BARRINGTON
Be Inspired.

Annual Budget
Fiscal Year 2021

January 1, 2021 – December 31, 2021

Character and Small-Town Charm

Economic Development

Infrastructure Management

Sound Financial Practices

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

http://www.barrington-il.gov

BARRINGTON
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2021 Organizational Chart

BARRINGTON RESIDENTS

VILLAGE PRESIDENT & BOARD OF TRUSTEES

VILLAGE MANAGER

APPOINTED BOARDS & COMMISSIONS

Cultural Commission
Plan Commission
Zoning Board of Appeals
Architectural Review Commission
Fire & Police Commission
Police Pension Board
Firefighter's Pension Board
Bikeway & Pedestrian Committee
Environmental Committee

ADMIN. & FINANCE

GENERAL FUND
Village Administration
IT
Communications & Community Engagement
Financial Services
Human Resources
Risk Management

WATER & SEWER FUND
Utility Services

RECYCLING & REFUSE FUND
Utility Services

PARKING SYSTEM FUND
Parking Permit Services

WHITE HOUSE FUND
Communications & Community Engagement

DEVELOPMENT SERVICES

GENERAL FUND
Building & Property Maintenance
Planning & Zoning

CAPITAL IMPROVEMENT FUND
Engineering

TIF DISTRICT FUND
Administration
Improvements & Programs

WATER & SEWER FUND
Engineering

PUBLIC SAFETY

GENERAL FUND
Police Department
Administration
Investigations
Patrol Operations
Fire Department
Administration
Operations
Services
Emergency Operations & Dispatch
Fire & Police Commission

PARKING SYSTEM FUND
Parking Enforcement

PUBLIC WORKS

GENERAL FUND
Administration
Street Operations
Forestry
Property Maintenance
Central Garage

WATER & SEWER FUND
Administration
Property Maintenance
Utility Maintenance
Water Production
Wastewater Treatment

RECYCLING & REFUSE
Operations

PARKING SYSTEM FUND
Maintenance

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Mission Statement

The mission of the Village of Barrington is to preserve its unique small-town heritage and historical character, provide a safe environment for its residents, maintain a high quality of life through efficient use of resources, and respond to future challenges through citizen participation in all civic, social, and cultural endeavors.

Vision Statement

As one of the most charming, historic, and quaint towns in Illinois, Barrington seeks to preserve its small-town character, excellent public services and vibrant economy

Strategic Planning

By engaging in strategic planning, the leaders of Barrington are declaring that they will pursue policies and practices that will maintain and promote its preferred future. The President and the Board of Trustees, identified four high-stakes challenges.

The Village of Barrington will:

1. Preserve and Promote its Character and Small-Town Charm

2. Provide Excellent Public Services Through Infrastructure Management and Improvements

3. Proceed with Renewed Economic Development Efforts Throughout Barrington

4. Pursue Sound Financial Practices and Long-Range Financial Planning

See Transmittal letter for additional information on the Strategic Plan, or view the document on the Village's website.

Principal Officials
On the Budget Approval Date of December 14, 2020

VILLAGE PRESIDENT

Karen Darch

BOARD OF TRUSTEES

Jason Lohmeyer	Kate Duncan
Todd Sholeen	Emily Young
Jennifer Wondrasek	Michael Moran

VILLAGE CLERK

Tony Ciganek

VILLAGE MANAGER

Scott Anderson

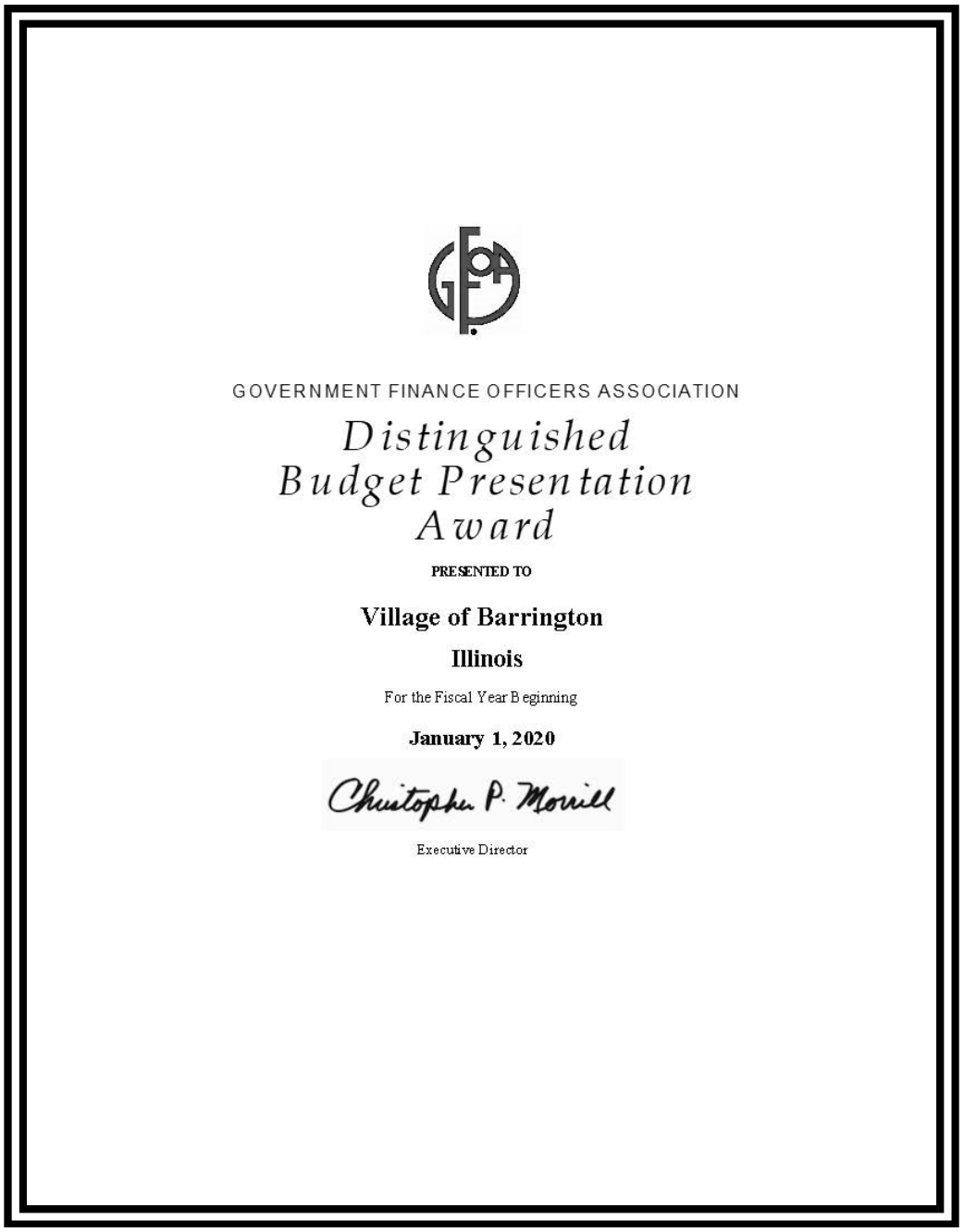
DEPARTMENT HEADS

Chief of Fire/EMS	John Christian
Chief of Police	David Dorn
Director of Financial Services	Katrina Hanna
Director of Development Services	Marie Hansen
Director of Public Works	Jeremie Lukowicz
Director of Communications, Marketing, and Events	Patricia Dowd-Schmitz

GOVERNMENT FINANCE OFFICERS ASSOCIATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Barrington, Illinois for its annual budget for the fiscal year beginning January 1, 2020. This marked the 18th consecutive year that the Village has received this award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and a communications device.

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



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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 expenses; 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 matches proposed Village service costs for 2021 to the estimated sources of revenue available. 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, 2020 to December 31, 2020), discusses challenges and changes that will affect the Village in the current budget period (January 1, 2021 to December 31, 2021), provides an overview of the Village's Strategic Plan, and set goals and objectives for the current budget period.

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.

2021 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 expenses for 2021. 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 2021.

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 expenses, capital projects, debt, and financial reporting.

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 2021 Budget in the Fund. The financial analysis for each Fund includes a table that presents 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 2017 through the 2021 Budget. The table displays the 2017, 2018, and 2019 audited actuals, the 2020 original budget, projected actuals, and the 2021 Budget in a six-column format. The tables can be used as tools to analyze the financial impact of the authorized budget on each accounting fund.

Budgets by Department

This section includes budget summaries for the current budget period for each Department. There are 70 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, the Parking Fund, and the Barrington White House 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 2021 – 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 2020 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 2017 through the 2021 budget.

Capital Improvements

The Capital Improvements section provides an overview of Village capital improvements and an illustration of the Village's capital improvement revenues and expenditures from 2017 through 2021. The section describes each capital improvement program area (i.e., Infrastructure Improvements), and discusses the work that will be performed 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 estimation of expenses and funding through 2021 and a projection of projects that will be completed during this period of time. The Capital Improvement summary is also located in an Appendix.

Legal Budget Documents

This section includes the Ordinance adopting the legal budget and the sections of the legal budget which include the 2021 Revenue Estimate, the 2021 Expenditure Budget, and the 2021 Compensation Plan. Please note, due to the uncertain nature of Covid-19 on the 2020 budget, the Legal Budget document presented to the Board showed a 2020 self-imposed revised budget presented to the Board in March 2020, in order to assist the Board in making budgetary decisions. These budget amounts vary from the original 2020 budget amounts throughout the rest of the budget document.

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, and a summary of various historical statistics about the Village's finances.

Glossary

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

Additional information on the financial condition of the Village is available in the Comprehensive Annual Financial Report (CAFR) which can be reviewed on the Village's website, at Village Hall, or at the Barrington Area Library. Interested readers can also review previous budget documents and CAFRs on the website and at Village Hall. 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

BARRINGTON
Be Inspired.

December 14, 2020

Presented for your review and consideration is the Budget document for the Village of Barrington, Illinois for the Fiscal Year beginning January 1, 2021 and ending December 31, 2021. The budget provides a framework for achieving the strategic objectives established by the Village Board and details how the resources entrusted to the Village by its residents will be utilized to provide services to the community. The core purposes of the Village's annual budget include estimating the financial resources that will be available to the Village during the budget year and authorizing 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 community, Board of Trustees and Village 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 for the Village's service provision efforts and illustrates how resources will be used to continue providing existing services. 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. Because the Village is a Non-Home Rule community, the Village is further limited in its ability to raise revenues or issue debt. The process of developing the annual budget includes a thorough assessment of the external environment so 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 Village Staff.

The year 2020 began with great anticipation for events planned throughout the year. By March of 2020, however, we found ourselves at the beginning of an unprecedented global event (Covid-19 pandemic) that would impact not only fiscal 2020 but also the 2021 budget process. Its impact on the economy has been dramatic and it is unclear as to the long term impacts on a national, state, and local level.

Because Barrington has such a diversified revenue base, the Village is well positioned to sustain its operations and hold current service levels in 2021. Early in the year, revenue forecasts predicted sharp declines in all areas, but by the time this budget was published, staff was encouraged by strong sales tax figures and smaller than anticipated decreases in governmental revenues. Vehicle sales and food & drug sales fared better than

The impact of the Covid-19 public health crisis, coupled with unprecedented social and economic unrest had the Village operating in uncharted territory. What has been evident is the resiliency of the Barrington community, including businesses, residents, and Village employees. The White House and the Cultural

Commission was able to pivot to a virtual programming experience in a time that saw residents being encouraged to stay indoors and limit contact with the outside world. Socially distanced parking lot concerts, drive by parades, and virtual events were well received and well attended during this time.

In addition to the Covid-19 pandemic, the Village experienced turnover in two key Executive staff. The Fire Chief and the Director of Financial Services positions were both vacant during the fiscal year. The Village was able to successfully fill both roles within the year and add experienced Directors to a well-rounded leadership team.

During 2020, the Village committed to complete long range planning documents including the Strategic Plan, summarized below, and the Capital Improvement Plan, to help set a financial course for the next five years. These plans will ensure resources are aligned with Village Board priorities.

Budget Format

The annual budget document represents the single most important policy document adopted annually by the Village President and Board of Trustees. The Village makes it a goal to prepare a budget document that clearly communicates Village priorities in providing services, programs, events, and public improvements for the benefit of Village residents. The budget document includes:

- Key components of the Village Strategic Plan.
- Department goals linked to Strategic Plan.
- Comprehensive Economic Profile.
- Personnel and staffing summary and adopted Compensation Plan.
- Three-year financial forecast for major funds.
- Key components of the Village Capital Plan.

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:

- Preserving and promoting its character and small-town charm;
- Providing excellent public services through infrastructure management and improvements;
- Proceeding with renewed Economic Development efforts throughout Barrington;
- Pursue sound financial practices and long-range financial planning.

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 entire strategic plan can be found on the Village's website. The strategic goals and objectives are summarized on the next page.

Committed to preserving and promoting the Village of Barrington's Character and small-town feel.

Organizational Objectives

- Protect the ideals and standards that laid the ground work for what we now have.
- Maintain Barrington's brand – "Be Inspired".
- Focus on what brings us together.
- Enhance our livability.

Provide excellent pulic services through infrastructure management and improvements.

Organizational Objectives

- Ensure funding is available by aggressively pursuing grant opportunities and diversifying Village revenues.
- Pursue upgrades and improvements to:
    - Underground Utility Service
    - Above-Ground Right-of-Way Improvements
    - Buildings
    - Vehicles
    - Downtown Area
- Improve relationships with key stakeholders.

Proceed with renewed economic development efforts for all of Barrington.

Organizational Objectives

- Grow Barrington's non-residential revenue base.
- Create fresh opportunity for social, employment, service, restaurant and retail growth in the downtown area and business corridors.

Commitment to sound financial practices and long-range financial planning

Organizational Objectives

- Continue to strengthen modern policies and practices in place that guide the use of public funds.
- Lead efforts to achieve efficiencies and effectiveness efforts.
- Lead study/analysis of new sources of revenues and use.

Organizational and Community Challenges in 2020 and 2021

Early in fiscal 2020 in response to Covid-19 and its impact on Village Operations, Staff and the Board met in early March to discuss a potential worst case budget scenario and began to develop financial models to analyze where expenditures could be reduced. Early estimates of revenue losses predicted the Village would not be able to sustain the budgeted expenditures in all funds. Staff presented voluntary spending cuts that deferred some capital equipment purchases into 2021 and beyond. Vacant positions were left open or temporarily eliminated some positions during 2020 and continuing on into the 2021 budget, and cut discretionary spending as much as possible. The 2020 Budget, compared to projection, will show these efforts throughout the Village, but especially in the General Fund.

Because Covid-19 was still ongoing at the time the 2021 Budget was prepared by Staff and presented to the Board, Staff took a conservative approach to both revenues and expenditures. Some revenues, such as property taxes, water, sewer, and refuse fees, are not affected by these economic events as much as others such as parking fees and White House events. Revenues in the General Fund were the hardest to predict because a small percentage change in revenues has the potential to deeply impact the expenditure budget. As such, expenditures in 2021 were budgeted trying to balance for the anticipated economic climate. Staff and the Board has made a commitment to revisit the budget in mid-2021 should revenues and the economy perform better than expected.

A significant challenge for the Village includes trying to preserve its unique small town environment by encouraging commercial and residential development that blends in with the current character of the community. Coinciding with this, preserving the quality of life for residents despite the challenges presented by evolving technological and societal trends will continue to be a concern for the Village.

Another ongoing endeavor for the Village is identifying and securing funding for its Capital Improvement program. 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 offset this challenge by obtaining grants and dedicating natural gas tax and some cell tower rent to fund infrastructure improvements but these revenues are not sufficient to fund the level of spending necessary to adequately maintain the infrastructure. Bond issuances are ideal mechanisms to accomplish these projects, however, they are more difficult to secure because the Village has to have general obligation debt issuances approved via a referendum. Providing sufficient funding for infrastructure improvements will be a primary goal for the Village in 2021 and future years.

In addition to infrastructure challenges, the Village's pension contribution expenses have increased significantly and have greatly outpaced general inflation (18% in Police and 14% in Fire Pension for 2021), and any increases in Village revenues including property taxes, the primary revenue source funding pension contributions. Due to the property tax cap, some of the annual required pension contributions come from other revenue sources and detract from the ability to use those revenues to fund operations. 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.

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.

Conclusion

The 2021 Budget is the result of considerable discussion and careful deliberation by the Village Board and Staff. The preparation, review and publication 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 the Financial Services Department and ensures the successful completion of the budget process. Appreciation is given to all Department Directors who were able to adapt their operations, and budget requests, to reflect the current impact of a public health crisis. I would like to extend a special note of thanks to Financial Services Staff members and Allison Chmelik, Assistant Director who was instrumental in the completion of this document. Allison spent much of fiscal 2020 as the Interim Director of Financial Services and successfully navigated this tough budget climate.

The Budget is optimistic about the future but conservative in its revenue estimates and spending. 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.

