FY 2017 9 Month Actual	FY 2017 Projected Actual	FY 2018 Budget
Salaries	8,544,040	8,726,512	8,741,906	8,764,050	6,268,872	8,766,522	9,119,800
Fringe Benefits							
Pension Contributions	1,474,421	1,845,954	2,387,708	2,063,700	1,422,567	2,190,200	2,666,200
Health Insurance	1,232,339	1,303,778	1,261,201	1,401,000	976,460	1,301,000	1,392,800
Federal Retirement Programs	472,605	482,019	497,721	531,300	358,338	505,200	548,800
Other Benefits	34,719	33,702	34,086	33,900	31,130	41,700	35,000
Fringe Benefits Subtotal	3,214,084	3,665,453	4,180,716	4,029,900	2,788,495	4,038,100	4,642,800
Total Personnel Costs	11,758,124	12,391,965	12,922,622	12,793,950	9,057,367	12,804,622	13,762,600

Salary costs have declined since 2010, largely due to reductions in force that occurred as a result of reduced revenues caused by the termination of intergovernmental agreements with the Village of Inverness and the Barrington Countryside Fire Protection District.

Salary costs equaled \$9.467 million in fiscal year 2010 but have since decreased to the \$8.119 million included in the 2018 budget. The continual decrease in the Village's workforce since 2009 has allowed the Village to maintain its fiscal position despite the decrease in revenues that has been experienced since 2010. However, this workforce reduction is also causing significant strain for employees as fewer employees attempt to provide the same level of services.



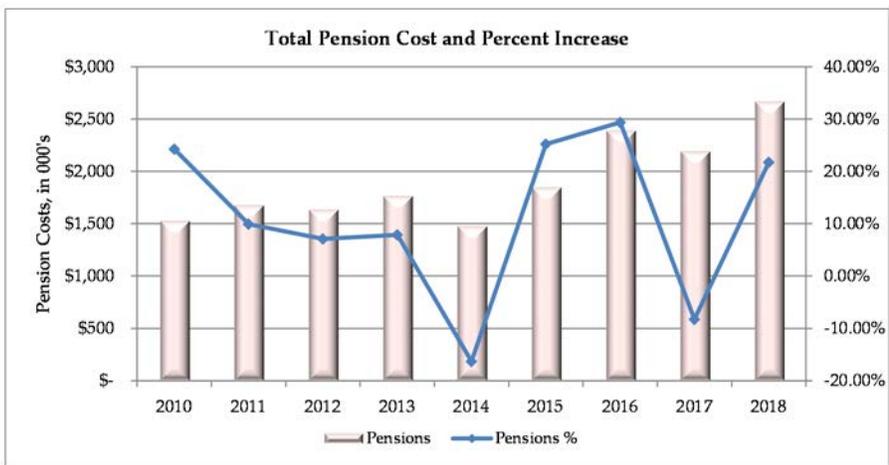
Health insurance costs have ranged from \$1.285 million in fiscal year 2010 to the \$1.392 million budgeted in 2018. Although the Village's workforce has decreased significantly since 2008, the health insurance cost per employee has increased thereby negating any cost savings from a smaller workforce.



Despite a workforce that is 40% smaller than in 2008, health insurance costs in 2018 are budgeted to be \$223,000 higher than 2008 costs. The continued increase in health insurance cost per employee will be a challenge for the Village in the future as this benefit continues to require a larger portion of the Village's financial resources.

Another significant benefit provided by the Village are pensions. The Village has three pension systems, the Illinois Municipal Retirement Fund and self-administered Police and Firefighter's Pension Funds. Pension contribution costs have increased from \$1.525 million in 2010 to a budgeted total of \$2.666 million in 2018, an increase of 74.75% during the eight year period. This increase actually understates the true cost increase because the Village reduced the Fire Department workforce at the end of 2013. Without that reduction, the pension costs would have been significantly larger in 2018. The rapid 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.

Another significant benefit provided by the Village are pensions. The Village has three pension systems, the Illinois Municipal Retirement Fund and self-administered Police and Firefighter's Pension Funds. Pension contribution costs have increased from \$1.525 million in 2010 to a budgeted total of \$2.666 million in 2018, an increase of 74.75% during the eight year period. This increase actually understates the true cost increase because the Village reduced the Fire Department workforce at the end of 2013. Without that reduction, the pension costs would have been significantly larger in 2018. The rapid 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.



This Page Intentionally Left Blank

Appendix III – Debt Analysis

Illinois Statute (65 ILCS 5/8-5-1) limits the amount of general obligation debt a non-home rule municipality may incur to 8.625% of the municipality's Equalized Assessed Value (EAV). Based on this limitation, Barrington's legal debt margin at the end of 2016, based on the 2015 EAV (the most recent available), was:

2016 Equalized Assessed Value	\$609,512,571
Legal Debt Limit (8.625% of EAV)	\$52,570,459
Less: Debt Applicable to Limit as of 12/31/2017	
Debt Certificates	\$5,110,000
General Obligation Bonds	\$410,000
Legal Debt Margin	\$47,050,459

The following pages show the debt service schedules for all of the Village's outstanding debt issuances.

Note: These Debt Certificates were originally 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. The debt certificates were originally issued in 2007 but were refinanced in 2015. The net savings on interest cost from the refinancing was \$217,032.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Debt Certificate Series of 2015 As of December 31, 2017							
Date of Issue	February 10, 2015						
Date of Maturity	January 1, 2020						
Authorized Issue	\$2,960,000						
Interest Rates	2.00%						
Interest Dates	January 1 and July 1						
Principal Maturity Date	January 1						
Payable at	UMB Bank, National Association						
Current and Future Principal and Interest Requirements							
Fiscal Year Ending	Requirements			Interest Due on			
	Principal	Interest	Totals	January 1	Amount	July 1	Amount
2018	715,000	31,050	746,050	2018	19,100	2018	11,950
2019	385,000	20,050	405,050	2019	11,950	2019	8,100
2020	810,000	8,100	818,100	2020	8,100	2020	-
2021	-	-	-	2021	-	2021	-
2022	-	-	-	2022	-	2022	-
2023	-	-	-	2023	-	2023	-
	<u>1,910,000</u>	<u>59,200</u>	<u>1,969,200</u>		<u>39,150</u>		<u>20,050</u>