Scott Anderson

Scott Anderson
Village Manager

Katrina Hanna

Katrina Hanna
Director of Financial Services

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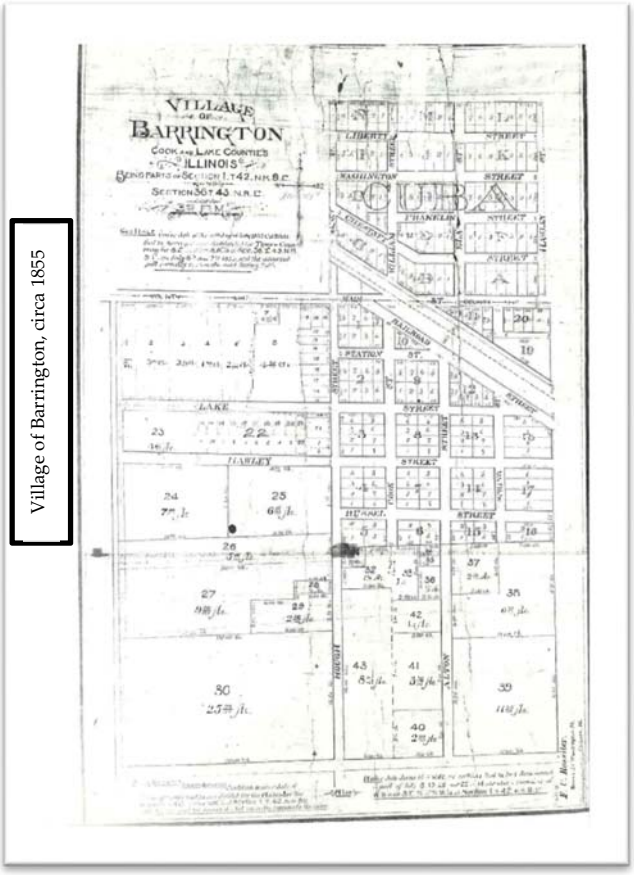
Brief History

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



Village of Barrington, circa 1855

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.

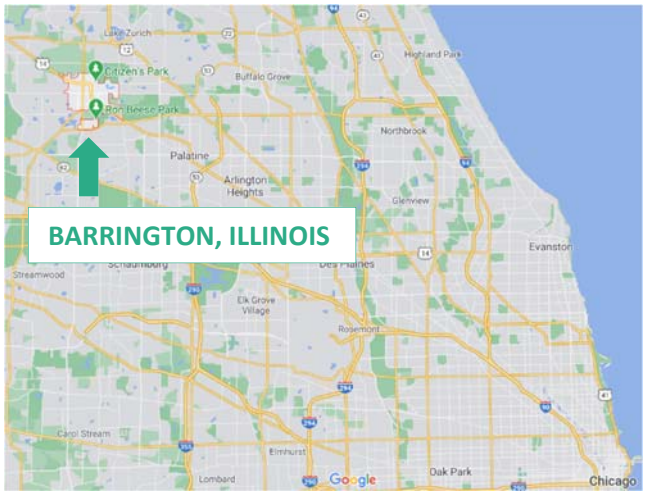
In 1854, Robert C. Campbell, a civil engineer, completed a detailed plan for a village to be called Barrington Station. When built, it consisted of a farm house and a log barn owned by Willard Stevens, and was bounded by what is now Hough Street, County Line Road, a line east of Spring Street, and by 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.

East Main Street block after it was rebuilt after 1890 fire. These buildings were on north side of East Main just east of railroad tracks.

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 Lageschulte 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

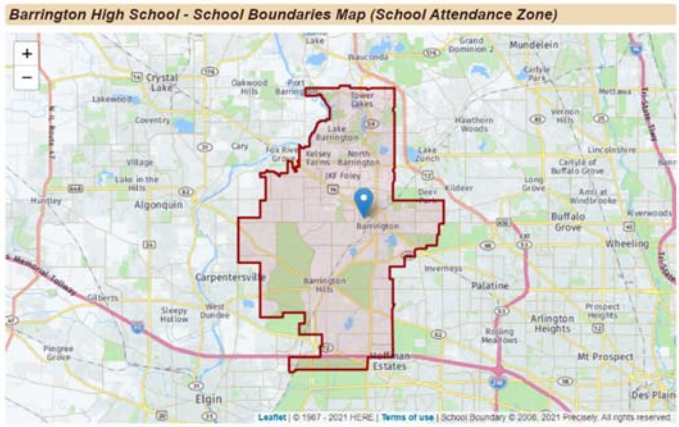
Barrington is located approximately 40 miles northwest of Chicago, in both Cook and Lake Counties, Illinois.

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 one 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 History 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

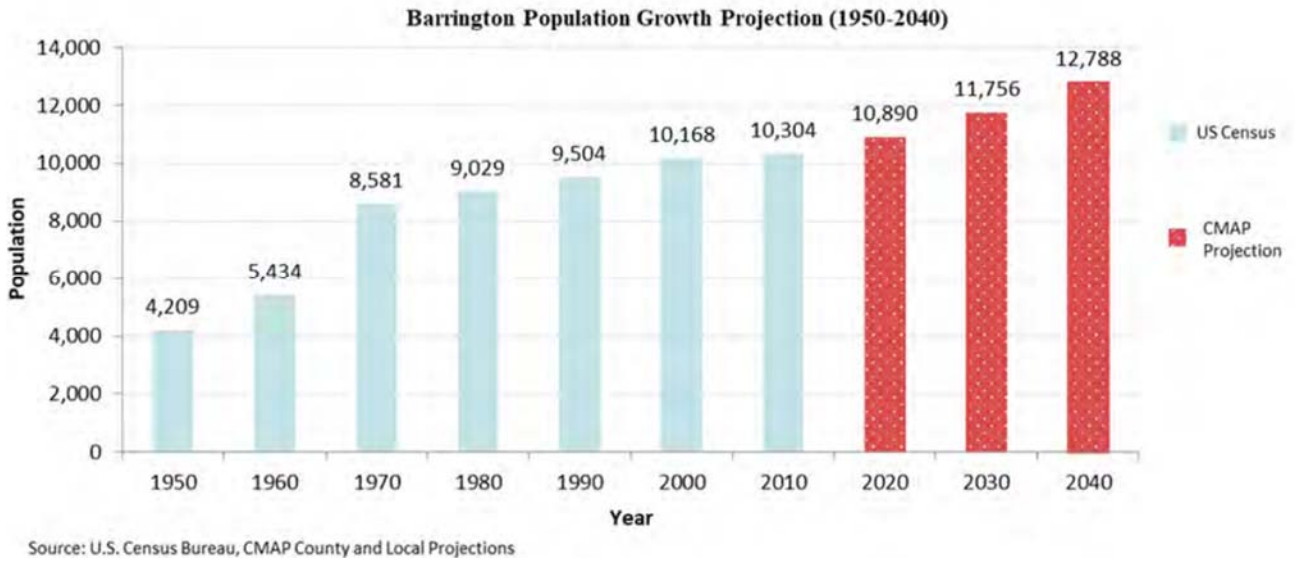
In 1950, Barrington had a population of 4,209. By 1970, Barrington's population had doubled to 8,581. From 1970 to 2010, the population gradually increased by an average of 5% per decade. According to the U.S. Census American Community Survey (ACS) for 2015-2019, in 2019, Barrington had an estimated population of 10,290. 2020 Census data was unavailable at the time this budget was drafted. The deceleration of population growth may be attributed to the national recession that began in 2007, which strongly affected the housing market. Since 2000, Barrington has experienced only a slight increase in population, which is similar to the State of Illinois population trend since 2000.

Barrington & Region's Population Change from 2000 to 2019

Population	2000	2010	2015-2019	Change 2000 to 2015-2019
Barrington	10,168	10,662	10,290	1.20%
Cook County	5,376,741	5,200,950	5,198,275	-3.32%
Lake County	644,356	704,596	701,473	8.86%
State of Illinois	12,419,293	12,843,166	12,770,631	2.83%

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

The Chicago Metropolitan Agency for Planning (CMAP) estimates that by the year 2040, the Village of Barrington will have a population of 12,788.



Source: U.S. Census Bureau, CMAP County and Local Projections

The Village's estimated population in 2019 was comprised largely of Caucasians who were not of Hispanic or Latino ethnicity (87.39%). The next largest racial group in the community were Asian-Americans who comprised 5.19% of the total population followed by persons who were multi-racial at 5.36% of the population. Overall, there were more females than males residing in the community. The median age of the Village's estimated population in the 2019 ACS was 41.9 years, a decrease of 1 year over the median age of 42.9 years reported in the 2010 census. The largest segment of the population in 2019 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 63% of the Village's total population. The portion of the population over the age of 60 now comprises more than 25% of the population, an increase of approximately 5% when compared to the 2010 census.

Population Characteristics					
	Number	Percent		Number	Percent
Gender			Household Information		
Male	4,930	47.91%	Family Households	2,510	64.26%
Female	5,360	52.09%	Non-Family Households	1,396	35.74%
Total	10,290		Total Households	3,906	
Racial Composition			Age Groups		
White	8,992	87.39%	0 to 19	2,831	27.51%
African-American	160	1.55%	20 to 34	1,133	11.01%
American Indian & Alaska Nativ	52	0.51%	35 to 59	3,698	35.94%
Asian or Pacific Islander	534	5.19%	60 to 74	1,565	15.21%
Other/More than One Race	552	5.36%	75+	1,063	10.33%
Total Population	10,290		Total Population	10,290	
Hispanic/Latino Origin	772	7.50%	Median Age	41.9	

Source: U.S. Census Bureau, 2015-2019 American Community Survey

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 2010-2014 American Community Survey (ACS) to the 2015-2019 ACS.

Comparisons of Economic Characteristics ACS Years 2015-2019	Median Gross Rent	Median Housing Value	Per Capita Income	Median Household Income
Village of Barrington	$ 1,485	$ 483,400	$ 63,442	$ 117,931
Cook County	1,123	246,600	37,552	64,660
Lake County	1,197	265,100	45,766	89,427
State of Illinois	1,010	194,500	36,038	65,886
Change in Barrington Economic Characteristics				
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
ACS Years 2013-2017	1,316	492,700	63,358	111,528
ACS Years 2014-2018	1,298	484,500	60,761	115,833
ACS Years 2015-2019	1,485	483,400	63,442	117,931

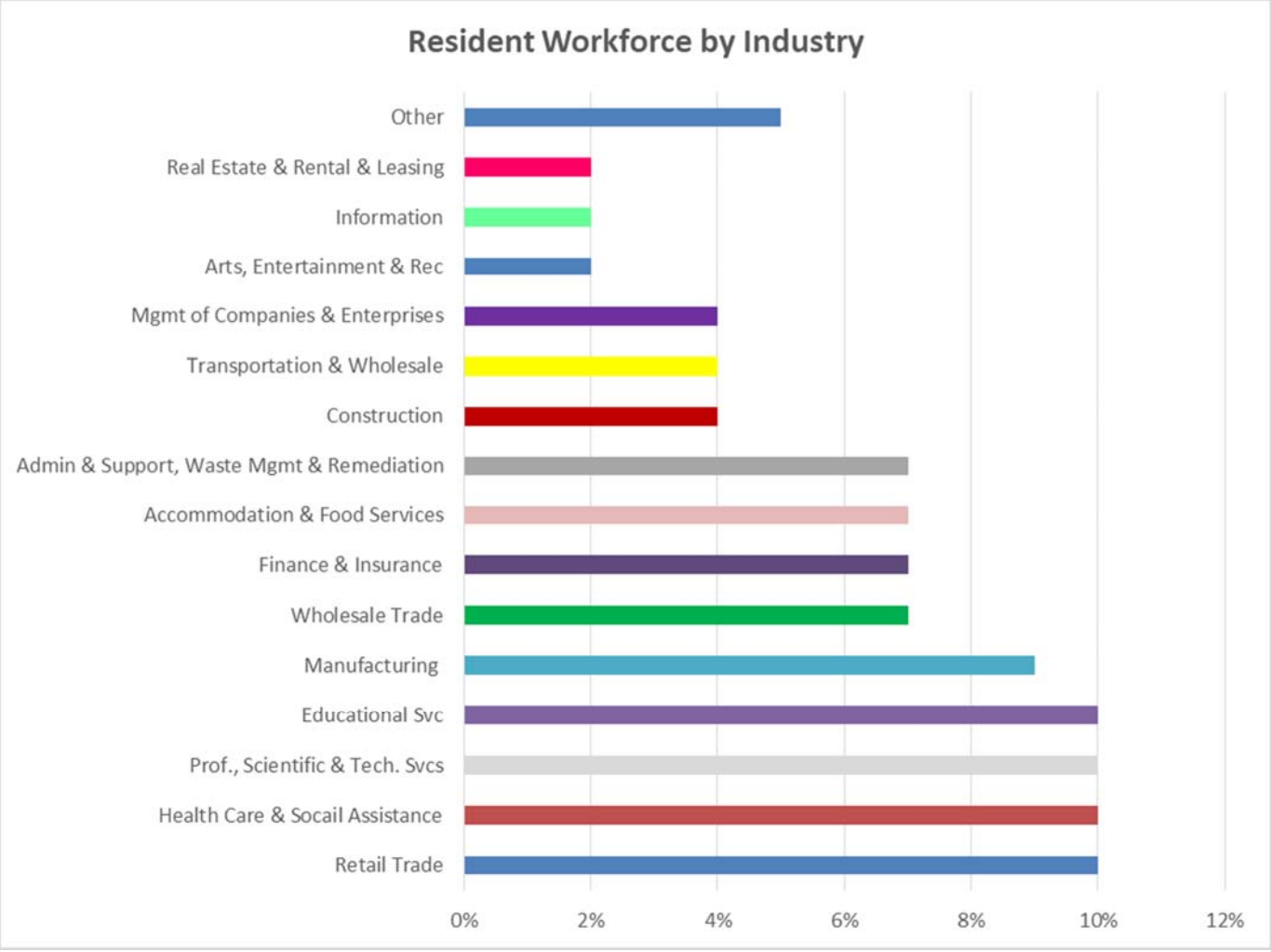
Source: United States Census Bureau, American Community Survey

Educational, Employment, and Income Information

Barrington has a well-educated population that is employed in a variety of industries. According to the 2015-2019 ACS, 68% of Barrington residents 25 years and over have a Bachelor Degree or higher, which is significantly higher than the surrounding area.

Educational Attainment & Household Income						
	Barrington		Cook County		Lake County	
Education Attainment Levels	Population	%	Population	%	Population	%
High school graduate or higher	6,711	95%	3,125,696	87%	414,815	91%
Bachelor's degree or higher	4,830	68%	1,392,515	39%	207,440	45%
Graduate or professional degree	2,175	31%	566,842	16%	85,939	19%
Est. Median Household Income	$117,931.00		$64,660.00		$89,427.00	

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



The educational achievements and choices of employment by residents of Barrington has caused unemployment for the Barrington workforce to be lower than for the workforces in surrounding Counties, the State of Illinois, or the United States.

Unemployment Rate Comparison

	2011 - 2015 ACS	2012 - 2016 ACS	2013 - 2017 ACS	2014 - 2018 ACS	2015 - 2019 ACS
Barrington	3.70%	3.00%	2.30%	1.60%	2.00%
Cook County	7.10%	6.40%	5.70%	5.10%	4.60%
Lake County	5.40%	4.70%	4.20%	3.70%	3.50%
State of Illinois	6.00%	5.30%	4.80%	4.30%	3.90%
United States	5.20%	4.70%	4.10%	3.70%	3.40%

Source: U.S. Census Bureau, American Community Survey

The educational and occupational characteristics of Barrington residents have also resulted in elevated income levels for individuals and households in Barrington when compared to the averages of larger jurisdictions. According to the 2014 – 2018 American Community Survey, the median household income in Barrington was $117,931, which is $52,045 (78.99%) higher than the median for Illinois and $55,088 (87.66%) higher than the national median. An estimated 28.6% of Barrington households have incomes that exceeds $200,000 per year; in comparison only 7.7% of United States and 8.3% 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	6.20%	7.30%	3.80%	6.30%	6.00%
$10,000 to $14,999	1.40%	4.00%	2.40%	3.80%	4.30%
$15,000 to $24,999	3.20%	9.00%	6.00%	8.60%	8.90%
$25,000 to $34,999	4.20%	8.40%	6.30%	8.40%	8.90%
$35,000 to $49,999	5.50%	11.10%	9.60%	11.60%	12.30%
$50,000 to $74,999	12.00%	15.80%	14.60%	16.70%	17.20%
$75,000 to $99,999	10.90%	12.20%	12.30%	12.80%	12.70%
$100,000 to $149,999	14.90%	15.30%	18.10%	16.10%	15.10%
$150,000 to $199,999	13.10%	7.50%	10.20%	7.40%	6.80%
$200,000 or more	28.60%	9.40%	16.70%	8.30%	7.70%
Median Household Income	$117,931	$64,660	$89,427	$65,886	$62,843
Mean Household Income	$165,576	$95,677	$127,257	$92,395	$88,607
Per Capita Income	$63,442	$37,552	$45,766	$36,038	$34,103

Source: U.S. Census Bureau, 2015-2019 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 Statistical Information			
Date of Incorporation			1865
Form of Government			President / Board of Trustees
Geographic Location			38 Miles Northwest of Chicago
Total Area of Incorporation			5.1 Square Miles
Municipal Information			
Miles of Streets			
State			16
County			2
Village			53
Ten Largest Water Users		Gallons	Percent of Water Used
Pepsico		43,377,000	10.46%
The Garlands		13,578,000	3.27%
Community School District 220		13,353,000	3.22%
Barrington Park District		9,118,000	2.20%
Motor Werks		7,565,000	1.82%
Good Shepherd Health & Fitness		6,710,000	1.62%
Greencastle		4,287,000	1.03%
Wickstrom Ford		3,691,000	0.89%
Alden		2,508,000	0.60%
Fast Eddie's Car Wash		2,068,000	0.50%
Total for Ten Largest Users		106,255,000	25.61%
Village-Wide Total Gallons Billed		414,876,000	
Bond Ratings			
Refunding Debt Certificates, Series 2012	(Moody's)		Aa1
Refunding Debt Certificates, Series 2015	(Moody's)		Aa1
Taxable General Obligation Bonds, Series 2009 (Capital Improvements and Waterworks & Sewerage Alternate Revenue Sources)	(Standard & Poor's)		AA+
General Obligation Refunding Bond Series of 2009A	(Standard & Poor's)		AA+
General Obligation Refunding Bond Series of 2009B (Waterworks & Sewerage Alternate Revenue Sources)	(Standard & Poor's)		AA+
General Obligation Bonds, Series 2015 (Waterworks & Sewerage Alternate Revenue Sources)	(Moody's)		Aa1
Election Information			
Number of Registered Voters			9,276
Number of Ballots Cast in Last Municipal Elections			2,283
Percentage of Registered Voters Voting in Last Municipal Elections			24.61%
Recreation & Cultural Information			
Number of Parks			5
Park Area in Acres			203
Number of Libraries			1

Municipal Operations Statistics by Function/Program

	2015	2016	2017	2018	2019
Public Works					
Forestry					
Number of Parkway Trees Planted	45	45	61	96	73
Number of Parkway Trees Trimmed	611	611	1,268	255	487
Number of Parkway Trees Removed	576	576	109	105	238
Fleet Services					
Number of Vehicles Maintained	76	82	90	92	92
Preventative Maintenance Services	90	96	82	72	106
Public Safety					
Fire					
Number of Fire Calls	699	739	675	676	691
Number of EMS Calls	1,144	1,147	1,151	1,255	1,297
Number of Training Hours	11,269	8,113	6,740	5,898	7,402
ISO Rating (Village/District)	2	2	2	2	2
Police					
Part I Crime	94	89	144	149	168
Calls for Service	9,625	9,870	11,403	10,913	9,510
State Tickets Issued	1,215	997	2,228	1,683	1,380
Parking Tickets Issued	3,639	3,436	4,413	3,744	2,613
Number of Arrests	304	488	445	480	489
Number of Accident Reports	575	649	548	569	618
Number of Investigations Conducted	166	164	169	198	258
Community Development					
Building Permits Issued	1,105	922	901	849	887
Building Inspections	3,203	3,500	4,483	3,843	3,251
Property Maintenance Inspections	N/A	600	502	252	635
Highways and Streets					
Sidewalk Replaced/Installed (sq. ft.)	9,645	6,195	17,745	11,600	11,855
Annual Street Rehab Program (lin. ft.)	1,274	1,465	4,850	3,190	6,160
Crack Sealing (lbs. installed)	0	25,000	26,500	19,000	15,677
Water and Sewer					
Water Main Breaks	37	26	21	34	22
Hydrants Flushed	78	998	998	993	998
Water Meters Replaced	65	68	58	76	80
Average Water Produced Daily	1,280,890	1,328,556	1,342,981	1,231,000	1,154,000
Average Daily Consumption	1,243,142	1,247,151	1,268,880	1,245,090	1,136,646
Number of Metered Customers	4,506	4,510	4,522	4,547	4,547
Sanitary Sewer Televising (feet)	58,356	66,000	32,818	85,139	52,766
Sanitary Sewer Main Replaced (lin. ft.)	N/A	N/A	N/A	1,579	N/A
Sanitary Sewer Repairs	10	6	4	6	4

Capital Asset Statistics by Function/Program

	2015	2016	2017	2018	2019
Police Stations	1.0	1.0	1.0	1.0	1.0
Fire Stations	1.0	1.0	1.0	1.0	1.0
Public Works					
Streets (miles)	70.00	79.00	79.00	79.00	79.00
Sidewalks (miles)	35.41	35.43	35.56	35.56	35.56
Streetlights	844	844	844	844	844
Water and Sewer					
Water Mains (miles)	86.91	99.50	86.70	86.70	86.70
Fire Hydrants	980	998	998	993	993
Sanitary Sewers (miles)	66	68	72	72	72
Sanitary Manholes	1,861	1,873	1,906	1,906	1,906

2021 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 2021 occur as budgeted. This section also summarizes the number of authorized positions included in the 2021 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 2021 Budgeted Financial Information

The 2021 Budget includes $33,543,598 in estimated revenues and $35,116,667 in Net Expenses (excluding transfers), thereby resulting in total changes in Fund Balances or Net Position of ($1,598,069) in 2021. Governmental Funds will have a combined negative change in Fund Balances of $1,543,794 after a net transfer out to the Enterprise Funds, Enterprise Funds will have a combined negative change in Net Position of $1,380,975 after a transfer in from the Governmental Funds, and Fiduciary Funds will have positive changes in Net Position Held in Trust of $1,326,700.

2020 operations and the 2021 budget were impacted by world events, and as such projected ending balances in 2020 vary significantly in some cases compared to budget and the 2021 budgetary amounts are also less than usual. For a more detailed discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter .

Summary Statement of Changes in Fund Balances or Net Position for 2021

	Governmental Funds	Proprietary Funds	Fiduciary Funds	Village Total
Revenues	18,752,644	9,805,954	4,985,000	33,543,598
Net Expenses[1]	20,196,438	11,261,929	3,658,300	35,116,667
Change in Fund Balance/Net Position Before Transfers	(1,443,794)	(1,455,975)	1,326,700	(1,573,069)
Transfers				
Transfers In	1,415,000	75,000	-	1,490,000
Transfers Out	(1,515,000)	-	-	(1,515,000)
Net Transfers[2]	(100,000)	75,000	-	(25,000)
Change in Fund Balance/Net Position	(1,543,794)	(1,380,975)	1,326,700	(1,598,069)

1. Net Expenses exclude Balance Sheet transactions which are budgeted but not expensed, examples include capitalized expenses and principal payments in the Enterprise Funds. Also included in this amount is estimated depreciation (unbudgeted).

2. Transfers do not balance by $25,000 - this amount will be transferred to the Friends of the White House Which is an unbudgeted component unit

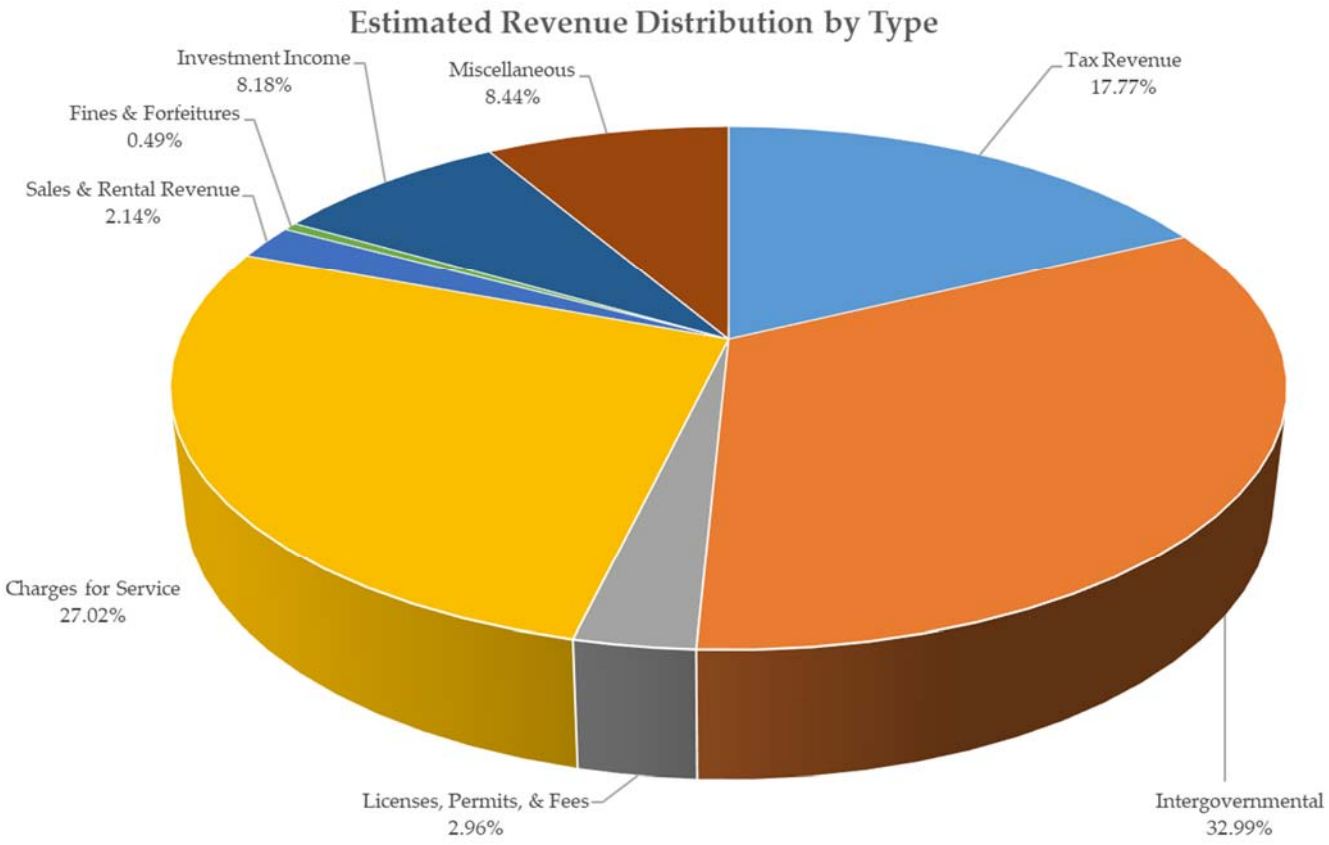
Please see the summaries by fund types on the following pages for a comprehensive overview of the changes in fund balances or net position by fund types (i.e., Governmental, Proprietary, or Fiduciary).

Analysis of Total Village Revenues

Total Village revenues, excluding transfers, are projected to equal $33,916,555 in 2021, a decrease of $2,075,245 (5.77%) compared to 2020 Estimated Revenues of $35,991,800. The largest sources of revenue for the Village in 2021 include Intergovernmental at $11,190,000 (32.99% of the total), Charges for Services at $9,162,965 (27.02% of the total), Tax Revenue at $6,028,000 (17.77% of the total), Miscellaneous at $2,861,500 (8.44% of the total), and Investment Income at $2,775,510 (8.18% of the total). The General Fund will receive the largest portion of total Village revenues at $15,965,300 (47.07% of the total) followed by the Water & Sewer Fund ($6,168,664 or 18.19% of the total), the Police Pension Fund ($3,065,000 or 9.04% of total revenues), and the Parking System Fund ($2,196,500 or 6.48% of total revenues).

Village Wide Revenue Receipts, 2017 Actual - 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
By Revenue Type						
Tax Revenue	6,258,818	6,086,439	5,913,207	5,940,000	5,905,281	6,028,000
Intergovernmental	7,143,978	7,807,785	8,232,197	12,211,000	8,493,730	11,190,000
Licenses, Permits, & Fees	1,403,147	1,135,392	1,130,728	1,334,000	823,999	1,005,500
Charges for Service	8,958,945	9,018,484	9,270,339	9,206,600	8,949,385	9,162,965
Sales & Rental Revenue	837,653	866,490	810,122	866,000	709,605	727,080
Fines & Forfeitures	254,754	242,844	225,251	256,000	111,566	166,000
Investment Income	5,048,896	(1,434,119)	7,184,013	3,386,800	1,747,989	2,775,510
Miscellaneous	3,741,668	4,537,172	2,801,313	2,791,400	2,986,890	2,861,500
Total Revenues	33,647,859	28,260,487	35,567,168	35,991,800	29,728,445	33,916,555
By Fund						
General	15,385,316	15,948,353	16,214,350	16,090,000	15,682,343	15,965,300
Capital Improvement	460,203	493,693	584,618	2,850,000	156,703	1,910,000
TIF	926,006	1,073,124	1,197,305	1,150,500	1,255,658	1,160,201
Debt Service	888,995	450,727	406	1,000	35	100
Water & Sewer	5,666,688	5,892,939	6,198,908	5,937,000	6,180,618	6,168,664
Recycling & Refuse	1,201,556	1,208,005	1,213,589	1,215,200	1,223,621	1,228,200
Parking System	952,065	1,002,015	933,529	3,025,000	981,983	2,196,500
Barrington White House	1,457,736	1,053,470	643,848	433,100	396,519	302,590
Firefighters' Pension	2,480,736	1,129,008	3,462,511	1,980,000	1,846,596	1,920,000
Police Pension	4,228,558	9,153	5,118,104	3,310,000	2,004,369	3,065,000
Total Revenues	33,647,859	28,260,487	35,567,168	35,991,800	29,728,445	33,916,555



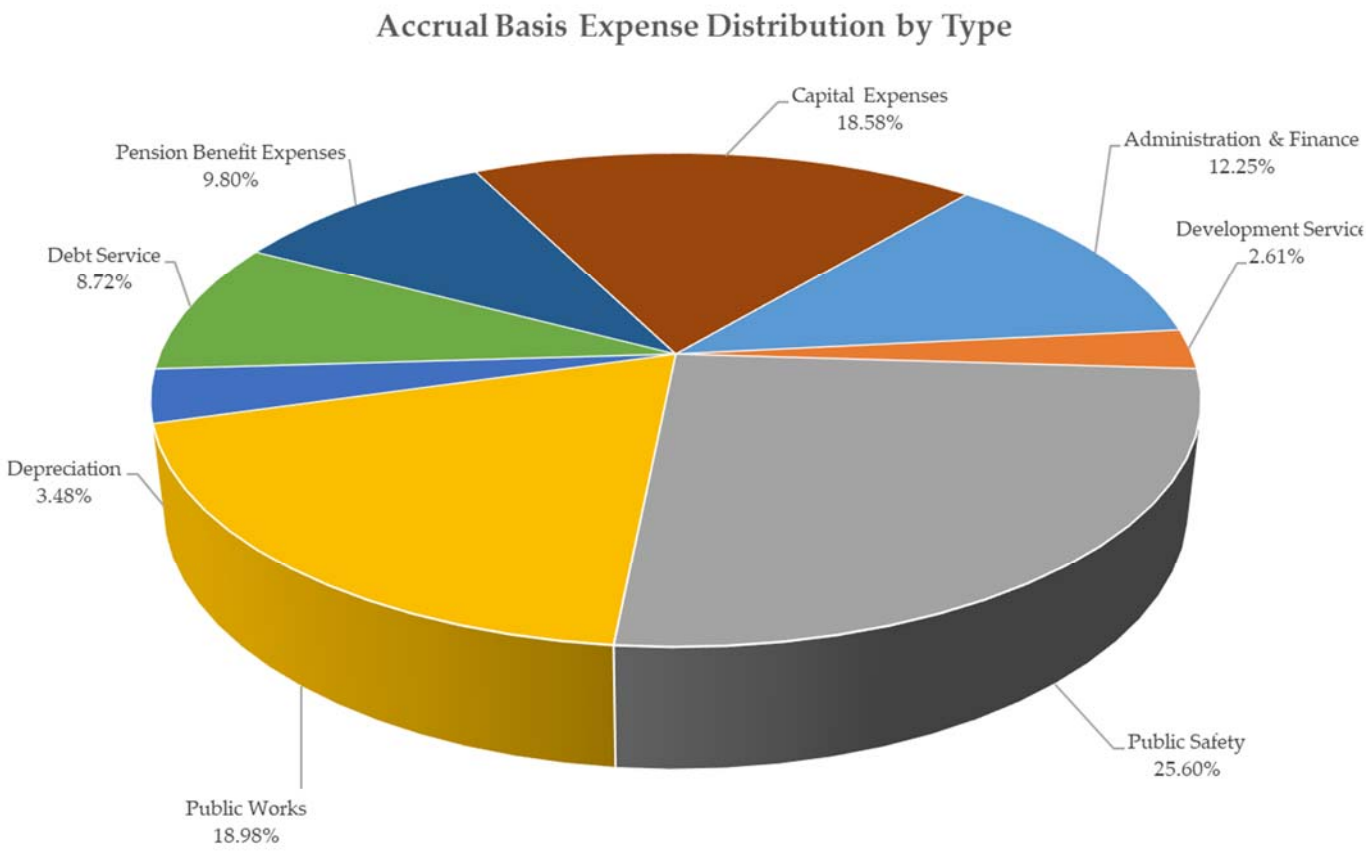
Total Village Revenues - $33,916,555

Analysis of Total Village Expenditures

Total budgeted, and non-budgeted depreciation, prior to accrual adjustments equal $37,341,667 in 2021. This is a decrease of $3,132,083 (7.74%) from 2020 budgeted expenses of $40,473,750. 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 comprehensive annual financial report are projected to equal $35,116,667 in 2021, a decrease of $477,083 (1.45%) from 2020 budgeted expenses of $35,593,750. Total expenditures/expenses in 2021 include $30,405,167 (81.42% of total expenses) for operations, debt service, and pension benefit payments and $6,936,500 (18.58% of total expenses) for capital expenditures/expenses. Capital expenses will decrease $2,680,800 (27.87%) compared to 2020 budgeted capital expenses. The Village has budgeted significant infrastructure investments in 2021 to continue its commitment to funding the Capital Improvement Plan.