Note: These Debt Certificates were issued by the Village to refinance \$4,575,000 of the 2007 Debt Certificates at a lower interest rate. The net savings from this refinancing was \$577,748.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Debt Certificate Series of 2012 As of December 31, 2017							
Date of Issue	May 15, 2012						
Date of Maturity	January 1, 2023						
Authorized Issue	\$4,575,000						
Interest Rates	2.00% - 3.00%						
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
2018	-	88,800	88,800	2018	44,400	2018	44,400
2019	370,000	84,638	454,638	2019	44,400	2019	40,238
2020	-	80,475	80,475	2020	40,237	2020	40,238
2021	885,000	69,412	954,412	2021	40,237	2021	29,175
2022	945,000	44,175	989,175	2022	29,175	2022	15,000
2023	1,000,000	15,000	1,015,000	2023	15,000	2023	-
	<u>3,200,000</u>	<u>382,500</u>	<u>3,582,500</u>		<u>213,449</u>		<u>169,051</u>

Note: This Development Note was issued to Cook Street Plaza Joint Venture, the entity that developed the Cook Street Plaza project in the Village Center. Included in the project is a municipal parking structure on the first floor of the indoor parking garage that provides for public parking. This Development Note was issued to reimburse the Developer for the construction costs for this parking facility. Please note, the payments from 2018 through 2020 are estimates, the actual amount is based on the amount of property taxes paid by Cook Street Plaza and therefore may be more or less than the amounts displayed in the schedule below, depending on the vagaries of the Cook Street Plaza property tax payments.

Village of Barrington, Illinois					
Schedule of Long-Term Debt Requirements					
Development Note of 2012					
As of December 31, 2017					
Date of Issue	May 15, 2012				
Date of Maturity	December 15, 2020				
Authorized Issue	\$1,725,000				
Interest Rates	4.00% - 4.50%				
Interest Dates	December 15				
Principal Maturity Date	December 15				
Payable at	Via Check to Note Holder				
Current and Future Principal and Interest Requirements					
Fiscal Year Ending	Requirements			Interest Due on	
	Principal	Interest	Totals	December 15	Amount
2012	521,812	44,000	565,812	2012	44,000
2013	137,609	53,260	190,869	2013	53,260
2014	133,540	47,412	180,952	2014	47,412
2015	131,951	41,737	173,688	2015	41,737
2016	137,465	36,129	173,594	2016	36,129
2017	166,197	30,286	196,483	2017	30,286
2018	176,777	23,223	200,000	2018	23,223
2019	189,290	15,710	205,000	2019	15,710
2020	180,359	7,665	188,024	2020	7,665
	1,775,000	299,422	2,074,422		299,422

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 storm sewer main throughout the Village. These bonds were advance refunded in December of 2017 and all bonds after the December 15, 2018 payment will be called and retired from the proceeds of the 2017 Alternate Revenue Source Refunding Bonds.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Taxable General Obligation Alternate Revenue Source Bond Series of 2009 As of December 31, 2017							
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
2017	365,000	381,555	746,555	2018	190,777	2018	190,778
	<u>365,000</u>	<u>381,555</u>	<u>746,555</u>		<u>190,777</u>		<u>190,778</u>

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 2009 and used for various water and sewer capital projects including the renovation of the Wastewater Treatment Plan, the rehabilitation of several lift stations, and the installation or reconstruction of water, sanitary sewer, and storm sewer main throughout the Village.

Village of Barrington, Illinois
Schedule of Long-Term Debt Requirements
General Obligation, Alternate Revenue Source, Refunding Bond, Series 2017
As of December 31, 2017

Date of Issue	December 19, 2017
Date of Maturity	December 15, 2028
Authorized Issue	\$1,490,000
Denomination of Bonds	\$5,000
Interest Rates	3.00%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	UMB Bank, National Association, Kansas City, Missouri

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
2017	-	44,203	44,203	2018	21,853	2018	22,350
2018	130,000	44,700	174,700	2019	22,350	2019	22,350
2019	130,000	40,800	170,800	2020	20,400	2020	20,400
2020	135,000	36,900	171,900	2021	18,450	2021	18,450
2021	140,000	32,850	172,850	2022	16,425	2022	16,425
2022	145,000	28,650	173,650	2023	14,325	2023	14,325
2023	155,000	24,300	179,300	2024	12,150	2024	12,150
2024	155,000	19,650	174,650	2025	9,825	2025	9,825
2025	160,000	15,000	175,000	2026	7,500	2026	7,500
2026	170,000	10,200	180,200	2027	5,100	2027	5,100
2027	170,000	5,100	175,100	2028	2,550	2028	2,550
	<u>1,490,000</u>	<u>302,353</u>	<u>1,792,353</u>		<u>150,928</u>		<u>151,425</u>

Note: These Alternate Revenue Bonds were issued for the purpose of making capital improvements to the Village's Water and Sanitary Sewer System with the primary project being the installation or reconstruction of a sanitary sewer main and corresponding infrastructure from the west end of Liberty Street to North Ave and then south on North Avenue, across Main Street to the North Commuter Parking Lots.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Taxable General Obligation Alternate Revenue Source Bond Series of 2015 As of December 31, 2017							
Date of Issue	July 30, 2015						
Date of Maturity	December 15, 2035						
Authorized Issue	\$7,780,000						
Denomination of Bonds	\$5,000						
Interest Rates	2.00% - 4.00%						
Interest Dates	June 15 and December 15						
Principal Maturity Date	December 15, 2035						
Payable at	UMB Bank, National Association, Kansas City, Missouri						
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
2017	60,000	266,216	326,216	2017	133,108	2017	133,108
2018	315,000	264,616	579,616	2018	132,308	2018	132,308
2019	325,000	256,740	581,740	2019	128,370	2019	128,370
2020	330,000	248,616	578,616	2020	124,308	2020	124,308
2021	340,000	238,716	578,716	2021	119,358	2021	119,358
2022	355,000	228,516	583,516	2022	114,258	2022	114,258
2023	365,000	218,016	583,016	2023	109,008	2023	109,008
2024	375,000	203,616	578,616	2024	101,808	2024	101,808
2025	390,000	188,616	578,616	2025	94,308	2025	94,308
2026	405,000	176,916	581,916	2026	88,458	2026	88,458
2027	420,000	164,766	584,766	2027	82,383	2027	82,383
2028	440,000	152,316	592,316	2028	76,158	2028	76,158
2029	455,000	139,200	594,200	2028	69,600	2028	69,600
2030	475,000	121,600	596,600	2028	60,800	2028	60,800
2031	495,000	103,200	598,200	2028	51,600	2028	51,600
2032	510,000	84,200	594,200	2028	42,100	2028	42,100
2033	535,000	64,200	599,200	2028	32,100	2028	32,100
2034	555,000	43,600	598,600	2028	21,800	2028	21,800
2035	575,000	22,200	597,200	2028	11,100	2028	11,100
	<u>7,720,000</u>	<u>3,185,866</u>	<u>10,905,866</u>		<u>1,592,933</u>		<u>1,592,933</u>

Note: These Alternate Revenue Bonds were issued for capital improvements to the Village's streets for 2009, 2010, 2011, and 2012. These bonds were advance refunded in December of 2017 and all bonds after the December 15, 2018 payment will be called and retired by the proceeds of the 2017 Alternate Revenue Source Refunding Bonds.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Taxable General Obligation Alternate Revenue Source Bond Series of 2009 As of December 31, 2017							
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
2017	125,000	87,760	212,760	2018	43,880	2018	43,880
	125,000	87,760	212,760		43,880		43,880

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 2009 and used for capital improvements to the Village's streets for 2009, 2010, 2011, and 2012.

Village of Barrington, Illinois
Schedule of Long-Term Debt Requirements
General Obligation, Alternate Revenue Source, Refunding Bond, Series 2017
As of December 31, 2017

Date of Issue	December 19, 2017
Date of Maturity	December 15, 2028
Authorized Issue	\$7,780,000
Denomination of Bonds	\$5,000
Interest Rates	3.00%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	UMB Bank, National Association, Kansas City, Missouri

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
2017	-	194,317	194,317	2018	96,067	2018	98,250
2018	380,000	196,500	576,500	2019	98,250	2019	98,250
2019	385,000	185,100	570,100	2020	92,550	2020	92,550
2020	500,000	173,550	673,550	2021	86,775	2021	86,775
2021	645,000	158,550	803,550	2022	79,275	2022	79,275
2022	680,000	139,200	819,200	2023	69,600	2023	69,600
2023	750,000	118,800	868,800	2024	59,400	2024	59,400
2024	770,000	96,300	866,300	2025	48,150	2025	48,150
2025	790,000	73,200	863,200	2026	36,600	2026	36,600
2026	815,000	49,500	864,500	2027	24,750	2027	24,750
2027	835,000	25,050	860,050	2028	12,525	2028	12,525
	6,550,000	1,410,067	7,960,067		703,942		706,125

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, 2017							
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	Tax Levy Requirements			Interest Due on			
Year	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2017	410,000	14,350	424,350	2018	7,175	2018	7,175
	410,000	14,350	424,350		7,175		7,175

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, 2017			
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
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>408,714</u>	<u>23,653</u>	<u>432,367</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, 2017			
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
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>364,932</u>	<u>35,602</u>	<u>400,534</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, 2017			
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
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>598,406</u>	<u>48,838</u>	<u>647,244</u>

Note: This promissory note was issued for the purpose of renovating, remodeling, and improving the Village owned building commonly known as Barrington's White House.

Village of Barrington, Illinois Schedule of Long-Term Debt Requirements Promissory Note of 2014 As of December 31, 2017					
Date of Issue	August 25, 2014				
Date of Maturity	December 15, 2019				
Authorized Issue	\$5,500,000				
Interest Rates	1.85%				
Interest Dates	June 15 and December 15				
Principal Maturity Date	December 15				
Payable at	Via Check to Note Holder				
Current and Future Principal and Interest Requirements					
Fiscal Year Ending	Requirements			Interest Due on	
	Principal	Interest	Totals	December 15	Amount
2015	1,100,000	64,259	1,164,259	2015	64,259
2016 ⁽¹⁾	1,650,000	83,520	1,733,520	2016	83,520
2017	1,650,000	50,875	1,700,875	2017	50,875
2018	1,100,000	20,350	1,120,350	2018	20,350
	<u>5,500,000</u>	<u>219,004</u>	<u>5,719,004</u>		<u>219,004</u>
(1) Due to the acceleration of pledge donation payments, the Village made early payments of \$550,000 in 2016 and 2017.					

Appendix IV – Policy Documents

The following pages present policy documents that govern the Village’s financial operations. These policy documents have been formally adopted by the Village Board and can only be amended by further Village Board action.

Capitalization Policy

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 establish the policies, procedures, and thresholds necessary to ensure continued compliance with GASB Statement 34.

Classes and Capitalization Thresholds for Fixed Assets

This document is applicable to capital assets that the Village is responsible for reporting in order to comply with GASB Statement 34. 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.

For the purpose of this policy, capital assets are 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 mains, street lighting, water mains, sanitary sewer mains, 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 policy in 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 in 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 of the Village are acquired by donation or conveyance (a prime example being streets which are often acquired by the Village upon annexation of a subdivision). 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	Asset Description	Threshold for Capitalization	Type of Activity Capitalized	Depreciable Life
Land	All parcels of land owned by Village	All land	Acquisition	Not applicable
Right of Way	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'.	All land	Acquisition	Not applicable
Bridges	All acquisitions, construction or reconstruction of bridges that exceed \$50,000	\$50,000	Acquisition, construction, or reconstruction	40 years
Streets	All public streets within the corporate boundaries of the Village	All streets	Acquisition, construction, or reconstruction	60 years
Stormsewer Mains	All stormsewer mains owned by the Village	All mains	Acquisition, construction, or reconstruction	75 years
Water Mains	All water mains owned by the Village	All mains	Acquisition, construction, or reconstruction	75 years
Sanitary Sewer Mains	All sanitary sewer mains owned by the Village	All mains	Acquisition, construction, or reconstruction	75 years
Buildings	All acquisitions, construction or reconstruction of buildings that exceed \$25,000	\$25,000	Acquisition, Construction, or Reconstruction	40 to 80 years
Vehicles & Equipment	All acquisitions of vehicles or equipment greater than \$50,000	\$50,000	Acquisition	Variable
Sidewalks	These assets are not capitalized because they did not meet the GASB 34 capitalization threshold of the entire system being at least 10% of the General Fixed Assets Account Group of \$1,449,791 in 1999.			
Traffic Signals				
Street Lights				

Investment 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.

Investment Policy Scope and Objectives

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.

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.

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.

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.

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.

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.

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.

General Items

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.

Appendix V – Statistical Section

The following statistics are intended to provide a 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. All of the statistics presented are based on audited financial statements so may be as much as three years behind the current budget (i.e., the most recent EAV by category available is for 2014 and the most recently issued Comprehensive Annual Financial Report is for fiscal year 2015).