Village Wide Expenditures/Expenses, FY 2017 Actual - 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget
By Expenditures/Expense Type						
Administration & Finance	4,553,525	5,007,895	4,996,098	4,897,400	4,595,312	4,572,922
Development Services	993,635	1,067,028	989,046	1,143,400	913,890	974,556
Public Safety	8,209,339	8,954,929	9,008,132	9,317,500	9,523,290	9,558,382
Public Works	6,264,023	6,409,458	6,710,248	7,518,900	7,399,416	7,086,756
Depreciation	1,166,180	1,241,651	1,328,575	1,200,250	1,199,594	1,299,250
Debt Service	11,933,721	4,866,619	3,318,114	3,292,800	3,291,700	3,255,000
Pension Benefit Expenses	2,904,962	2,931,157	3,112,191	3,486,200	3,411,545	3,658,300
Capital Expenses	9,287,296	9,147,140	4,618,279	9,617,300	5,390,000	6,936,500
Sub-total	45,312,681	39,625,877	34,080,682	40,473,750	35,724,747	37,341,667
Budgeted, Non-Expensed Items						
Capitalized Expenses	(6,921,816)	(6,881,782)	(2,220,316)	(3,615,000)	(1,565,000)	(925,000)
Principal Payments	(9,026,561)	(2,152,416)	(1,294,472)	(1,265,000)	(1,265,000)	(1,300,000)
Sub-Total Non-Expensed	(15,948,377)	(9,034,198)	(3,514,788)	(4,880,000)	(2,830,000)	(2,225,000)
Net Expenses by Type	29,364,304	30,591,679	30,565,894	35,593,750	32,894,747	35,116,667
Expenses by Fund						
General	13,797,185	15,136,532	15,307,469	15,700,700	15,427,978	15,442,044
Capital Improvement	2,392,265	1,951,532	1,982,368	4,979,900	2,501,725	3,505,393
TIF	1,011,890	1,040,671	1,069,074	1,126,000	1,105,700	1,001,000
Debt Service	1,038,743	704,885	243,295	245,300	245,000	248,000
Water & Sewer	5,369,468	5,742,611	6,014,803	6,906,600	6,404,603	6,103,335
Recycling & Refuse	1,153,809	1,173,753	1,202,480	1,280,800	1,236,090	1,309,392
Parking System	1,002,089	1,122,237	1,014,930	1,273,850	2,031,267	3,366,603
Barrington White House	693,893	788,300	619,285	594,400	530,839	482,599
Firefighters' Pension	823,254	743,404	825,641	1,019,700	1,057,750	1,147,800
Police Pension	2,081,708	2,187,753	2,286,549	2,466,500	2,353,795	2,510,500
Total Expenses	29,364,304	30,591,679	30,565,894	35,593,750	32,894,747	35,116,667



Total Village Expenditures - $37,341,667

Summary of Governmental Funds Financial Position

The Village's Governmental Funds will have a net decrease in Fund Balances in 2021 as increases in the Fund Balances of the General, and TIF Funds will be more than offset by a significant decrease in the fund balance of the Capital Improvement Fund and a smaller decrease in the Debt Service Fund. Significant capital projects are budgeted in 2021 and will cause the decrease in the Capital Improvement Fund. The reduction in the interfund balance between the Capital Improvement Fund and the TIF Fund will also contribute to the negative change in fund balance in the Capital Improvement Fund while causing a corresponding improvement in the TIF Fund Balance. The decrease in the Debt Service Fund is part of a multi-year plan to use accumulated reserves in this fund to pay down obligations and bring the Fund Balance closer to zero.

Village of Barrington, Illinois
Schedule of Revenues, Expenditures, and Changes in Fund Balances - Governmental Funds
As Budgeted for the Fiscal Year Ended December 31, 2021

	General	Capital Improvements	Village Center TIF	Debt Service	Total
Revenue					
Taxes	4,868,000	-	1,160,000	-	6,028,000
Intergovernmental	7,645,000	1,825,000	-	-	9,470,000
Licenses & Permits	820,000	-	-	-	820,000
Charges for Services	1,619,300	10,000	-	-	1,629,300
Sales & Rental Revenue	550,000	-	1		550,001
Fines & Forfeits	96,000	-	-	-	96,000
Investment Income	200,000	20,000	200	100	220,300
Miscellaneous	167,000	55,000	-	-	222,000
Total Revenues	15,965,300	1,910,000	1,160,201	100	19,035,601
Expenditures					
Current					
Administration & Finance	3,478,329	-	45,000	-	3,523,329
Development Services	556,589	159,893	-	-	716,482
Public Safety	9,258,675	-	-	-	9,258,675
Public Works	2,148,452	-	-	-	2,148,452
Capital Projects	-	3,345,500	-	-	3,345,500
Debt Service					
Principal Retirement	-	-	885,000	175,000	1,060,000
Interest & Fiscal Charges	-	-	71,000	73,000	144,000
Total Expenditures	15,442,044	3,505,393	1,001,000	248,000	20,196,438
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	523,256	(1,595,393)	159,201	(247,900)	(1,160,837)
Other Financing Sources/(Uses)					
Transfers In	-	215,000	1,000,000	200,000	1,415,000
Transfers Out	(515,000)	(1,000,000)	-	-	(1,515,000)
Net Change in Fund Balances	8,256	(2,380,393)	1,159,201	(47,900)	(1,260,837)
Beginning Fund Balance	9,140,506	6,261,918	(4,165,153)	240,462	11,477,733
Ending Fund Balances	9,148,761	3,881,525	(3,005,952)	192,562	10,216,896

Summary of Enterprise Funds Financial Position

The Village's Enterprise Funds will have a combined negative change in Net Position. Part of the change relates to spending down reserves in Recycling & Refuse and Parking System Fund, combined with projected Covid-19 impacts on the operating budget in the Parking System and White House Fund. For a more detailed discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter.

Village of Barrington, Illinois
Statement of Revenues, Expenses, and Changes in Net Position - Enterprise Funds
As Budgeted for the Fiscal Year Ended December 31, 2021

	Water & Sewer Fund	Recycing & Refuse Fund	Parking System Fund	Barrington White House Fund	Total Enterprise Funds
Operating Revenues					
Licenses & Permits	-	-	185,500	-	185,500
Charges for Service	6,113,664	1,220,000	200,000	-	7,533,664
Fines & Forfeitures	-	-	70,000	-	70,000
Sales & Rental Revenue	-	-	15,000	162,080	177,080
Miscellaneous	-	8,000	1,000	140,500	149,500
Total Operating Revenues	6,113,664	1,228,000	471,500	302,580	8,115,744
Operating Expenses					
Administration	1,199,126	96,577	319,602	-	1,615,305
Operations	2,797,209	1,212,815	553,751	366,599	4,930,374
Capital Outlay	346,000	-	2,320,000	-	2,666,000
Depreciation-Estimated	1,100,000	-	83,250	116,000	1,299,250
Total Operating Expenses	5,442,335	1,309,392	3,276,603	482,599	10,510,929
Operating Income/(Loss)	671,329	(81,392)	(2,805,103)	(180,019)	(2,395,185)
Non-operating Revenues/(Expenses)					
Investment Income	50,000	200	5,000	10	55,210
Intergovernmental	-	-	1,720,000	-	1,720,000
Other Income	5,000	-	-	-	5,000
Interest & Fiscal Charges	(661,000)	-	(90,000)	-	(751,000)
Net Non-Operating Revenues	(606,000)	200	1,635,000	10	1,029,210
Income/(Loss) Before Transfers	65,329	(81,192)	(1,170,103)	(180,009)	(1,365,975)
Transfers In	-	-	-	75,000	75,000
Change in Net Position	65,329	(81,192)	(1,170,103)	(105,009)	(1,290,975)
Est Beginning Net Position	25,595,127	440,942	1,846,300	6,754,254	27,882,369
Est Ending Net Position	25,660,455	359,750	676,197	6,649,245	26,591,394

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, 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 Position for the Pension Funds and add to the Village's required contribution in the following year.

Village of Barrington, Illinois
Fiduciary Funds
Statement of Changes in Fiduciary Net Position
As Budgeted for the Fiscal Year Ended December 31, 2021

	Firefighter's Pension Fund	Police Pension Fund	Total Fiduciary Funds
Additions			
Contributions - Employer	435,000	1,650,000	2,085,000
Contributions - Employee	185,000	215,000	400,000
Total Contributions	620,000	1,865,000	2,485,000
Investment Income			
Interest	550,000	400,000	950,000
Net Change in Fair Value	750,000	800,000	1,550,000
Total Investments	1,300,000	1,200,000	2,500,000
Less Investment Expenses	(60,000)	(75,000)	(135,000)
Net Investment Income	1,240,000	1,125,000	2,365,000
Total Additions	1,860,000	2,990,000	4,850,000
Deductions			
Administration	87,800	35,500	123,300
Benefits & Refunds	1,000,000	2,400,000	3,400,000
Total Deductions	1,087,800	2,435,500	3,523,300
Change in Net Position	772,200	554,500	1,326,700
Net Position Held in Trust for Pension Benefits			
Beginning Net Position	21,204,840	21,311,249	42,516,089
Ending Net Position	21,977,040	21,865,749	43,842,789

2021 Personnel Summary

The 2021 budget includes 93 Full-Time Equivalent (FTE) employees, a decrease of 10.65 (10.27%) FTE employees compared to the 2020 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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
General Fund							
Administration & Finance	11.00	11.70	11.60	9.90	(1.70)	8.17	(1.73)
Development Services	5.30	6.54	6.54	6.15	(0.39)	3.62	(2.53)
Public Safety	52.20	49.25	49.25	47.40	(1.85)	45.50	(1.90)
Public Works	13.55	13.55	14.00	12.94	(1.06)	9.74	(3.20)
General Fund Total	82.05	81.04	81.39	76.39	(5.00)	67.03	(9.36)
Capital Improvement Fund							
Development Services	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)
Capital Improvement Fund Total	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)
Water & Sewer Fund							
Administration & Finance	1.65	1.65	1.95	2.15	0.20	2.15	0.00
Development Services	2.40	2.53	2.53	1.75	(0.78)	1.79	0.04
Public Works	13.50	14.00	13.00	13.79	0.79	13.49	(0.30)
Water & Sewer Fund Total	17.55	18.18	17.48	17.69	0.21	17.43	(0.26)
Recycling & Refuse Fund							
Administration & Finance	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Public Works	0.50	0.50	0.50	0.73	0.23	0.58	(0.15)
Recycling & Refuse Fund Total	1.20	1.20	1.25	1.43	0.18	1.27	(0.16)
Parking System Fund							
Administration & Finance	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Public Safety	3.30	3.30	3.30	3.30	0.00	2.80	(0.50)
Public Works	1.20	1.20	1.20	0.94	(0.26)	0.79	(0.15)
Parking System Fund Total	5.20	5.20	5.25	4.94	(0.31)	4.28	(0.66)
Barrington White House Fund							
Administration & Finance	0.60	1.00	2.00	1.80	(0.20)	1.80	0.00
Barrington White House Fund Total	0.60	1.00	2.00	1.80	(0.20)	1.80	0.00
Total Village Employees	107.70	107.85	108.60	103.65	(4.95)	93.00	(10.65)
Employees by Program Area							
Administration & Finance	14.65	15.75	17.05	15.25	(1.80)	13.50	(1.75)
Development Services	8.80	10.30	10.30	9.30	(1.00)	6.60	(2.70)
Public Safety	55.50	52.55	52.55	50.70	(1.85)	48.30	(2.40)
Public Works	28.75	29.25	28.70	28.40	(0.30)	24.60	(3.80)
Total Village Employees	107.70	107.85	108.60	103.65	(4.95)	93.00	(10.65)

Some significant changes are occurring in the number of authorized FTE employees in the 2021 budget, including:

- 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 58.87 FTE employees (38.76% of the 2008 workforce) to 93 FTE employees in 2021 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. In 2017, the Village outsourced the crossing guard services and eliminated an additional 2.95 FTE employees. In 2021, the Village made additional changes, as described in each department. Part of these changes were a result of reviewing vacancies and seeing if they could be filled with other arrangements such as intergovernmental agreements or outsourcing. The other large driver of reductions were a result of the impact of Covid-19 on the Village's operating budget.

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, enterprise, and pension trust funds. Expense budgets are not adopted for the Village's agency funds which include the Escrow and Deposit Fund and the Friends of Barrington's White House 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 by the middle of August. Departments finalize their budget requests and submit them to the Financial Services Department by the middle of September. A tentative budget is completed by the end 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 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 and make suggestions to the Village Board about the proposed annual budget. After the public hearing is complete, 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, usually immediately after the budget hearing.

Public Input and Participation

Public input and participation is encouraged throughout the budget process. All of the budget meetings are public meetings and the public is invited to attend and provide feedback. Additionally, throughout the budget process, public participation is sought via social media posts and call outs in the weekly resident e-blast. When the notice of public hearing is posted in the newspaper, it is also advertised on the Village's website and in the weekly e-blast. The Village has historically had low public participation at these budget meetings and is currently evaluating the best way to obtain additional feedback such as additional use of social media, YouTube posts, or resident workshops to name a few.

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 expense amount included in the approved budget for the respective Accounting Fund.

If it becomes necessary to increase or decrease total authorized expenses 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

Description of Activity	Completion Date
Committee of the Whole Initial Review of 2020 Budget Process, Revenues, and Goals	June, 2020
Revenue estimate finalized by Financial Services	July, 2020
Budget request sheets and issue paper requests issued to all Departments by Financial Services.	August, 2020
Projected personnel expenditures completed by Financial Services and Human Resources and submitted for review to Village Manager.	September, 2020
Strategic Plan and Financial Policies Reviewed with Village Board	September, 2020
Budget request sheets and issue paper requests completed and returned to Financial Services	September, 2020
Completion of data entry of Department budget requests and generation of budgets for funds, departments, and budget units.	September, 2020
Discussion of departmental budget requests between Village Manager, Director of Financial Services and Department Heads	October, 2020
Proposed 2021 Budget submitted to the President and Board of Trustees	November 13, 2020
Committee of the Whole Budget meeting	November 23, 2020
Village Board establishes the tentative date for the public hearing on the 2020 budget and the date for the adoption of the budget	November 23, 2020
Proposed budget available for public inspection at Village Hall and on the Village Web Site	November 30, 2020
Public hearing before the Village Board on the Annual Budget	December 14, 2020
Village Board adoption of the Annual Budget	December 14, 2020
Production of Printed Budget Document.	December, 2020 to January 2021
Deadline to file approved budget for 2021, 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 13, 2021
Deadline to send printed budget document to GFOA for review under the Distinguished Budget Awards Program.	March 13, 2021

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 Estimate of Revenues on Pages 140 – 148 and the Expenditure Budget on Pages 149 – 161. Transfers between accounting funds are included in the Revenue Estimate as transfers in and as transfers out in the Expense Budget.

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 expense classification.

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 2021 Budget Summary, on Pages 20 – 29, provides a summary overview of the finances of the Village. The Fund Summaries, beginning on Page 54, 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 85, 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 four of these non-appropriated funds; they include the Escrow Fund, the GASB 34 Adjustment Fund, the BACOG Fund and the Friends of Barrington's White House 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. 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. Finally, the Friends of Barrington's White House Fund is utilized to account for the transactions for a 501(c)(3) organization whose purpose is to support and maintain Barrington's White House.

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 pronounced 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 facing challenges. 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 2020 estimated equalized assessed value of $673,628,495, this limit equaled $20,208,855 at the end of 2020.

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 2017 and 2018 Sanitary Sewer Replacement Project (this was a $14 million dollar replacement of a major sanitary sewer transiting through the Village's downtown).
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.

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 2010 to 2019 provides historical context for each projection. The projection chart includes three years of actual revenue receipts (2017 to 2019), the projected actual for 2020, and the estimated revenue for 2021. Forecasts for 2022 through 2024 is provided in the 2021 Revenue Estimate (pages 140 – 148) and in Appendix I – The Three Year Financial Forecast (pages 168 – 180).

Economic Analysis and Assumptions

The past two decades have included several tumultuous economic periods. 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 2021. The economy took a hit in 2020 due to the Covid-19 pandemic, but still had an increase in the CPI. Unemployment was the highest it had been since the most recent recession. It is anticipated the economy will still continue to lag into 2021 and unemployment numbers will remain higher than average until a vaccine is widely available.

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 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 2021 and are based on current economic forecasts:

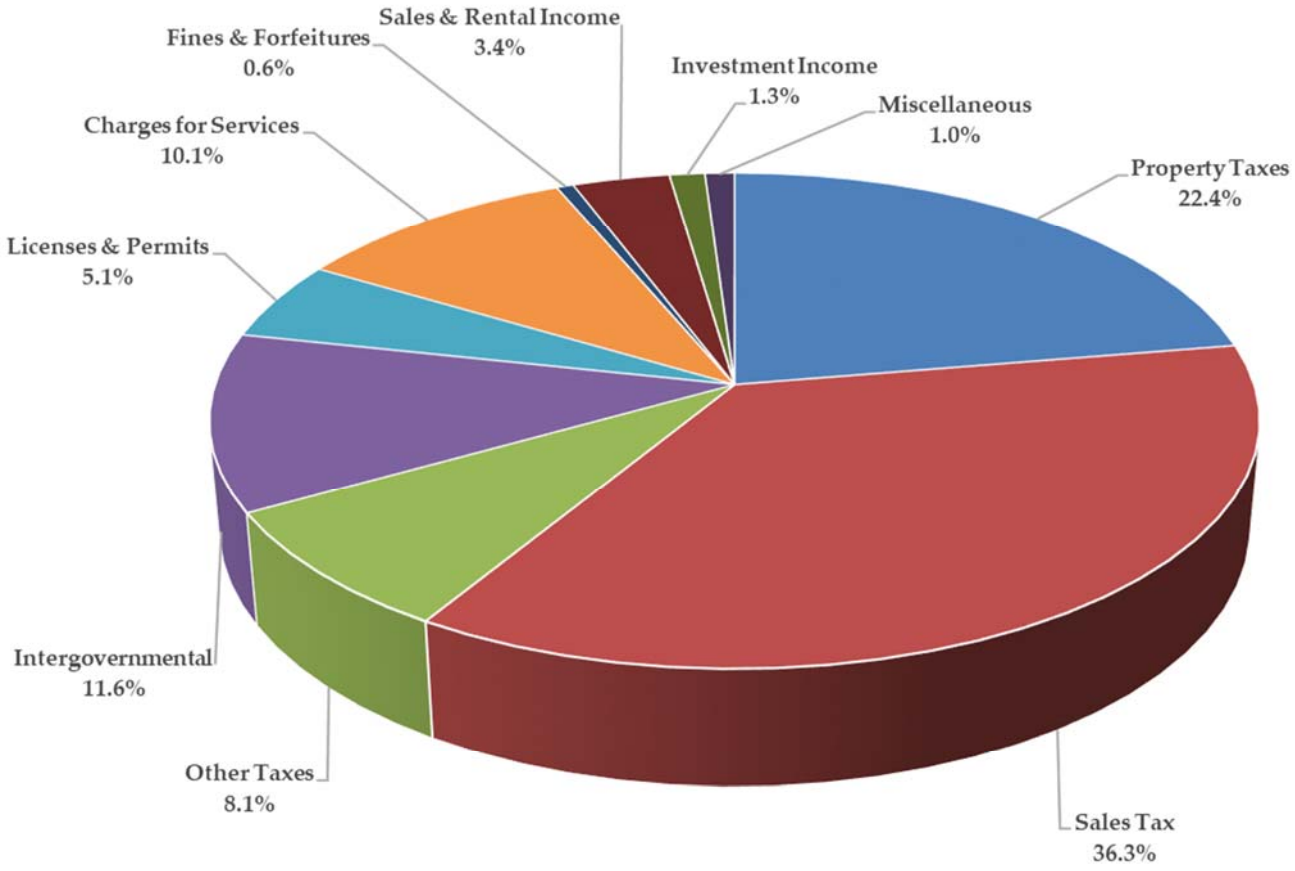
- Economic growth of 2% in 2021 and average growth of 2% from 2022 to 2024, this has been the average economic growth for the United States since 2009;
- Low interest rates throughout 2020 and 2021. Average interest rates of 2.25% from 2022 to 2024;
- An average increase in the Consumer Price Index of 2.0% from 2021 through 2024;
- An unemployment rate higher than normal for the first quarter of 2021 but then a stable unemployment rate of approximately 4% for the foreseeable future.