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%
2010	472,675,058	159,566,285	37,678,809	4,066	818,490	670,742,708	-5.04%	29.53%
2011	435,950,072	148,410,568	33,867,653	3,702	732,515	618,964,510	-7.72%	29.57%
2012	408,539,129	143,073,233	31,795,856	3,702	761,765	584,173,685	-5.62%	30.07%
2013	374,127,655	134,823,400	28,736,352	3,702	1,117,779	538,808,888	-7.77%	30.56%
2014	379,447,881	150,863,657	7,036,349	2,348	1,212,281	538,562,516	-0.05%	29.54%
2015	387,829,320	153,842,234	6,982,031	2,348	1,429,842	550,085,775	2.14%	29.50%

1. 2015 is the most recent data available from the Cook County Clerk's Office.

Net Position of the Village

	2007	2008 ⁽¹⁾	2009	2010	2011 ⁽¹⁾	2012	2013	2014	2015	2016
Assets										
Current Assets										
Cash & Investments	30,447,376	20,921,870	29,551,354	26,137,405	24,182,755	21,333,822	18,751,369	16,783,045	22,077,184	21,930,104
Net Receivables	7,206,995	6,713,002	7,053,485	7,518,880	7,419,577	7,649,878	8,104,913	7,640,217	7,379,010	7,809,194
Prepays	37,578	32,048	29,111	51,385	83,084	71,957	46,051	197,463	92,219	67,984
Insurance Deposits	2,179,259	2,541,278	2,366,524	2,413,913	2,713,810	2,978,545	3,227,383	2,911,758	2,641,787	2,744,039
Restricted Cash & Investments	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000
Total Current Assets	40,611,208	30,948,198	39,740,474	36,861,583	35,139,226	32,774,202	30,869,716	28,272,483	32,930,200	33,291,321
Non-current Assets										
Capital Assets										
Land & Improvements	17,139,820	17,139,820	17,787,470	17,595,778	27,783,911	28,306,792	28,306,792	28,503,421	26,853,876	26,057,642
Construction in Progress	-	-	32,044	94,980	747,330	57,110	212,408	3,026,119	240,305	887,211
Buildings	12,331,355	12,331,355	13,996,741	13,996,741	13,994,741	16,711,935	16,711,935	16,711,935	22,654,044	22,654,044
Infrastructure	60,022,483	62,221,738	62,683,883	66,335,721	65,520,172	69,092,663	72,359,096	74,297,936	79,350,298	79,723,934
Vehicles & Equipment	2,342,581	2,723,695	2,970,178	3,256,096	3,453,162	3,295,448	2,778,447	2,871,841	2,719,456	2,953,599
Accumulated Depreciation	(29,071,506)	(30,267,637)	(31,687,824)	(32,442,458)	(31,139,048)	(32,640,607)	(33,836,920)	(35,173,327)	(36,531,220)	(38,430,061)
Total Capital Assets	62,764,733	64,148,971	65,782,492	68,836,858	80,360,268	84,823,341	86,531,758	90,237,925	95,286,759	93,846,369
Other Assets										
Net Pension Asset	2,035,112	2,246,147	2,569,251	2,836,015	2,766,965	2,877,614	2,983,677	3,154,910	-	-
Total Non-current Assets	64,799,845	66,395,118	68,351,743	71,672,873	83,127,233	87,700,955	89,515,435	93,392,835	95,286,759	93,846,369
Deferred Outflows of Resources	-	-	-	-	-	-	-	-	8,095,908	6,933,699
Total Assets	105,411,053	97,343,316	108,092,217	108,534,456	118,266,459	120,475,157	120,385,151	121,665,318	136,312,867	134,071,389

Net Position of the Village

	2007	2008 ⁽¹⁾	2009	2010	2011 ⁽¹⁾	2012	2013	2014	2015	2016
Liabilities										
Current Liabilities										
Accounts & Retainage Payable	2,170,458	1,778,861	1,128,770	1,386,892	1,653,294	1,236,404	1,473,324	2,394,900	1,398,522	959,523
Accrued Payroll & Related	344,760	532,367	416,973	626,385	477,228	533,127	667,432	512,054	246,071	334,290
Accrued Interest Payable	18,256	213,052	243,916	213,073	203,752	156,895	150,333	137,819	111,429	105,521
Deposits & Other Payables	1,292,945	1,440,943	783,103	733,315	578,046	575,655	615,520	604,568	827,629	924,107
Current Long-Term Debt	1,315,518	1,364,697	1,613,748	1,767,889	1,833,073	1,984,223	2,193,957	2,088,633	3,420,610	3,655,507
Total Current Liabilities	5,141,937	5,329,920	4,186,510	4,727,554	4,745,393	4,486,304	5,100,566	5,737,974	6,004,261	5,978,948
Non-current Liabilities										
Net Pension Liability	-	-	-	61,783	72,431	48,144	70,203	71,704	22,516,668	23,442,963
Net OPEB Obligation	-	66,743	135,425	200,794	306,930	466,273	744,717	712,597	603,576	630,735
Compensated Absences Payable	644,091	579,666	551,951	710,745	717,849	753,382	618,733	631,499	330,248	595,819
Loans Payable	3,221,350	3,011,299	2,795,538	2,573,911	2,346,261	2,112,421	1,872,223	1,625,493	1,372,053	1,111,719
Alternate Revenue Bonds	1,290,000	1,100,000	11,920,000	11,510,000	11,090,000	10,665,000	10,055,000	9,610,000	17,048,322	16,482,095
Promissory Note	-	-	-	-	-	-	-	831,560	3,300,000	1,650,000
Debt Certificates	9,260,000	9,260,000	8,905,000	8,510,000	8,080,000	7,515,000	6,995,000	6,420,000	5,785,000	5,110,000
General Obligation Bonds	6,535,000	5,975,000	5,305,000	4,665,000	4,010,000	3,335,000	2,635,000	1,935,000	1,185,000	410,000
Tax Increment Revenue Note	-	-	-	-	-	1,253,188	1,115,578	982,038	850,087	562,908
Total Non-current Liabilities	20,950,441	19,992,708	29,612,914	28,232,233	26,623,471	26,148,408	24,106,454	22,819,891	52,990,954	49,996,239
Total Liabilities	26,092,378	25,322,628	33,799,424	32,959,787	31,368,864	30,634,712	29,207,020	28,557,865	58,995,215	55,975,187
Deferred Inflows of Resources	3,545,276	3,743,240	3,544,532	3,568,212	3,664,812	3,758,244	3,896,575	3,957,193	4,060,349	6,926,210
Total Liabilities & Deferred Inflows	29,637,654	29,065,868	37,343,956	36,527,999	35,033,676	34,392,956	33,103,595	32,515,058	63,055,564	62,901,397
Net Position										
Net Investment in Capital Assets	49,091,721	43,427,314	35,381,193	44,987,169	57,185,431	59,907,894	62,454,968	67,467,162	70,368,846	72,741,053
Restricted										
General Government	1,511,608	1,664,308	240,598	228,467	23,430	23,430	14,826	20,225	-	-
Public Works	4,246,081	3,900,612	9,276,169	416,846	388,244	388,244	305,637	287,479	171,394	199,498
Public Safety	-	-	607,141	556,323	436,641	436,641	497,176	365,572	260,810	228,469
Debt Service	1,050,291	873,188	819,997	855,823	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	20,569,736	18,412,026	24,423,163	23,587,794	24,460,888	24,585,982	23,268,949	20,269,822	1,716,253	(2,739,028)
Total Net Position	76,469,437	68,277,448	70,748,261	70,632,422	83,234,634	86,082,191	87,281,556	89,150,260	73,257,303	71,169,992
Current Assets / Current Liabilities	7.90	5.81	9.49	7.80	7.40	7.31	6.05	4.93	5.48	5.57
Total Liabilities / Total Assets	24.75%	26.01%	31.27%	30.37%	26.52%	25.43%	24.26%	23.47%	43.28%	41.75%