These assumptions impact the Village's projected revenues and three 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 2021 through 2024, recovering from the projected 2020 decreases due to economic conditions caused by Covid-19 government mandated shutdowns. Low interest rates will lead to reduced interest income as the Village will earn lower than average interest on its cash assets.

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. The unemployment rate combined with rising labor costs will have an impact on the Village's personnel costs and are therefore built in to the personnel projections for the next three years.

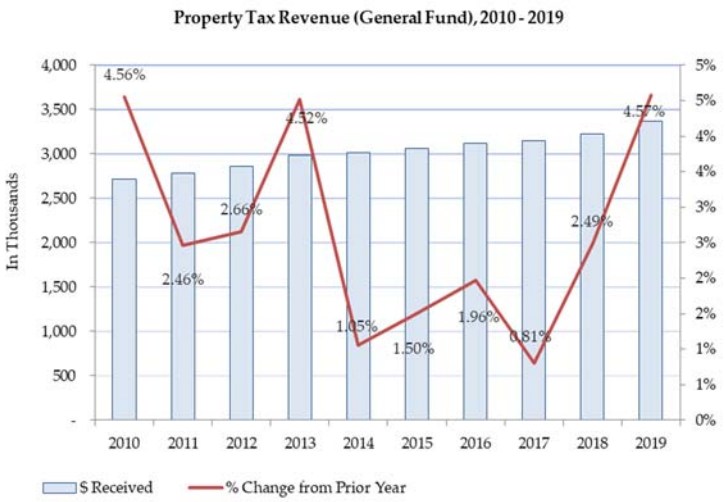
General Fund

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 three largest sources comprised of Sales Tax, Property Taxes, and Other Taxes. The revenue sources discussed in the following pages comprise 85.7% 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 entity 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 Property Tax Revenue, 2010 - 2019 Chart. In 2010, the Village received approximately $2.7 million in property taxes and this increased to approximately $3.5 million in 2019. 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. In 2024, the Village's TIF District will terminate and this will increase property tax revenue as all of the EAV currently in the TIF will return to the general tax base and the Village will receive approximately 8% of the taxes from the former TIF EAV. If an annexation or other large development were to occur it could significantly increase revenues in the future.

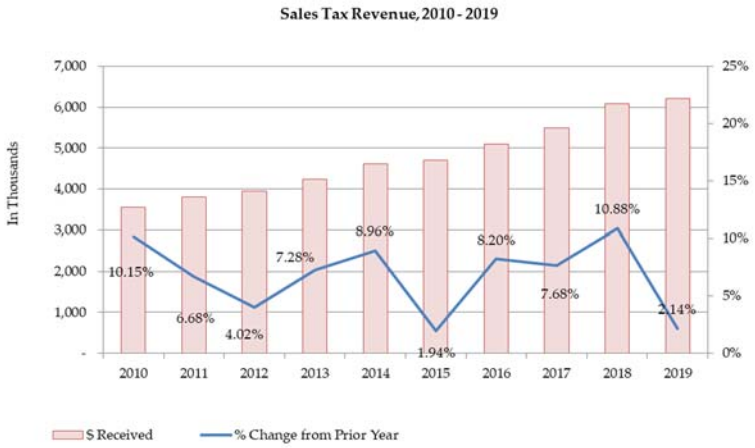
Actual, Projected, Budgeted, and Forecasted Property Tax Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	3,146,717	3,225,083	3,372,582	3,410,598	3,573,000	3,604,000	3,640,000	3,705,000
% Change	2.79%	2.49%	4.57%	1.13%	4.76%	0.87%	1.00%	1.79%
Projection Range								
High					3,641,212	3,675,460	3,712,080	3,777,800
Low					3,504,788	3,532,540	3,567,920	3,632,200

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.

From 2010 through 2019, sales tax has increased each year, with a total increase for this ten year period of 65.79%, with total sales tax receipts increasing from $3.561 million in 2010 to $6.214 million in 2019. Sales tax surpassed its pre-recession number of $5.0 million in revenue again in 2016 and continued to increase in 2017 and 2018 due to robust vehicle sales combined with improvements in other local economic activity as a result of commercial development that has occurred in the Village.



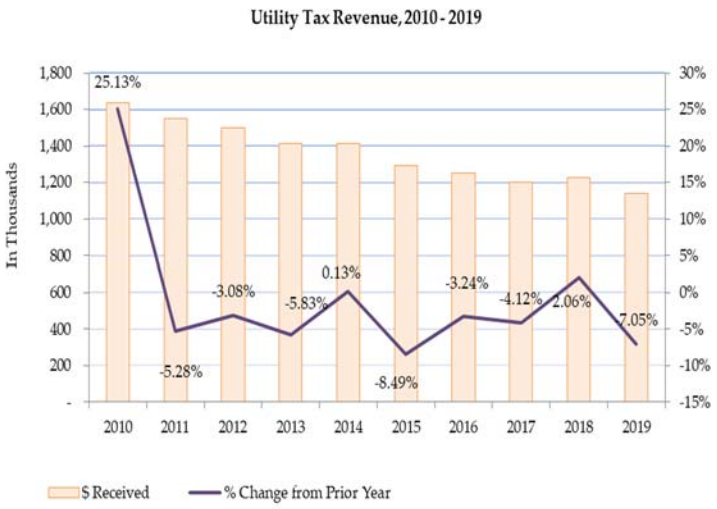
The projection for future sales tax revenue includes $5,800,000 in 2021 followed by small increases through 2024. 2020 Projected and 2021 Budgeted reflect staff's best estimate on how the economy, as a result of Covid-19, will impact the revenue. The increases after 2021 correspond with the majority 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. The project should continue to serve as a catalyst to encourage commercial developments in the downtown which will diversify the sales tax base and contribute to increasing sales tax revenue in future years.

Actual, Projected, Budgeted, and Forecasted Sales Tax Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	5,486,491	6,083,535	6,213,854	5,600,000	5,800,000	6,000,000	6,125,000	6,175,000
% Change	7.68%	10.88%	2.14%	-9.88%	3.57%	3.45%	2.08%	0.82%
Projection Range								
High					5,912,000	6,116,000	6,245,000	6,297,500
Low					5,688,000	5,884,000	6,005,000	6,052,500

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 the Village's telecommunications tax revenue due to the decline in landline phones in the Village.



The Utility Taxes are currently split between the General Fund, which receives the Electrical and Telecommunications taxes and the Capital Improvement Fund, which receives the Natural Gas Tax. 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, utility taxes would revert to the General Fund to provide resources to support basic municipal services). It is important to note the Natural Gas Tax is budgeted in the General Fund in 2021 as a budget stabilization measure.

Prior to 2010, utility tax revenues were fairly stable because the utilization of the utilities was fairly constant. Since 2010, this revenue source has declined almost every year, primarily due to decreases in the Telecommunications Tax combined with small decreases in the other taxes. The decreases are probably the result of multiple factors, including decreases in household energy usage due to efficiency improvements and a decline in the use of telecommunications services due to new communications methods (text messages, social media, and emails are considered data and are therefore not subject to the Telecommunications Tax). The decline in Utility Taxes since 2010 is equal to 30.3%, from $1.6 million in 2010 to $1.1 million in 2019.

The Village is projecting continued deterioration in this revenue source in 2021 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 $1.125 million in revenue in 2021 which will then drop to $1.115 million by 2024. The projection includes a fairly narrow range of 2.5% either higher or lower than the projected revenue because this revenue source has not typically been very elastic.

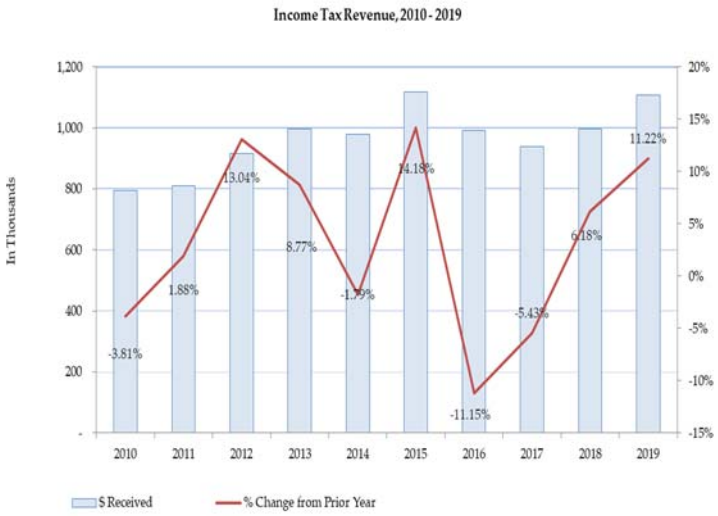
Actual, Projected, Budgeted, and Forecasted Utility Tax Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	1,200,917	1,225,672	1,139,250	1,067,145	1,125,000	1,120,000	1,120,000	1,115,000
% Change	-4.12%	2.06%	-7.05%	-6.33%	5.42%	-0.44%	0.00%	-0.45%
Projection Range								
High					1,151,679	1,148,125	1,148,000	1,143,000
Low					1,098,321	1,091,875	1,092,000	1,087,000

Income Tax

The State of Illinois assesses a 4.95% tax on the annual income of residents and a 7% tax on the annual income of 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 therefore 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 2010, Income Tax receipts were equal to $794,998 and increased for the next three years. There was a slight decrease in revenue in 2014 followed by a significant increase in the 2015 fiscal year with $1,116,650 received, but this was a singular event and revenue declined to $992,123 in 2016 and further declined to $938,203 received in 2017. Receipts in 2017 were lower than anticipated due to a change in Illinois Statute that impacted Income Tax Revenue. Income taxes rebounded in 2018 and 2019, with $1,108,019 received.



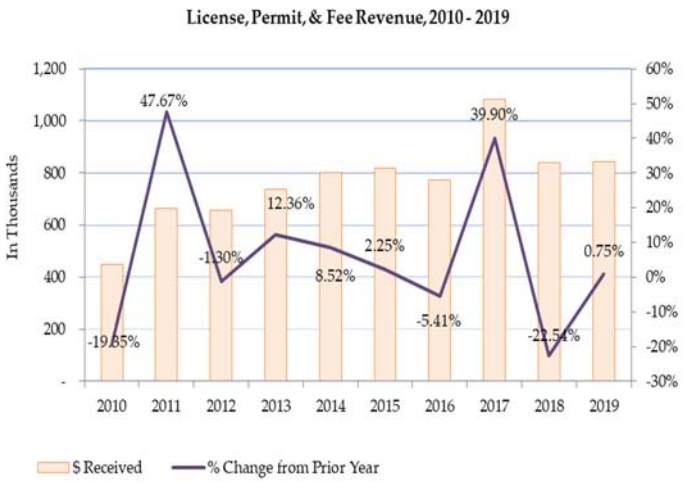
The projection for Income Tax includes a decrease to $1,000,000 in 2021 followed by increases in 2022-2024. The decrease in 2021 is projected to occur due to a larger than average unemployment rate attributed to Covid-19 economic conditions. On a positive note, an increase in population that may result from the 2020 census will increase revenues. Several new residential developments that have occurred from 2015 to 2020 may increase the Village's population by a couple hundred residents. The net effect of these two items will still result in a decrease in revenues. The relatively stable economic conditions that are projected to occur in 2022-2024 combined with the potential increase in population set conditions for improvements in this revenue source through 2024. The projection range for Income Taxes is substantial because economic conditions at the National and State level can significantly impact this revenue source.

Actual, Projected, Budgeted, and Forecasted Income Tax Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	938,203	996,182	1,108,019	1,095,869	1,000,000	1,025,000	1,050,000	1,110,000
% Change	-5.43%	6.18%	11.23%	-1.10%	-8.75%	2.50%	2.44%	5.71%
Projection Range								
High					1,054,793	1,075,000	1,101,250	1,162,500
Low					945,207	975,000	998,750	1,057,500

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 can vary significantly each year depending on the development activity 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 equal $820,000 in 2021, slightly less than the amount received in 2018. 2020 projected revenues are less than budget amounts and previous years due to the impact of Covid-19. License, Permit, and Fee revenues were elevated in 2017 due to the receipt of building permit revenue from a 64 unit apartment building being constructed in the Village's downtown. Revenues decreased to a more typical level in 2018 and this is projected to continue through 2024 due to continued residential development activity. There are currently no significant development projects that would cause a substantial increase in this revenue source and therefore the projection through 2024 is for revenue to slightly increase to $835,000 per year.

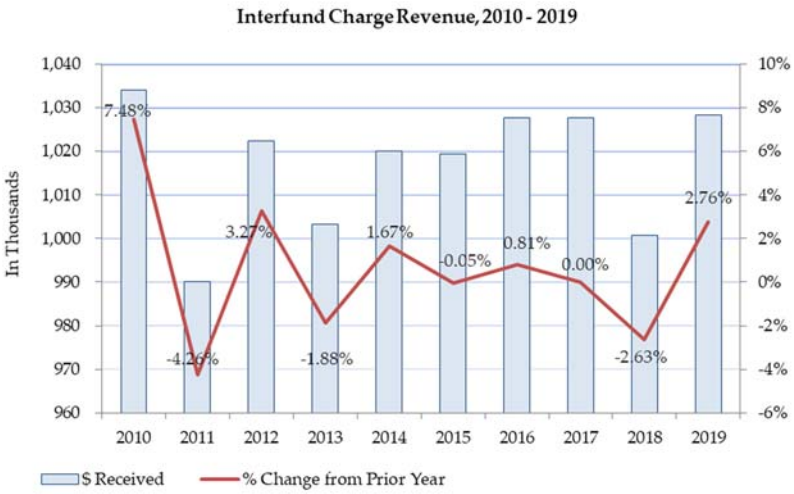
Actual, Projected, Budgeted, and Forecasted License, Permit, & Fee Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	1,081,732	837,936	844,250	687,433	820,000	825,000	835,000	835,000
% Change	39.90%	-22.54%	0.75%	-18.57%	19.28%			
Projection Range								
High					837,186	845,500	855,625	855,875
Low					682,513	661,000	670,000	668,000

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 funds would otherwise have to procure either contractually, or by hiring additional staff. Examples of these professional services include managerial direction for services provided, technology services such as the procurement and maintenance of hardware and software, accounting and auditing services, the procurement of general liability and Worker's Compensation insurance, and employee recruitment and benefit administration.



Based on the Interfund Charge formulas, the revenue received by the General Fund from Interfund Charges remained relatively steady, going from approximately $1.034 million in 2010 to an average of slightly more than $1.028 million in 2019. There have been some fluctuations in this revenue source from year to year primarily as a result of changes in expenditures for the General Fund budget units that the Interfund Charges are based on.

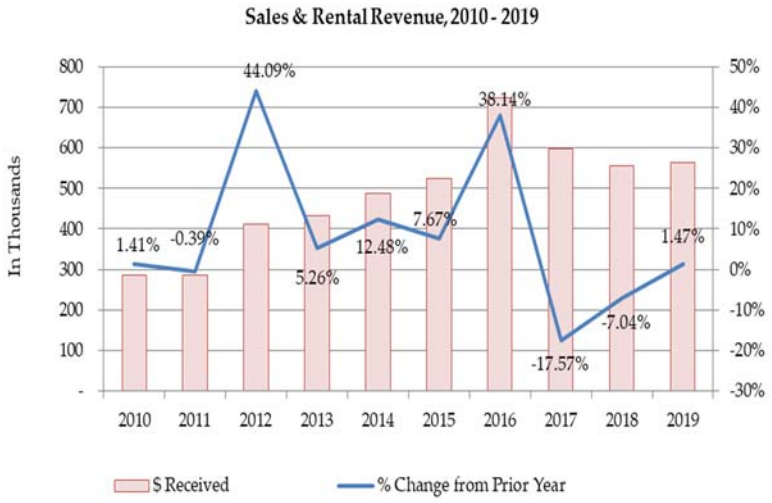
The revenue estimate for the 2021 budget is projected to decrease as a result in expense budgets, to $1,017,300. In 2022 and 2023, Interfund Charge revenue is projected to remain relatively stable and is then projected to increase again in 2024. The range for the projection is fairly small with a potential 1% higher or lower than the projection as the revenues are predictable unless there is an unexpected spike in budget unit expenditures.

Actual, Projected Budgeted, and Forecasted Interfund Charges, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	1,027,800	1,000,800	1,028,400	1,037,750	1,017,300	1,018,200	1,018,200	1,029,600
% Change	0.00%	-2.63%	2.76%	0.91%	-1.97%	0.09%	0.00%	1.12%
Projection Range								
High					1,027,678	1,028,373	1,028,382	1,039,782
Low					1,006,923	1,008,027	1,008,018	1,019,418

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 $277,000 in 2010 to approximately $563,865 in 2019, 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.

Sales & Rental Income from both General and Capital Improvement 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, cell tower revenue would revert to the General Fund to provide resources to support basic municipal services). It is important to note the cell tower revenue is budgeted in the General Fund and not the Capital Improvement Fund in 2021 as a budget stabilization measure.

The Budgeted revenue for 2021 is $550,000, slightly less than the amount projected to be received in 2020. There were two outstanding contracts with cellular providers at the end of 2020 that had yet to be renegotiated and without an automatic extension. The 2021 budget reflects the uncertainty of the contracts. Amounts are predicted to increase in 2022 and remain stable through 2024. Revenues should increase in 2023 as a 4% rent escalator in some of the 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 lessee could decide not to renew a lease and this could have a significant impact on this revenue source.

Actual, Projected, Budgeted, and Forecasted Sales & Rental Income, Fiscal Years 2017 - 2024
General & Capital Improvement Funds

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	597,589	570,765	563,685	599,261	550,000	595,000	616,800	616,800
% Change	75.08%	-4.49%	-1.24%	6.31%	-8.22%	8.18%	3.66%	0.00%
Projection Range								
High					579,963	622,500	646,550	647,640
Low					520,037	567,500	587,050	585,960

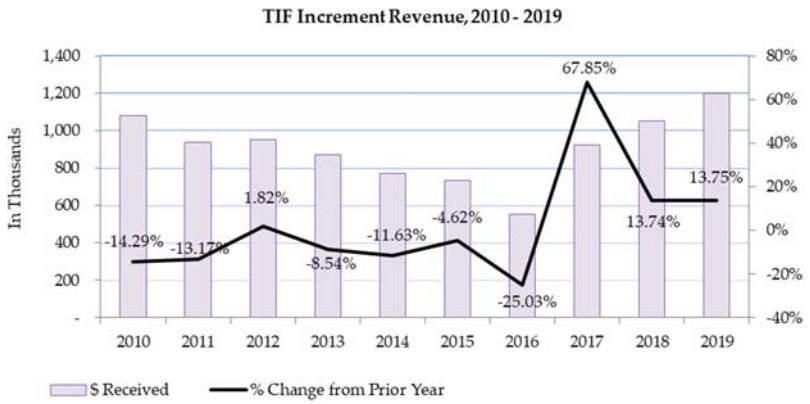
Tax Increment Financing (TIF) Fund

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 99.98% of total revenues in the Fund as estimated for the 2021 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 TIF Increment Revenue Chart, the TIF Increment began to decline in 2010. The decline in TIF increment that began in 2010 was caused by a general decrease in real estate values which negatively impacted the valuation of properties in the TIF District. In 2017, this revenue began to rebound as the Barrington Village Center project began to be recognized in the TIF District's EAV and is projecting steady increases until it levels off and closes in 2023.



The estimated TIF Increment revenue for 2021 is $1,160,000, stable when compared to 2020 but a significant increase from 2017 as various development projects are fully recognized in the TIF District's EAV. 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 2022 to 2023 includes continued increases in the TIF EAV causing additional increases in the TIF increment revenue. The TIF District terminates in 2023 and therefore no revenue will be received after 2023.

Actual, Projected Budgeted, and Forecasted TIF Increment Revenue, Fiscal Years 2017 - 2024

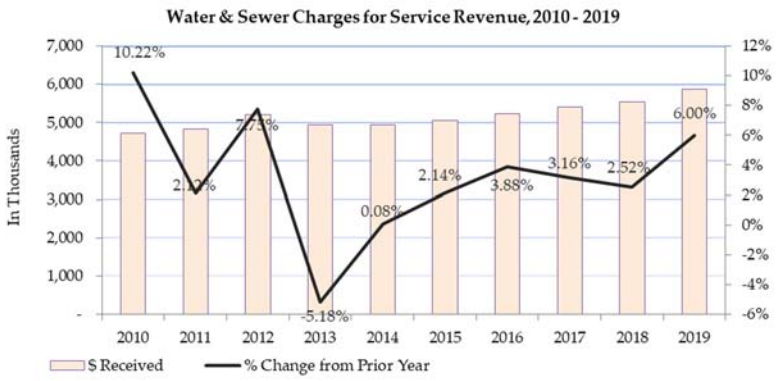
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	925,315	1,052,468	1,197,164	1,255,608	1,160,000	1,260,000	1,260,000	-
% Change	22.83%	13.74%	13.75%	4.88%	-7.61%	8.62%	0.00%	-100.00%
Projection Range								
High					1,222,780	1,318,000	1,323,000	
Low					1,128,610	1,231,000	1,228,500	

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 (94.72% in 2019) 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 2021 will be $11.63 per 1,000 gallons of consumption with a minimum charge of $15.79 per month for a ¾" meter, for a total minimum bill of 27.42 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 $4.7 million in 2010 to slightly more than $5.5 million in 2019. 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 rate increases of 2% per year beginning in 2021. During 2021, a water and sewer rate study will be performed to ensure future operating, capital, and debt service costs are being adequately funded. Rates steadily increased in the last five years due to the need to pay for a significant sanitary sewer replacement project that helped to resolve flooding in a low lying area of the Village and reduce inflow of storm water into the sanitary sewer system. The billable consumption for the water and sewer system has remained relatively stable since 2014, with consumption averaging approximately 456 million gallons per year. However, consumption has decreased somewhat during the latter half of this period, with an average of 459 million gallons from 2013 to 2015 and an average of 452 million gallons from 2016 to 2019. The efforts to promote water conservation combined with more efficient appliances will continue to affect future growth in the customer base.

Actual, Projected, Budgeted, and Forecasted Water & Sewer Sales Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	5,403,086	5,539,387	5,871,629	5,972,455	6,012,664	6,050,000	6,102,000	6,154,000
% Change	3.16%	2.52%	6.00%	1.72%	0.67%	0.62%	0.86%	0.85%
Projection Range								
High					6,311,287	6,350,633	6,404,500	6,459,100
Low					5,714,041	5,749,367	5,799,500	5,848,900

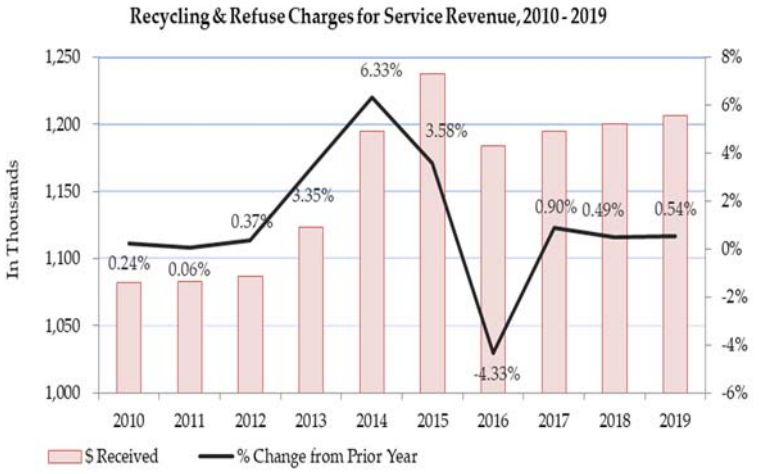
Recycling & Refuse Fund

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 starting in 2019 and remaining unchanged through the 2021 budget, 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 steadily increased from approximately $1.082 million in 2010 to $1.2 million in 2019. 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 remained relatively stable from 2010 through 2012 as the service provider contracts were relatively stable. In 2013, rate increase went into effect and revenue increased in 2013, 2014, and 2015. In 2016, a rate decrease occurred and revenue has remained relatively stable since. 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 estimates an average rate increase of just over 2% per year. This is necessary because delivery costs continue to increase and the Village is currently drawing down on fund balance from the 2016 rate decrease. 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.

Actual, Projected, Budgeted, and Forecasted Recycling & Refuse Revenue, Fiscal Years 2017 - 2024

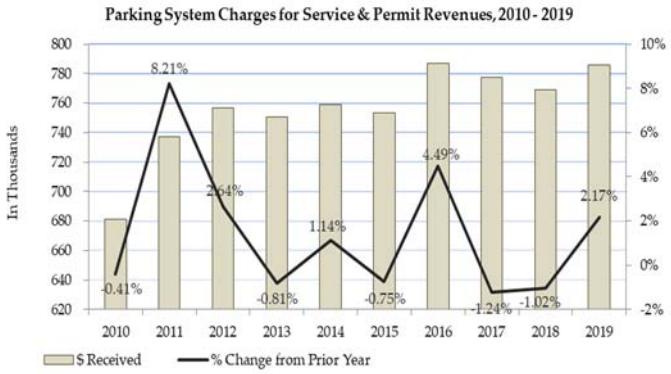
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	1,194,501	1,200,300	1,206,780	1,216,378	1,220,000	1,250,000	1,278,000	1,306,000
% Change	0.89%	0.49%	0.54%	0.80%	0.30%	2.46%	2.24%	2.19%
Projection Range								
High					1,250,409	1,280,500	1,309,250	1,337,950
Low					1,189,591	1,219,500	1,246,750	1,274,050

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 three ways the Village charges these users, on an annual basis for premium parking spaces, on a quarterly basis via a parking hangtag, or on a daily basis via fareboxes located at the train station. The fare for parking on a daily basis remained $3.50 per day in the 2021 budget, beginning on October 1, 2019, with a quarterly parking permit costing $195 per quarter, and $1,200 for an annual premium parking permit. 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 2010, the Village received approximately $681,000 and then peaked in 2011 when demand for parking improved due to the improving economy. 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 967. 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 Village purchased an additional parking lot in Fiscal Year 2020. This was intended to fill the increasing demand for downtown parking, but is not a revenue generating lot.

The projection for future years is uncertain for this revenue. Due to Covid-19, less commuters are travelling to Chicago and much of the parking spaces sat vacant during 2020. There has been speculation that some commuters may permanently work from home and the demand for parking may decrease. When forecasting Fiscal Years 2022 through 2024, revenues are projected to increase, and then remain flat. The second half of 2021 will be telling of what the trend may be. Staff is optimistic this revenue will rebound and earn its full potential, around $800,000, in the future. Total revenue is projected to decrease to $385,500 in 2021 and then rebound in 2022 and remain stable through 2025. 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.

Actual, Projected, Budgeted, and Forecasted Parking Revenue, Fiscal Years 2017 - 2024

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Budget	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
Actual/Projected	777,202	769,273	785,957	276,508	385,500	821,100	821,100	821,100
% Change	3.19%	-1.02%	2.17%	-64.82%	39.42%	113.00%	0.00%	0.00%
Projection Range								
High					399,325	840,375	862,155	862,155
Low					371,675	801,825	780,045	780,045

GOVERNMENTAL FUNDS
Modified Accrual Accounting

GENERAL FUND

REVENUE	$15,965,300
EXPENDITURES	
Administration & Finance	$3,478,329
Development Services	$556,589
Public Safety	$9,258,675
Public Works	$2,148,452

CAPITAL IMPROVEMENT FUND

REVENUE	$1,910,000
EXPENDITURES	
Development Services	$159,893
Capital Improvements	$3,345,500

VILLAGE CENTER TIF FUND

REVENUE	$1,160,201
EXPENDITURES	
Administration & Finance	$45,000
Debt Service	$956,000

DEBT SERVICE FUND

REVENUE	$100
EXPENDITURES	
Debt Service	$248,000

ENTERPRISE FUNDS
Accrual Accounting

WATER & SEWER FUND

REVENUE	$6,168,664
EXPENDITURES	
Administration & Finance	$266,815
Development Services	$258,074
Public Works	$3,471,446
Capital Improvements	$1,271,000
Debt Service	$1,961,000

RECYCLING & REFUSE FUND

REVENUE	$1,228,200
EXPENDITURES	
Administration & Finance	$96,577
Public Works	$1,212,815

PARKING SYSTEM FUND

REVENUE	$2,196,500
EXPENDITURES	
Permitting	$319,602
Public Safety	$299,707
Public Works	$254,044
Capital Improvements	$2,320,000

WHITE HOUSE FUND

REVENUE	$302,590
EXPENDITURES	
Administration & Finance	$366,599

FIDUCIARY FUNDS
Accrual Accounting

FIREFIGHTERS' PENSION FUND

REVENUE	$1,920,000
EXPENDITURES	
Public Safety	$1,147,800

POLICE PENSION FUND

REVENUE	$3,065,000
EXPENDITURES	
Public Safety	$2,510,500

BARRINGTON
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Fund Structure for 2021 Budget

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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 2019 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 34 – 39), 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 34 – 39). 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.

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
2017	4,637,527	43,009	4,680,536	1,149,765	4.07
2018	4,680,536	377,976	5,058,512	1,261,378	4.01
2019	5,058,512	89,615	5,148,127	1,275,622	4.04
2020*	5,148,127	275,565	5,423,692	1,285,665	4.22
2021*	5,423,692	332,150	5,755,841	1,286,837	4.47

* As Projected

Based on the minimum Fund Balance policy, the minimum Unassigned Fund Balance in the General Fund for 2021 should equal at least $5,147,348 (($15,442,044 in budgeted expenditures / 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 2020 and 2021 and is projected to equal 4.47 months at the end of 2021, exceeding the minimum required by Village policy.

Village Staff proposed a Covid-19 budget in April 2020 as an adjustment to the 2020 budget, with a reduction/deferral of expenses across the board due to the uncertainty of how long government mandated shutdowns would last and what the impact to revenues would be. The $281,032 difference between a minimum of 4 months of expenses and the 4.22 projected above represents revenues performing stronger than anticipated and gives the Board and Management room for discussion in 2021 should revenues continue to hold strong and the economy start to rebound. The difference between required unassigned fund balance in 2021 and projected represents the ability to use fund balance reserves and not have any budget cuts in the upcoming budget year should the economy continue to suffer due to Covid-19 and revenues perform worse than budget.

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

The 2021 General Fund Budget includes $15,965,300 in estimated revenues and $15,442,044 in budgeted expenditures, resulting in an excess of revenues over expenditures of $523,256. After transfers out to the Capital Improvement Fund of $215,000, the Debt Service Fund of $200,000, the Barrington White House Fund of $75,000 and the Friends of White House Fund (unbudgeted Fund) of $25,000, the Net Change in Fund Balance will equal $8,256. As a result of these activities, the total Fund Balance is projected to increase from $9,140,506 at the end of 2020 to $9,148,761 at the end of 2021.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Revenues						
Tax Revenue	4,358,285	4,419,154	4,511,573	4,610,000	4,649,673	4,868,000
Intergovernmental	7,084,565	7,785,367	8,147,008	7,865,000	7,788,223	7,645,000
Licenses, Permits, & Fees	1,081,732	837,936	844,250	830,000	687,433	820,000
Charges for Services	1,723,441	1,618,629	1,523,148	1,610,600	1,451,316	1,619,300
Sales & Rental Revenue	452,329	425,505	408,705	450,000	599,219	550,000
Fines & Forfeitures	102,618	105,360	115,952	136,000	71,873	96,000
Investment Income	261,626	423,085	465,812	305,000	143,628	200,000
Miscellaneous	320,720	333,317	197,903	283,400	290,978	167,000
Total Revenues	15,385,316	15,948,353	16,214,350	16,090,000	15,682,343	15,965,300
Expenditures						
Administration & Finance	3,312,021	3,586,284	3,729,255	3,558,700	3,351,758	3,478,329
Development Services	566,671	638,091	557,207	723,500	565,825	556,589
Public Safety	7,942,253	8,673,007	8,742,111	8,982,500	9,192,420	9,258,675
Public Works	1,976,240	2,239,150	2,278,896	2,436,000	2,317,975	2,148,452
Total Expenditures	13,797,185	15,136,532	15,307,469	15,700,700	15,427,978	15,442,044
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	1,588,131	811,821	906,881	389,300	254,365	523,256
Other Financing (Uses) Transfers Out	(1,100,000)	(680,000)	(905,000)	(375,000)	(375,000)	(515,000)
Net Change in Fund Balance	488,131	131,821	1,881	14,300	(120,635)	8,256
Beginning Fund Balance	8,639,308	9,127,439	9,259,260	9,261,141	9,261,141	9,140,506
Ending Fund Balance	9,127,439	9,259,260	9,261,141	9,275,441	9,140,506	9,148,761

Estimated Revenues of $15,965,300 in the 2021 Budget are projected to decrease $124,700 (0.78%) from 2020 estimated revenues of $16,090,000. 2020 projected revenues reflect Staff's best estimate of how General Fund revenues will be impacted by Covid-19.

The 2020 estimated revenues were estimated by taking the September 2020 9-month actual revenue numbers and extrapolating that data through the rest of the calendar year. These projections were extremely conservative given the economic uncertainty of Covid-19.

In 2021, decreases are projected to occur in almost every line item, with the exception of tax revenue and sales and rental income, (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 40 – 53).