Analysis of Changes in the Village's Net Position

	2007	2008	2009 ⁽¹⁾	2010	2011 ⁽¹⁾	2012	2013	2014	2015 ⁽¹⁾	2016
General Revenues										
Property Taxes	4,237,507	4,665,795	4,636,916	4,660,268	4,536,640	4,620,185	4,645,570	4,597,511	4,552,929	4,473,765
Sales Tax	4,381,733	3,702,421	3,229,784	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185
Income Taxes	907,704	961,415	826,460	794,998	809,961	915,574	995,848	977,989	1,116,650	992,123
Utility Taxes	1,085,338	1,164,602	1,305,882	1,633,988	1,330,488	1,022,964	904,420	1,142,069	1,117,221	1,096,461
Use Taxes	134,875	149,252	124,894	133,742	149,922	161,915	174,981	198,621	228,050	246,449
Motor Fuel Tax Allotments	295,501	272,033	265,216	307,148	300,972	303,977	297,464	322,063	274,546	262,932
Other Taxes	205,005	198,713	181,143	185,502	390,419	652,981	682,071	475,103	371,820	337,877
Interest Income	1,702,662	721,311	237,214	129,039	105,279	166,909	215,276	205,215	324,143	370,083
Miscellaneous	835,159	303,209	171,461	321,567	783,397	724,495	452,028	911,210	585,851	477,496
Program Revenues										
Charges for Services	12,161,972	12,609,443	12,221,563	11,657,756	12,200,541	12,786,985	13,093,112	9,189,868	9,381,409	9,945,856
Operating Grants/Contributions	182,333	171,565	571,795	219,973	897,998	138,765	167,537	1,392,912	1,584,993	2,317,630
Capital Grants/Contributions	426,025	407,635	76,970	2,000	10,333,504	1,818,475	1,526,472	1,910,866	314,154	279,522
Total Revenues	26,555,814	25,327,394	23,849,298	23,607,234	35,638,249	27,265,181	27,394,465	25,942,833	24,560,619	25,895,379
Expenses										
General Government	1,991,634	3,368,860	1,018,641	3,245,928	2,795,386	2,209,255	2,295,237	2,235,667	3,032,583	2,448,907
Development Services	628,006	7,698,584	908,145	1,017,376	1,637,571	1,302,868	1,020,296	1,204,925	601,430	1,332,943
Public Safety	10,444,698	10,359,678	10,253,431	9,455,275	10,005,662	10,327,104	10,840,284	8,025,500	13,422,344	12,664,540
Public Works	7,372,257	3,388,259	1,994,089	2,283,489	3,219,210	3,360,328	4,278,564	4,517,657	2,582,441	2,547,389
Waterworks & Sewerage	4,840,092	5,272,651	4,650,022	5,198,177	5,164,681	4,557,921	5,213,801	5,126,951	5,615,287	5,710,781
Parking	900,793	937,201	766,736	804,079	888,517	905,422	848,443	1,204,645	1,018,293	1,054,772
Recycling & Refuse	1,034,415	1,024,150	999,181	1,039,434	1,112,024	1,175,820	1,121,187	1,183,162	1,185,158	1,184,951
Barrington White House	-	-	-	-	-	-	54,144	98,230	1,847,233	700,938
Interest on Long Term Debt	712,721	773,932	629,024	679,315	606,265	578,906	523,144	477,392	357,412	337,469
Total Expenses	27,924,616	32,823,315	21,219,269	23,723,073	25,429,316	24,417,624	26,195,100	24,074,129	29,662,181	27,982,690
Change in Net Position	(1,368,802)	(7,495,921)	2,630,029	(115,839)	10,208,933	2,847,557	1,199,365	1,868,704	(5,101,562)	(2,087,311)
Net Position - Beginning of Year	77,142,171	75,773,369	68,118,232	70,748,261	73,025,701	83,234,634	86,082,191	87,281,556	78,358,865	73,257,303
Net Position - End of Year	75,773,369	68,277,448	70,748,261	70,632,422	83,234,634	86,082,191	87,281,556	89,150,260	73,257,303	71,169,992

(1) Net Position Restated at Beginning of Year, please see notes in respective CAFR for explanation.