Significant changes that will occur in 2021 include:

- Property Tax revenue is projected to increase $148,000 (4.32%), from $3,425,000 in the 2020 Revenue Estimate to $3,573,000 in the 2021 Revenue Estimate. However, most of this increase will have to be allocated to the Police and Firefighter's Pension levies and not to the general revenue levies such as the Corporate or Fire and Police Protection levies due to the increases in required pension contributions that will occur in 2021.
- A decrease in Intergovernmental revenues as Sales, Income, and Motor Fuel Tax is estimated to be $7.1 million in 2021, a decrease from the 2020 Revenue Estimate of $7.4 million. The 2021 estimate has decreased based on the anticipated impact on the economy due to Covid-19.
- A slight increase of $8,700 in Charges for Services. A new fee structure for EMS Transport charges was adopted in late 2020 and 2021 revenues reflect the increases. Police Special Events went down by $40,000 to reflect expected events in 2021.
- An increase of $100,000 in Sales & Rental Income. The General Fund is budgeting an extra $120,000 in cellular rental income. This income typically goes to the Capital Improvement Fund but has the ability to be temporarily shifted during an economic downturn or to help stabilize the budget. It is anticipated the funds will revert back to the Capital Improvement Fund in 2022.
- A decrease in Investment Income of $105,000 because interest rates are historically low and are projected to continue to stay that way into 2021.
- A decrease in Miscellaneous Revenues of $116,400. Most of the decrease represents less reimbursements for Insurance. The Village has less liability and worker's compensation claims over the last few years and expects to continue that trend. Less claims equate to less reimbursements from the insurance carrier.

The 2021 expenditure budget of $15,442,044 decreases $258,656 (1.65%) from budgeted expenditures of $15,700,700 in the 2020 Budget. Decreases in department budgets are the result of reduced spending in 2020 due to Covid-19 and reassessing open positions. Some vacancies were deferred to future years or potential revenue growth. Other vacancies were filled with the use of Intergovernmental agreements or outsourcing to private entities in conjunction with decreased demand for service.

Due to the uncertainty of Covid-19 on the Village's largest operating Fund, Staff and the Board will continue to have ongoing conversations regarding budgetary figures. If 2020 performs better than projected and the first half of 2021 looks strong, the Village Manager and Staff may propose adding expenses back into the budget, specifically items deferred to future years and reviewing staff vacancies. The 2020 reduced spending estimate and 2021 proposed budget are considered maintenance budgets.

At the end of 2021, the General Fund is projected to have a total fund balance of $9,148,761, including an Unassigned Fund Balance of $5,755,841, equal to 4.7 months of 2021 budgeted expenditures. The Restricted Fund Balance is projected to decrease to $376,957 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 as the Village will utilize the stabilization contingency in the Assigned Fund Balance to make a transfer to the Barrington White House Fund to pay for those portions of the original renovation project that the Village agreed to be responsible for.

General Fund - Analysis of Changes in Fund Balance

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Fund Balance						
Non-spendable	31,237	8,985	9,094	9,094	9,094	10,000
Restricted	743,897	475,703	434,943	482,066	389,068	344,268
Committed	21,030	9,726	10,325	9,726	-	-
Assigned	3,650,739	3,706,334	3,658,652	3,658,652	3,318,652	3,038,652
Unassigned	4,680,536	5,058,512	5,148,127	5,115,903	5,423,692	5,755,841
Fund Balance Total	9,127,439	9,259,260	9,261,141	9,275,441	9,140,506	9,148,761
One Month of Expenses	1,149,765	1,261,378	1,275,622	1,308,392	1,285,665	1,286,837
Four Months of Expenses	4,599,062	5,045,511	5,102,490	5,233,567	5,142,659	5,147,348
Months of Expenses in Unassigned Fund Balance	4.07	4.01	4.04	3.91	4.22	4.47

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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 32 - 33 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 2021, 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 infrastructure 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), Assigned Fund Balances for future vehicle and equipment purchases, and a balance for 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. At the end of 2020, the schedules of vehicles and equipment have a replacement value estimated at $8.5 million.

The portion of the Assigned Fund Balance for future vehicle and equipment purchases is projected to be $2.2 million at the end of 2021, approximately 25% of the total replacement value of all Village vehicles and equipment.

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

The 2021 Capital Improvement Fund Budget includes $1,910,000 in estimated revenues, $3,505,393 in budgeted expenditures, a Transfer Out to the TIF Fund of $1,000,000, and a Transfer in from the General Fund of $215,000. As a result of these activities, in 2021 the Fund Balance is projected to decrease $2,380,393 to a total of $3,881,525.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Revenues						
Tax Revenue	176,875	199,205	204,470	180,000	-	-
Intergovernmental	59,413	22,418	85,189	2,440,000	55,507	1,825,000
Charges for Services	11,029	17,726	13,508	10,000	12,894	10,000
Sales & Rental Income	145,260	145,260	154,980	145,000	42	-
Investment Income	(2,644)	26,048	80,096	20,000	4,682	20,000
Miscellaneous	70,270	83,036	46,375	55,000	83,578	55,000
Total Revenues	460,203	493,693	584,618	2,850,000	156,703	1,910,000
Expenditures						
Development Services						
Engineering	180,805	166,588	164,914	158,600	223,725	159,893
Village Property Improvements						
Facility Improvements	106,174	132,257	341,799	149,000	65,000	40,000
Property Improvements	116,141	172,302	154,192	180,500	172,000	118,500
Pedestrian & Bikeway Projects	76,641	104,337	203,489	192,000	40,000	142,000
Vehicle & Equipment Purchases	891,988	700,574	459,195	1,080,800	828,000	426,000
Infrastructure Improvements						
Street Improvements	1,020,516	657,073	608,391	2,694,000	629,000	2,619,000
Parking Improvements	-	18,401	4,744	25,000	4,000	-
Stormwater Management	-	-	45,643	500,000	540,000	-
Total Expenditures	2,392,265	1,951,532	1,982,368	4,979,900	2,501,725	3,505,393
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(1,932,062)	(1,457,839)	(1,397,750)	(2,129,900)	(2,345,022)	(1,595,393)
Other Financing Sources/(Uses)						
Debt Issuance	-	1,000,000	-	-	-	-
Transfers In	1,702,913	423,000	-	25,000	25,000	215,000
Transfers Out	(200,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Net Other Financing	1,502,913	423,000	(1,000,000)	(975,000)	(975,000)	(785,000)
Net Change in Fund Balance	(429,149)	(1,034,839)	(2,397,750)	(3,104,900)	(3,320,022)	(2,380,393)
Beginning Fund Balance	13,443,678	13,014,529	11,979,690	9,581,940	9,581,940	6,261,918
Ending Fund Balance	13,014,529	11,979,690	9,581,940	6,477,040	6,261,918	3,881,525

Revenues are projected to decrease $940,000 (32.98%) from estimated revenues of $2,850,000 in the 2020 Budget to $1,910,000 in the 2021 Budget. The primary cause of this increase is a decrease in Intergovernmental Revenue as significant reimbursements for engineering design for the Route 14 Underpass Project are projected to be received from Federal and State sources in 2020 and then a smaller amount will be received in 2021. Sales & Rental income do not have a budgeted amount in 2021, as cell tower rent received in this Fund is being temporarily diverted to the General Fund in 2021 to help stabilize the budget. The Village anticipates the cell tower revenue reverting back to the Capital Improvement Fund in 2022 and after.

The Expenditure Budget in 2021 will decrease $1,318,507 (-27.33%) due to decreases in nearly every category. These decreases are offset to some extent by increases in Pedestrian & Bikeway Improvements. Decreases in the Vehicle & Equipment Purchases budget were made after careful consideration of the economy in 2020 and reduced spending due to the uncertainty of Covid-19 on the Village's finances at that time. Departments have budgeted conservatively in 2021 and have delayed or deferred some purchases from the 2021 budget to the 2022 budget cycle as a worst-case scenario but are optimistic the economy will recover in the first half of 2021 and staff may be able to reevaluate some deferred items.

In Other Financing Sources, the Transfer In from the General Fund is budgeted at $215,000 in 2021, with all of the transfer going into the Reserved Fund Balances for future vehicle and equipment purchases. The Transfer Out to the TIF Fund is a reduction in the amount owed by the TIF Fund to the Capital Improvement Fund as the Village continues reducing the asset-liability balance between the two funds. The reduction in this balance is the result of an analysis of the revenues and expenditures projected to occur in the TIF Fund until its termination in 2023. The amount owed by the TIF Fund to the Capital Improvement Fund cannot be fully repaid with the resources that will be available to the TIF Fund and therefore a portion of the interfund balance is being reduced through transfers between the Funds.

In 2019, the Unassigned Fund Balance was negative and the trend has continued as the Village's required assignment to Vehicles & Equipment replacement per the Fund Balance policy combined with the unavailable nature of the Assigned Fund Balance for the receivable from TIF caused more assignments and commitments to fund balance than there were available resources to fund them. The Assigned Fund Balance for Vehicles & Equipment will decrease as the Village will be using this Fund Balance for purchases that will occur in 2021 and beyond.

Capital Improvement Fund - Analysis of Changes in Fund Balance

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Fund Balance						
Non-spendable	1,959	899	999	999	999	1,000
Committed						
Barrington Village Center	57,490	80,780	105,884	129,756	105,884	130,354
Infrastructure	1,815,080	1,756,952	1,025,000	103,087	964,559	953,389
Assigned						
Advances to Other Funds	7,840,000	6,840,000	5,840,000	4,840,000	4,840,000	3,840,000
Vehicles & Equipment	3,300,000	3,300,000	2,841,130	2,131,130	2,291,130	1,673,130
Unassigned	-	1,059	(231,073)	(727,932)	(1,940,654)	(2,716,348)
Fund Balance Total	13,014,529	11,979,690	9,581,940	6,477,040	6,261,918	3,881,525

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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 the 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 a special governmental fund balance (such as the TIF Fund) 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

Analysis of TIF Budget Adjusted for Inflation and Expenditures

	Budget Amount	Chicago Area CPI Modifier	Actual or Projected Expenditure
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	28,879,066	1.90%	6,074
CY 2018	28,850,725	1.80%	359
CY 2019	29,283,486	1.50%	3,077
CY 2020 (Projected)	29,869,156	2.00%	15,000
CY 2021 (Projected)	30,466,539	2.00%	45,000
		Total Expenditures	24,621,152
		Unexpended TIF Budget	5,845,387

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.

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 2021 is projected to be $30,466,539.

Actual and budgeted expenditures through the end of 2021 are projected to equal $24,621,152, excluding debt service expenditures which are not included in the TIF budget limit. This leaves $5,845,387 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 2021 TIF Fund Budget includes $1,162,201 in estimated revenues, $1,001,000 in budgeted expenditures, and a $1,000,000 Transfer In from the Capital Improvement Fund which is essentially a forgiveness of the loan from the Capital Improvement Fund. The end result of these activities is an increase in the Fund Balance of $1,159,201 to negative $3,005,952.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Revenues						
Tax Revenue	925,315	1,052,468	1,197,164	1,150,000	1,255,608	1,160,000
Sales & Rental Revenue	-	-	1	-	1	1
Investment Income	-	-	140	500	49	200
Miscellaneous	691	20,656	-	-	-	-
Total Revenues	926,006	1,073,124	1,197,305	1,150,500	1,255,658	1,160,201
Expenditures						
Development Services						
Administration	6,074	359	3,077	35,000	15,000	45,000
Debt Service	1,005,816	1,040,312	1,065,997	1,091,000	1,090,700	956,000
Total Expenditures	1,011,890	1,040,671	1,069,074	1,126,000	1,105,700	1,001,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	(85,884)	32,453	128,231	24,500	149,958	159,201
Other Financing Sources/(Uses)						
Gain on Sale of Assets	-	-	-	-	-	-
Transfers In	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Financing Sources/(Uses)	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Change in Fund Balance	(85,884)	1,032,453	1,128,231	1,024,500	1,149,958	1,159,201
Beginning Fund Balance	(7,389,911)	(7,475,795)	(6,443,342)	(5,315,111)	(5,315,111)	(4,165,153)
Ending Fund Balance	(7,475,795)	(6,443,342)	(5,315,111)	(4,290,611)	(4,165,153)	(3,005,952)

In 2021, estimated revenues are projected to slightly increase to $1,160,201 as the Barrington Village Center project is fully recognized in the TIF District's EAV. In addition, the general increase in real estate values that has occurred in the last couple of years will continue to have a positive impact on the TIF EAV in 2020 and thereby provide stability to TIF increment revenue in 2021. In 2019, a new apartment building was complete on Liberty Street, within the TIF's boundaries and began leasing. The 2020 revenue, combined with both counties being in a reassessment cycle, seem to reflect this new construction in the increased revenues received. The 2021 budget is conservative compared to the 2020 projected actual to account for any protests that may arise from the reassessments within the TIF area. Staff is hopeful 2021 revenues will exceed the budget, as it will in 2020.

Expenditures are budgeted to decrease $125,000 (11.1%) due to a decrease in Debt Service expenditures as a result of the payoff of the Development Note for Cook Street Plaza in 2020. The budget for Administration has a slight increase, at $45,000. The entire increase is attributed to additional funding for the Façade Program.

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 2021 based on the projected financial transactions during the fiscal year. The estimated beginning 2021 cash balance of $674,416 will be supplemented by revenues of $1,255,658 for total available cash of $1,161,701 in 2021. This total available cash will be offset by cash outflows of $1,151,001, resulting in a net increase in cash of $10,700. The Fund's cash balance at the end of 2021 is projected to be $685,116; this cash balance plus future revenues are available for retiring debt and incurring future project costs in the TIF District (please see the Three Year Financial Forecast on pages 168 – 180 for an analysis of the Fund's future revenues, expenditures, and cash positions).

Village Center TIF Fund - Cash Flow Analysis

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Beginning Cash Balance	452,954	365,193	397,729	525,648	525,648	674,416
Cash Receipts						
Revenues	926,006	1,073,124	1,197,305	1,150,500	1,255,658	1,160,201
Change in Receivables	(72)	84	(311)	311	(1,189)	1,500
Cash to/(from Other Funds)	-	-	-	-	-	-
Net Cash Receipts	925,934	1,073,208	1,196,994	1,150,811	1,254,469	1,161,701
Cash Outflows						
Expenditures	1,011,890	1,040,671	1,069,074	1,126,000	1,105,700	1,001,000
Repay Capital Impr Fund	-	-	-	-	-	150,000
Changes in Payables	1,805	1	1	1	1	1
Net Cash Outflows	1,013,695	1,040,672	1,069,075	1,126,001	1,105,701	1,151,001
Net Increase/(Decrease)	(87,761)	32,536	127,919	24,810	148,768	10,700
Ending Cash Balance	365,193	397,729	525,648	550,458	674,416	685,116

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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 32 - 33 for a more detailed description of this modified basis of accounting). The Fund Balance of the Debt Service Fund is considered Assigned because any balance in the Fund is assigned to future debt service payments.

Minimum Fund Balances

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.

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

The 2021 Debt Service Budget includes $100 in estimated revenues, $237,495 in budgeted expenditures, and a transfer in of pledged Sales Tax Revenue from the General Fund of $200,000. The Fund Balance is projected to decrease $47,900 to a total of $192,562.

- Revenues are projected to decrease to $100 in 2021 as investment income will decrease $900 (90%) due to the interest rates hovering near zero in 2021. There are no additional revenue sources for the Fund.
- Expenditures are expected to increase $2,700 to $248,0000 as the debt service payments in 2021 will be for the Alternate Revenue Bonds from 2017 (originally issued in 2009) and from 2018.
- Transfers In of pledged Sales Tax revenue from the General Fund are projected to equal $200,000.
- The Fund Balance is expected to decrease $47,900 to $192,562. This is the first in a multi-year plan to use accumulated fund balance to pay down alternate revenue source bonds and reduce Fund Balance to an amount closer to zero.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Revenues						
Tax Revenue	798,343	415,612	-	-	-	-
Investment Income	54	(32)	406	1,000	-	100
Miscellaneous	90,598	35,147	-	-	35	-
Total Revenues	888,995	450,727	406	1,000	35	100
Expenditures						
Debt Service						
Principal	895,000	575,000	165,000	170,000	170,000	175,000
Interest & Fiscal Fees	143,743	129,885	78,295	75,300	75,000	73,000
Total Expenditures	1,038,743	704,885	243,295	245,300	245,000	248,000
Excess (Deficiency) of Revenues Over/(Under) Expenditures	(149,748)	(254,158)	(242,889)	(244,300)	(244,965)	(247,900)
Other Financing Sources/(Uses)						
Debt Issuance	1,490,000	-	-	-	-	-
Payment to Escrow Agent	(1,534,369)	-	-	-	-	-
Transfers In	200,000	450,000	250,000	250,000	250,000	200,000
Net Other Financing	155,631	450,000	250,000	250,000	250,000	200,000
Net Change in Fund Balance	5,883	195,842	7,111	5,700	5,035	(47,900)
Beginning Fund Balance	26,591	32,474	228,316	235,427	235,427	240,462
Ending Fund Balance	32,474	228,316	235,427	241,127	240,462	192,562

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 which means the focus of fund measurement is upon the determination of operating income, changes in net position, the ending financial position of the Fund, and the Fund's 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. The Enterprise Funds utilize accrual accounting to account for the financial transactions in the Fund (please see the Basis of Budgeting section on pages 32 – 33 for a description of the differences between the budget and financial statements of the Village). 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 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 non-capitalized capital expenses and depreciation. To comply with this policy in fiscal year 2021, the minimum ending Unrestricted Net Position should equal $999,084 ($3,996,335 * 25%). At the end of 2021, the projected ending Unrestricted Net Position will be negative $1,911,998 which will be significantly lower than the minimum Unrestricted Net Position amount. This will be primarily caused by the amount that is projected to be invested in the Net Position Invested in Capital, Net of Debt.