Analysis of Governmental Fund Revenues

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Taxes										
Property Taxes	4,237,507	4,619,999	4,635,436	4,525,566	4,508,802	4,592,092	4,645,570	4,597,511	4,552,929	4,473,765
Sales Tax	4,381,733	3,702,421	3,229,784	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185
Income Tax	907,704	961,415	826,460	794,998	809,961	915,574	995,848	977,989	1,116,650	992,123
Utility Tax	613,226	650,249	704,226	884,318	862,921	791,874	811,363	882,346	750,317	738,451
Telecommunications Tax	472,112	514,353	601,656	749,670	684,808	708,177	601,283	532,154	544,130	514,016
Auto Rental Tax	17,367	18,117	15,445	14,895	17,006	12,670	12,123	13,771	13,306	16,628
Local Use Tax	134,875	149,252	124,894	133,742	149,922	161,915	174,981	198,621	228,050	246,449
Replacement Tax	133,506	132,789	112,406	120,123	106,832	106,564	117,463	121,187	129,228	115,183
Foreign Fire Tax	31,234	28,952	41,544	39,629	39,668	45,286	33,312	56,048	41,873	40,078
Hotel/Motel Tax	22,898	18,855	11,748	10,855	9,672	11,374	10,947	11,666	10,187	9,982
Motor Fuel Tax	-	-	-	307,148	300,972	303,977	297,464	322,063	274,546	262,932
Total Taxes	10,952,162	10,796,402	10,303,599	11,142,197	11,289,692	11,601,459	11,940,040	12,332,762	12,370,069	12,504,792
Licenses & Permits	328,884	490,148	380,561	279,684	484,305	458,552	519,801	569,087	568,722	760,855
Intergovernmental	477,834	443,598	837,011	219,973	897,998	1,188,133	1,287,212	2,053,391	205,450	409,324
Charges for Services	5,338,692	5,572,153	4,614,155	5,167,529	5,307,587	5,376,357	5,591,708	1,637,842	1,638,797	1,854,364
Fines & Forfeits	91,897	107,208	138,928	132,724	164,417	159,669	190,971	140,990	138,644	86,885
Sales & Rental Income	503,624	569,465	490,183	465,648	462,223	603,762	635,644	703,329	749,924	724,942
Investment Income	1,153,498	469,308	154,901	87,875	85,863	150,527	201,654	202,938	309,864	317,129
Miscellaneous Revenue	915,521	944,430	131,581	131,414	633,399	546,669	309,134	768,272	446,294	335,662
Total	19,762,112	19,392,712	17,050,919	17,627,044	19,325,484	20,085,128	20,676,164	18,408,611	16,427,764	16,993,953

Analysis of Governmental Fund Revenues, Expenditures, and Net Change in Fund Balances

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Revenue										
Property Taxes	4,237,507	4,619,999	4,635,436	4,525,566	4,508,802	4,592,092	4,645,570	4,597,511	4,552,929	4,473,765
Other Taxes	6,714,655	6,176,403	5,668,163	6,616,631	6,780,890	7,009,367	7,294,470	7,735,251	7,817,140	8,031,027
Licenses & Permits	328,884	490,148	380,561	279,684	484,305	458,552	519,801	569,087	568,722	760,855
Intergovernmental	477,834	443,598	837,011	219,973	897,998	1,188,133	1,287,212	2,053,391	205,450	409,324
Charges for Services	5,338,692	5,572,153	4,614,155	5,167,529	5,307,587	5,376,357	5,591,708	1,637,842	1,638,797	1,854,364
Fines & Forfeits	91,897	107,208	138,928	132,724	164,417	159,669	190,971	140,990	138,644	86,885
Village Property Usage	503,624	569,465	490,183	465,648	462,223	603,762	635,644	703,329	749,924	724,942
Investment Income	1,153,498	469,308	154,901	87,875	85,863	150,527	201,654	202,938	309,864	317,129
Miscellaneous	915,521	944,430	1,093,629	131,414	633,399	546,669	309,134	768,272	446,294	335,662
Total Revenue	19,762,112	19,392,712	18,012,967	17,627,044	19,325,484	20,085,128	20,676,164	18,408,611	16,427,764	16,993,953
Expenditures										
General Government	2,284,155	3,936,297	3,351,097	3,121,523	2,779,361	2,641,869	2,933,310	2,724,321	2,780,767	2,716,628
Development Services	628,006	7,698,584	908,145	1,017,376	1,637,571	3,077,868	1,020,296	1,176,952	1,039,869	996,177
Public Safety	10,395,661	10,394,285	10,274,437	9,340,393	9,524,164	9,514,546	10,267,131	7,733,314	7,732,160	7,805,560
Public Works	2,052,672	2,116,136	1,518,748	1,814,493	1,988,131	1,882,351	1,971,213	2,019,492	1,968,700	1,993,430
Capital Outlay	5,228,218	1,845,703	894,467	1,787,400	2,084,899	2,899,194	2,679,933	4,415,345	1,840,978	1,641,653
Debt Service										
Principal	620,000	530,000	800,000	1,035,000	1,150,000	1,721,812	1,477,610	1,468,540	1,521,951	1,632,465
Interest	715,476	579,136	625,412	701,942	615,333	708,913	529,403	489,320	452,906	344,856
Total	21,924,188	27,100,141	18,372,306	18,818,127	19,779,459	22,446,553	20,878,896	20,027,284	17,337,331	17,130,769
Excess of Revenues Over (Under) Expenditures	(2,162,076)	(7,707,429)	(359,339)	(1,191,083)	(453,975)	(2,361,425)	(202,732)	(1,618,673)	(909,567)	(136,816)
Other Financing Sources/(Uses)										
Gain on Sale of Assets	-	-	-	-	-	-	-	-	-	882,539
Transfers In	2,015,016	-	3,619,507	880,000	1,200,000	1,375,000	1,150,000	3,028,419	1,190,000	1,595,000
Transfers Out	(2,020,016)	(5,000)	(5,000)	(885,000)	(1,200,000)	(1,375,000)	(1,150,000)	(3,280,000)	(1,290,000)	(1,595,000)
Debt Issuance	9,500,000	-	8,440,000	-	-	6,350,000	-	-	2,960,000	-
Premium on Debt Issuance	-	-	-	-	-	154,056	-	-	82,412	-
Payment to Escrow Agent	-	-	(5,975,000)	-	-	(4,660,620)	-	-	(2,993,969)	-
Net Other Financing	9,495,000	(5,000)	6,079,507	(5,000)	-	1,843,436	-	(251,581)	(51,557)	882,539
Net Change in Fund Balances	7,332,924	(7,712,429)	5,720,168	(1,196,083)	(453,975)	(517,989)	(202,732)	(1,870,254)	(961,124)	745,723
Fund Balances - January 1	15,054,129	22,387,053	13,455,932	19,176,100	17,980,017	17,526,042	17,008,053	16,805,321	14,935,067	13,973,943
Fund Balances - December 31	22,387,053	14,674,624	19,176,100	17,980,017	17,526,042	17,008,053	16,805,321	14,935,067	13,973,943	14,719,666

Analysis of Enterprise Funds Changes in Net Assets

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Operating Revenues										
Licenses & Permits	222,534	228,819	253,165	251,127	277,644	280,209	264,077	275,060	287,633	292,543
Charges for Services	5,457,008	5,416,624	5,799,728	6,263,328	6,370,023	6,765,215	6,542,161	6,614,778	6,744,899	6,915,843
Fines & Forfeitures	118,576	118,348	90,793	69,165	77,308	96,909	95,469	92,939	117,965	113,169
Village Property Usage	13,021	11,133	5,946	8,999	6,308	6,190	11,273	14,096	57,054	144,449
Miscellaneous	87,736	95,545	448,104	53,592	40,726	(35,040)	136,424	7,222	14,107	9,564
Total Revenues	5,898,875	5,870,469	6,597,736	6,646,211	6,772,009	7,113,483	7,049,404	7,004,095	7,221,658	7,475,568
Operating Expenses										
Administration	947,861	1,218,419	1,221,738	1,195,954	1,203,559	1,246,337	1,252,410	1,292,265	1,304,990	1,392,347
Operations	4,224,875	4,334,725	3,701,983	3,490,867	3,623,770	3,625,928	3,640,508	4,161,735	4,510,283	4,898,695
Capital Outlay	735,671	841,672	525,929	949,306	948,022	436,636	829,294	543,903	682,737	409,278
Depreciation	678,261	681,457	714,588	775,230	858,446	810,990	966,576	1,015,044	1,077,803	1,001,971
Total Operating Expenses	6,586,668	7,076,273	6,164,238	6,411,357	6,633,797	6,119,891	6,688,788	7,012,947	7,575,813	7,702,291
Operating Income/(Loss)	(687,793)	(1,205,804)	433,498	234,854	138,212	993,592	360,616	(8,852)	(354,155)	(226,723)
Non-operating Revenues/(Expenses)										
Investment Income	368,562	167,442	44,849	41,164	19,416	16,382	13,622	2,277	14,279	52,954
Property Taxes	-	45,796	1,480	134,702	27,838	28,093	-	-	-	-
Connection Fees	426,025	407,635	76,970	2,000	97,740	97,547	108,784	154,525	83,174	71,042
Grants & Reimbursements	-	-	-	-	85,300	-	34,752	5,000	-	-
Donations	-	-	-	-	-	-	-	1,245,387	1,455,026	2,187,828
Other Income	505,822	6,024	11,925	190,153	149,998	177,826	142,894	142,938	139,557	141,834
Disposal of Capital Assets	(23,369)	(7,282)	-	-	-	-	(42,457)	(107,274)	(1,373,942)	(145,166)
Interest & Fiscal Charges	(165,263)	(150,447)	(251,701)	(630,333)	(531,425)	(519,272)	(506,330)	(492,767)	(716,216)	(803,985)
Non-Operating Net	1,111,777	469,168	(116,477)	(262,314)	(151,133)	(199,424)	(248,735)	950,086	(398,122)	1,504,507
Income (Loss) Before Transfers	423,984	(736,636)	317,021	(27,460)	(12,921)	794,168	111,881	941,234	(752,277)	1,277,784
Capital Contributions	-	-	-	-	-	-	2,146,497	-	238,671	-
Transfers In	5,000	5,000	838,675	5,000	-	-	-	400,000	100,000	-
Transfers Out	-	-	-	-	-	-	-	(148,419)	-	-
Change in Net Assets	428,984	(731,636)	1,155,696	(22,460)	(12,921)	794,168	2,258,378	1,192,815	(413,606)	1,277,784
Net Assets - January 1	26,863,626	27,292,610	26,560,974	27,716,670	30,087,489	30,074,568	30,868,736	33,127,114	34,241,696	33,828,090
Net Assets - December 31	27,292,610	26,560,974	27,716,670	27,694,210	30,074,568	30,868,736	33,127,114	34,319,929	33,828,090	35,105,874

1. Prior Period Adjustments to Beginning Net Assets occurred in 2011 and 2015, please review the notes to the financial statements in the CAFR for further details.

Analysis of General Fund Revenues, Expenditures, and Net Change in Fund Balances

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Revenue										
Property Taxes	2,424,595	2,663,475	2,596,464	2,714,823	2,781,633	2,855,543	2,984,592	3,016,016	3,061,359	3,121,490
Sales Tax	4,381,733	3,702,421	3,229,784	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185
Other Taxes	1,247,584	1,309,380	2,438,379	3,055,378	2,764,521	2,580,324	2,546,558	2,843,412	2,931,061	1,787,713
Licenses & Permits	308,884	490,148	380,561	279,684	484,305	458,552	519,801	569,087	568,722	760,855
Intergovernmental	477,834	443,598	837,011	219,973	336,006	138,765	132,785	142,525	129,967	1,121,925
Charges for Services	5,338,692	5,572,153	4,614,155	5,120,518	5,081,317	5,294,184	5,573,006	1,637,842	1,638,797	1,854,364
Fines & Forfeits	91,897	107,208	138,928	132,724	164,417	159,669	190,971	140,990	138,644	86,885
Village Property Usage	134,060	223,588	427,183	444,648	462,223	457,454	527,644	580,029	566,457	579,682
Investment Income	534,271	207,510	119,468	44,020	65,525	131,958	183,027	200,544	286,716	324,166
Miscellaneous	810,321	844,430	996,239	77,688	404,321	205,257	216,295	308,465	366,347	260,999
Total Revenue	15,749,871	15,563,911	15,778,172	15,650,709	16,343,396	16,233,662	17,114,365	14,058,316	14,396,923	14,993,264
Expenditures										
General Government	2,284,155	3,936,297	3,351,097	3,121,523	2,779,361	2,641,870	2,933,310	2,724,321	2,780,767	2,716,628
Development Services	628,006	762,473	627,393	689,473	766,163	825,342	868,561	813,466	845,273	975,107
Public Safety	10,395,661	10,394,285	10,274,437	9,340,393	9,524,164	9,514,546	10,267,131	7,733,314	7,732,160	7,805,560
Public Works	2,052,672	2,116,136	1,518,748	1,814,493	1,988,131	1,882,351	1,971,213	2,019,492	1,968,700	1,993,430
Total	15,360,494	17,209,191	15,771,675	14,965,882	15,057,819	14,864,109	16,040,215	13,290,593	13,326,900	13,490,725
Excess of Revenues Over (Under) Expenditures	389,377	(1,645,280)	6,497	684,827	1,285,577	1,369,553	1,074,150	767,723	1,070,023	1,502,539
Other Financing Sources/(Uses)										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers Out	(2,020,016)	(5,000)	(5,000)	(655,000)	(1,200,000)	(1,275,000)	(965,000)	(2,700,000)	(1,000,000)	(1,425,000)
Sale of Property	-	-	-	-	-	-	-	-	-	-
Net Other Financing	(2,020,016)	(5,000)	(5,000)	(655,000)	(1,200,000)	(1,275,000)	(965,000)	(2,700,000)	(1,000,000)	(1,425,000)
Net Change in Fund Balances	(1,630,639)	(1,650,280)	1,497	29,827	85,577	94,553	109,150	(1,932,277)	70,023	77,539
Fund Balance - January 1	13,384,338	11,753,699	10,103,419	10,104,916	10,134,743	10,220,320	10,314,873	10,424,023	8,491,746	8,561,769
Fund Balance - December 31	11,753,699	10,103,419	10,104,916	10,134,743	10,220,320	10,314,873	10,424,023	8,491,746	8,561,769	8,639,308

Analysis of Sales Tax Receipts by Category

Sales Category	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Average
General Merchandise	-	-	-	3,100	8,625	-	-	-	-	-	1,172
Food	361,719	353,048	327,255	290,271	281,797	310,163	389,654	428,727	523,983	504,847	377,146
Drinking & Eating Places	178,131	158,747	153,603	184,579	204,173	221,076	227,507	244,206	251,743	299,738	212,350
Apparel	78,886	69,301	55,287	97,006	53,749	43,323	41,448	20,944	31,933	11,404	50,328
Furniture, Household & Radio	235,499	194,241	137,434	148,556	176,289	233,261	135,335	115,998	51,888	54,755	148,326
Lumber, Building, Hardware	105,176	57,278	13,195	16,632	9,875	2,749	2,687	16,482	38,080	53,574	31,573
Automobile & Filling Stations	2,513,537	2,062,700	1,844,185	2,047,230	2,263,780	2,360,982	2,637,834	2,944,753	3,102,402	3,451,634	2,522,904
Drugs & Misc. Retail	411,772	374,849	360,270	484,599	545,430	563,032	581,807	582,997	466,395	465,921	483,707
Agriculture & All Other*	506,648	401,198	306,782	255,597	222,972	176,602	191,754	209,444	201,329	218,631	269,096
Manufacturers	-	-	35,206	34,443	32,253	33,137	31,659	55,854	41,100	34,606	29,826
Total Received	4,391,368	3,671,362	3,233,217	3,562,013	3,798,944	3,944,325	4,239,685	4,619,405	4,708,853	5,095,110	4,125,256

Analysis of Percent of Total

General Merchandise	0.00%	0.00%	0.00%	0.09%	0.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
Food	8.24%	9.62%	10.12%	8.15%	7.42%	7.86%	9.19%	9.28%	11.13%	9.91%	9.14%
Drinking & Eating Places	4.06%	4.32%	4.75%	5.18%	5.37%	5.60%	5.37%	5.29%	5.35%	5.88%	5.15%
Apparel	1.80%	1.89%	1.71%	2.72%	1.41%	1.10%	0.98%	0.45%	0.68%	0.22%	1.22%
Furniture, Household & Radio	5.36%	5.29%	4.25%	4.17%	4.64%	5.91%	3.19%	2.51%	1.10%	1.07%	3.60%
Lumber, Building, Hardware	2.40%	1.56%	0.41%	0.47%	0.26%	0.07%	0.06%	0.36%	0.81%	1.05%	0.77%
Automobile & Filling Stations	57.24%	56.18%	57.04%	57.47%	59.59%	59.86%	62.22%	63.75%	65.88%	67.74%	61.16%
Drugs & Misc. Retail	9.38%	10.21%	11.14%	13.60%	14.36%	14.27%	13.72%	12.62%	9.90%	9.14%	11.73%
Agriculture & All Other*	11.54%	10.93%	9.49%	7.18%	5.87%	4.48%	4.52%	4.53%	4.28%	4.29%	6.52%
Manufacturers	0.00%	0.00%	1.09%	0.97%	0.85%	0.84%	0.75%	1.21%	0.87%	0.68%	0.72%
	100.00%	100.00%	100.00%	99.91%	99.77%	100.00%	100.00%	100.00%	100.00%		100.00%

Analysis of Change from Previous Year

General Merchandise	0.00%	0.00%	0.00%	100.00%	178.21%	-100.00%	0.00%	0.00%	0.00%	0.00%	
Food	7.80%	-2.40%	-7.31%	-11.30%	-2.92%	10.07%	25.63%	10.03%	22.22%	-3.65%	
Drinking & Eating Places	-8.00%	-10.88%	-3.24%	20.17%	10.62%	8.28%	2.91%	7.34%	3.09%	19.07%	
Apparel	-15.26%	-12.15%	-20.22%	75.46%	-44.59%	-19.40%	-4.33%	-49.47%	52.47%	-64.29%	
Furniture, Household & Radio	17.97%	-17.52%	-29.25%	8.09%	18.67%	32.32%	-41.98%	-14.29%	-55.27%	5.53%	
Lumber, Building, Hardware	0.72%	-45.54%	-76.96%	26.05%	-40.63%	-72.16%	-2.25%	513.40%	131.04%	40.69%	
Automobile & Filling Stations	-6.03%	-17.94%	-10.59%	11.01%	10.58%	4.29%	11.73%	11.64%	5.35%	11.26%	
Drugs & Misc. Retail	11.84%	-8.97%	-3.89%	34.51%	12.55%	3.23%	3.33%	0.20%	-20.00%	-0.10%	
Agriculture & All Other*	10.08%	-20.81%	-23.53%	-16.68%	-12.76%	-20.80%	8.58%	9.23%	-3.87%	8.59%	
Manufacturers	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
	-0.86%	-16.40%	-11.93%	10.17%	6.65%	3.83%	7.49%	8.96%	1.94%	8.20%	

This Page Intentionally Left Blank

Appendix VI – Glossary

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 33 $\frac{1}{3}$ 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 repay 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.

Major Fund – A Major Fund is a primary operating fund of the Village of meets the following criteria:

- Total assets/deferred outflows, liabilities/deferred inflows, revenues or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total for all funds of that category or type, and
- Total assets/deferred outflows, liabilities/deferred inflows, revenues, or expenditures/expenses of the individual governmental or enterprise fund are at least 5 percent of the corresponding total for all governmental and enterprise funds combined.

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.

Net Position – Net Position is the residual equity after the liabilities/deferred inflows of resources are subtracted from the assets/deferred outflows of resources. Net Position is comprised of three components:

- Net investment in capital assets – this consists of capital assets including restricted capital assets, net of accumulated depreciation and reduced by outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction, or improvement of those assets.
- Restricted – Consists of net position with constraints placed on the use either by (1) external groups such as creditors, grantors, contributors, or laws or regulations of other governments; or (2) law through constitutional provisions or enabling legislation.
- Unrestricted – All other net position balances that do not meet the definition of “restricted” or “net investment in capital assets.”

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