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

The 2021 Water & Sewer Fund Budget includes $5,901,000 in estimated operating revenues, $4,232,335 in budgeted operating expenses and $1,100,000 in unbudgeted depreciation expense, thereby generating an operating income of $671,329. Non-operating revenues are estimated to equal $55,000 and budgeted non-operating expenses equal $661,000. This financial activity results in an income before transfers of $65,329 which will increase the projected Net Position of the Fund from $25,595,127 at the end of 2020 to $25,660,455 at the end of 2021. In addition, $925,000 in capital expenses and $1,300,000 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 $212,664 (3.60%) in 2021 when compared to budgeted operating revenues in 2020 due to scheduled rate increases and the addition of new homes. Revenues have steadily increased over the last 3 year period and is anticipated to increase in 2021. Non-operating revenues are projected to increase by $19,000. The majority of the increase is attributed to interest income. While interest rates are predicted to remain at historical low levels, the Fund will have more cash to invest.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Operating Revenues						
Charges for Services						
Water Sales	1,800,804	1,937,344	1,960,118	2,000,000	2,137,644	2,137,664
Sewer Sales	3,602,282	3,602,043	3,911,512	3,800,000	3,834,811	3,875,000
Connection Fees	169,748	164,615	154,365	100,000	156,399	100,000
Miscellaneous Sales	1,353	6,010	1,429	1,000	-	1,000
Total Operating Revenues	5,574,187	5,710,012	6,027,424	5,901,000	6,128,854	6,113,664
Operating Expenses						
Administration	1,194,060	1,082,940	1,115,349	1,225,600	1,257,659	1,199,126
Operations	2,279,105	2,275,281	2,527,521	2,883,500	2,830,944	2,797,209
Capital Expenses	136,382	394,024	536,622	1,106,000	625,000	346,000
Depreciation	946,923	1,040,721	1,120,962	1,000,000	1,000,000	1,100,000
Total Operating Expenses	4,556,470	4,792,966	5,300,454	6,215,100	5,713,603	5,442,335
Operating Income/(Loss)	1,017,717	917,046	726,970	(314,100)	415,251	671,329
Non-operating Revenues/(Expenses)						
Investment Income	64,420	86,837	169,319	30,000	46,254	50,000
Other Income	129,964	122,263	2,166	6,000	5,510	5,000
Gain/Loss on Sale of Assets	(101,883)	(26,173)	-	-	-	-
Debt Issuance Costs	(122,094)	(71,857)	-	-	-	-
Interest & Fiscal Charges	(690,904)	(877,788)	(714,350)	(691,500)	(691,000)	(661,000)
Non-Operating Net	(720,497)	(766,718)	(542,865)	(655,500)	(639,236)	(606,000)
Income/(Loss), before Transfers and Capital Contributions	297,220	150,328	184,105	(969,600)	(223,985)	65,329
Transfers & Contributions						
Transfers Out	(602,913)	(193,000)	-	-	-	-
Capital Grants	-	20,000	-	-	-	-
Net Transfers	(602,913)	(173,000)	-	-	-	-
Change in Net Position	(305,693)	(22,672)	184,105	(969,600)	(223,985)	65,329
Beginning Net Position	26,341,412	25,657,679	25,635,007	25,819,112	25,819,112	25,595,127
Ending Net Position	26,035,719	25,635,007	25,819,112	24,849,512	25,595,127	25,660,455

- Operating expenses are budgeted to decrease $872,765 (16.74%), excluding depreciation expense, from $5,215,000 in 2020 to $4,342,335 in 2021 due primarily to a significant decrease Capital Expenses supplemented by smaller decreases in Administration and Operations. The decrease in Capital Expenses is a result of smaller amounts of capital projects ongoing in 2021 and projects that are being completed being capitalized. The decreases in Administration and Operations represent budget corrections made in 2020 as a result of the Covid-19 pandemic and continuing to spend conservatively.

Water & Sewer Fund - Net Position

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Invested in Capital, Net of Debt	22,989,404	25,153,504	26,051,422	25,042,453	26,807,453	26,832,453
Restricted	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	2,306,315	(258,497)	(972,310)	(932,941)	(1,952,326)	(1,911,998)
	26,035,719	25,635,007	25,819,112	24,849,512	25,595,127	25,660,455

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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, the ending financial position of the Fund, and the Fund's 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. The Enterprise Funds utilize accrual accounting to account for the financial transactions in the Fund (please see the Basis of Budgeting section on pages 32 – 33 for a description of the differences between the budget and financial statements of the Village). 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 2021, the minimum ending Unrestricted Net Position should equal $327,348 ($1,309,392 * 25%). The ending Unrestricted Net Position in the Fund is projected to be $359,750, 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 2021 Recycling & Refuse Fund Budget includes $1,228,000 in estimated operating revenues and $1,309,392 in budgeted expenses, thereby generating an operating loss of $81,392. 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 $81,192, decreasing the Fund's Net Position to $359,750.

- Operating Revenues in 2021 are estimated to increase $13,000 (1.07%) when compared to prior year estimated Operating Revenues as the Village will not increase rates until the Fund Balance has been reduced closer to the minimum of three months of operating expenses. Revenues are projected to increase due to additions to the housing stock in the Village which increases the number of customers. The Village may need to consider increasing rates in 2021 or 2022 to offset the cost increases in the refuse and recycling collection contract which are tied to the consumer price index. A rate increase would be recommended at the same time the water and sewer rate is being reviewed, so in order to have one overall increase for the user charges.
- Operating expenses in the 2021 budget will increase $29,100 (2.23%) from the 2020 budget primarily as a result of increases in the refuse and recycling collection contract.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Operating Revenues						
Charges for Services						
Refuse Charges	1,194,501	1,200,300	1,206,780	1,210,000	1,216,378	1,220,000
Miscellaneous	7,050	7,311	6,446	5,000	7,157	8,000
Total Operating Revenues	1,201,551	1,207,611	1,213,225	1,215,000	1,223,535	1,228,000
Operating Expenses						
Administration	70,890	75,235	87,287	96,200	97,890	96,577
Operations	1,082,919	1,098,518	1,115,194	1,184,600	1,138,200	1,212,815
Total Operating Expenses	1,153,809	1,173,753	1,202,480	1,280,800	1,236,090	1,309,392
Operating Income/(Loss)	47,742	33,858	10,745	(65,800)	(12,555)	(81,392)
Non-operating Revenues						
Investment Income	5	394	363	200	86	200
Change in Net Position	47,747	34,252	11,108	(65,600)	(12,469)	(81,192)
Beginning Net Position	386,421	408,051	442,303	453,411	453,411	440,942
Ending Net Position	434,168	442,303	453,411	387,811	440,942	359,750

1. Beginning Net Assets were restated in 2018 to incorporate the effects of OPEB Liability as required by GASB Statement #75.

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 which means the focus of fund measurement is upon the determination of operating income, changes in net position, the ending financial position of the Fund, and the Fund's 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. The Enterprise Funds utilize accrual accounting to account for the financial transactions in the Fund (please see the Basis of Budgeting section on pages 32 – 33 for a description of the differences between the budget and financial statements of the Village). 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 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 (excluding Capital and Depreciation). In 2021, this equals $218,338 ($873,353 (Administration & Operations) * 25%). At the end of 2021, the Unrestricted Net Position of the Fund will not exceed this amount. This is partially due to the financial impact of the Covid-19 pandemic on the Fund. A large part of 2020 saw minimal usage of the Village's paid parking lots due to government mandated stay at home orders, and people being encouraged to stay home and work from home on a voluntary basis, even as restrictions were lessened. It is projected there will continue to be minimal usage of paid parking well into Summer 2021 and the revenue budget reflects that, while on the expense side many costs are fixed. The Village Board will work closely with the Finance and Administration departments to develop a strategy to return the Unrestricted Net Position to a level that exceeds the minimum amount.

Analysis of Revenues, Expenses, and Changes in Net Position

The 2021 Parking System Fund Budget includes $471,500 in estimated operating revenues and $873,353 in budgeted operating expenses, capital expenses of $2,320,000, plus unbudgeted depreciation of $83,250 thereby generating an operating loss of $2,805,103. Non-operating revenues are estimated at $1,725,000, primarily due to the receipt of $1,720,000 in Intergovernmental revenues which will reimburse the Village for construction of the entrance drive into the North Commuter Parking Lot from Northwest Highway (US Route 14).

- Operating revenues are projected to decrease $642,500 (57.7%) to $471,500. As noted above, this decrease is related to less usage of paid parking due to much of the workforce opting to work from home thereby using the Village's parking less. Staff is optimistic once a vaccine is widely available, parking will return to pre-pandemic levels.

- Non-operating revenue is projected to decrease slightly, but is still mostly made up of the receipt of Intergovernmental revenue to reimburse the Village for the construction of the entrance drive into the North Commuter Parking Lot from Northwest Highway (US Route 14).
- Budgeted operating expenses of Administration and Operations will decrease $242,247 (21.7%) due to decreases in both Administration and Operations, as a measure to control non-fixed costs in conjunction with the decreased 2021 revenue estimate.
- Significant infrastructure improvements are included in the 2021 budget as the project to construct an entrance drive into the North Commuter Parking Lot from Northwest Highway (US Route 14) is projected to occur in 2021. This budget for this project in 2021 includes multiple components, including engineering oversight of construction, and construction.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Operating Revenues						
Licenses, Permits, & Fees	321,415	297,456	286,478	504,000	136,566	185,500
Charges for Service	455,787	471,817	499,479	475,000	139,942	200,000
Fines & Forfeitures	152,136	137,484	109,299	120,000	39,693	70,000
Sales & Rental Revenue	14,873	14,873	14,873	14,000	9,873	15,000
Miscellaneous	572	57,272	785	1,000	1,000	1,000
Total Revenues	944,783	978,902	910,914	1,114,000	327,074	471,500
Operating Expenses						
Administration	418,918	555,682	428,317	435,100	417,785	319,602
Operations	462,620	481,969	451,456	680,500	620,232	553,751
Capital Expenses	17,638	-	43,887	75,000	910,000	2,320,000
Depreciation	102,913	84,586	91,269	83,250	83,250	83,250
Total Operating Expenses	1,002,089	1,122,237	1,014,930	1,273,850	2,031,267	3,276,603
Operating Income/(Loss)	(57,306)	(143,335)	(104,016)	(159,850)	(1,704,193)	(2,805,103)
Non-operating Revenues/(Expenses)						
Investment Income	7,282	23,113	22,615	5,000	4,909	5,000
Intergovernmental	-	-	-	1,906,000	650,000	1,720,000
Interest & Fiscal Charges	-	-	-	-	-	(90,000)
Total Non-Operating Revenues	7,282	23,113	22,615	1,911,000	654,909	1,635,000
Change in Net Position	(50,024)	(120,222)	(81,401)	1,751,150	(1,049,284)	(1,170,103)
Beginning Net Position	3,232,817	3,097,207	2,976,985	2,895,584	2,895,584	1,846,300
Ending Net Position	3,182,793	2,976,985	2,895,584	4,646,734	1,846,300	676,197

- Unrestricted Net Assets are projected to decrease due to the significant expenses that will be incurred in 2020 and 2021 for infrastructure improvements and the impact of Covid-19 on paid parking revenues. As a result, the Unrestricted Net Position will equal negative $4,810,894 at the end of 2021. Over time, the Unrestricted Net Position of the Fund will improve as depreciation expense reduces the Net Position Invested in Capital, Net of Debt.

Parking System Fund - Composition of Net Position

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Net Position						
Invested in Capital, Net of Debt	2,388,574	2,494,560	3,266,745	5,653,591	6,480,341	8,717,091
Unrestricted	794,219	482,425	(371,161)	(1,006,857)	(4,634,041)	(8,040,894)
	3,182,793	2,976,985	2,895,584	4,646,734	1,846,300	676,197

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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 a community and cultural center and an event facility for public and private functions. 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 focus of fund measurement is upon the determination of operating income, changes in net position, the ending financial position of the Fund, and the Fund's cash flows. The Village's Enterprise Funds account for operations in 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. The Enterprise Funds utilize accrual accounting to account for the financial transactions in the Fund (please see the Basis of Budgeting section on pages 32 – 33 for a description of the differences between the budget and financial statements of the Village). 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 the accrual accounting used by private sector entities.

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

Village financial policy sets the minimum Unrestricted Net Position for the Barrington White House Fund at three months of operating expenses (excluding Capital and Depreciation). In 2021, this equals $91,650 ($366,599 (Administration & Operations) * 25%). The White House underwent a renovation and rebranding in recent years. As a result, the White House has a large amount Invested in Capital, Net of Debt and has been carrying a negative Unrestricted amount. The White House has an advisory Board and also works with the Village to manage its finances. The 2020 and 2021 Unrestricted Fund balances show reductions of the negative amounts, but it will be several years before the amount is positive.

Analysis of Revenues, Expenditures, and Changes in Net Position

The 2021 Barrington White House Fund Budget includes $302,580 in estimated operating revenues, $366,599 in budgeted operating expenses and $116,000 in estimated depreciation expenses, thereby generating a projected operating loss of $180,019. In addition, the Village Board has agreed to support the operations of Barrington's White House by transferring in $75,000 in 2021, a portion of which is for the original renovation of the facility that occurred in 2014 and 2015. As a result of these activities, the Net Position of the Fund is projected to decrease $105,009 to a total of $6,649,245.

- Operating Revenues are projected to decrease $100,420 (-24.9%) from $403,000 in the 2020 Revenue Estimate to $302,580 in the 2021 Revenue Estimate. Operating revenue includes a total of $162,070 from Sales & Rental Income that consists of $88,300 from Event Rental Income, Alcohol, and Miscellaneous sales to private, cultural, and community events, $48,780 in Ticket Sales from cultural events, and $25,000 in rental revenue from non-profit agencies on the second floor of the facility. In addition, $140,000 in Miscellaneous operating revenue is projected to be received in 2021 all of which will be from sponsorships, donations, and grants to support the cultural activities at Barrington's White House.

The reason for the decline is continued restrictions by the Governor on in-person gatherings. The White House budget assumes there will be restrictions through spring 2021 and possibly into summer 2021 and rental revenue has been adjusted accordingly. Staff has received positive feedback from patrons wishing to reschedule events during the government mandated shut downs. The majority of cancelled events have been rescheduled to future dates. Ticket sales to cultural events are also expected to lag in the 2021 budget, but the community has shown support for virtual events that have been put on by the White House and have continued to participate. Many are eager to get back to in-person events.

- Expenses for Operations are budgeted at $366,599 in 2021, a decrease of $110,801 (23.2%) from 2020 budgeted expenses of $477,400. The 2021 budget includes two budget units, Event Operations which accounts for expenses associated with private events and includes a budget of $204,873 in 2021, and Cultural & Community Events, which accounts for the expenses for cultural and community events at the facility and has budgeted expenses of $161,726 in 2021. Budgeted expenses for Event Operations in 2021 decreases $80,027 (-28.09%) from 2020 budgeted expenses and budgeted expenses for Cultural & Community Events in 2021 decreases $30,774 (15.99%) from budgeted 2020 expenses.

  Expenses decreased in conjunction with revenue decreases. The White House is able to control costs associated with rentals and cultural and community events. Since less rentals are anticipated, the event operations expenses went down as well.

- Non-Operating revenue began to decline, as anticipated, in 2020 as a majority of the pledged donations for the original facility renovation project have been completed. There is approximately $20,000 in pledges left to collect in future years.

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Operating Revenues						
Sales & Rental Income	225,191	280,852	231,564	257,000	100,471	162,080
Miscellaneous						
Operating Donations	135,783	169,138	138,750	145,000	270,000	140,000
Other Income	-	1,425	428	1,000	1,376	500
Total Revenues	360,974	451,415	370,742	403,000	371,847	302,580
Operating Expenses						
Operations						
Event Operations	402,049	385,145	337,913	284,900	255,750	204,873
Cultural & Community Events	125,897	181,060	165,028	192,500	146,745	161,726
Capital Expenses	-	86,390	-	-	12,000	-
Depreciation	116,344	116,344	116,344	117,000	116,344	116,000
Total Operating Expenses	644,290	768,939	619,285	594,400	530,839	482,599
Operating Income/(Loss)	(283,316)	(317,524)	(248,543)	(191,400)	(158,992)	(180,019)
Non-operating Revenues						
Investment Income	2,404	1,800	19	100	218	10
Donations	1,091,153	600,255	273,087	30,000	24,454	-
Other Income	3,205	-	-	-	-	-
Interest Expense & Fiscal Charges	(49,603)	(19,361)	-	-	-	-
Total Non-Operating Revenues	1,047,159	582,694	273,106	30,100	24,672	10
Income before Transfers	763,843	265,170	24,563	(161,300)	(134,320)	(180,009)
Transfers In	-	-	655,000	100,000	75,000	75,000
Change in Net Position	763,843	265,170	679,563	(61,300)	(59,320)	(105,009)
Beginning Net Position	5,145,224	5,868,841	6,134,011	6,813,574	6,813,574	6,754,254
Ending Net Position	5,909,067	6,134,011	6,813,574	6,752,274	6,754,254	6,649,245

The Net Position of the Fund is projected to decrease to $6,649,245 at the end of 2021. The Net Position Invested in Capital, Net of Debt is projected to equal $7,440,425 at the end of 2021, a decrease of $116,000 from the projected ending 2020 balance of $7,7,556,425 as depreciation expense reduces the value of the facility. The Net Position Invested in Capital, Net of Debt represents the Village's investment in the facility less accumulated depreciation. The Unrestricted Net Position is projected to improve to negative $791,180 at the end of 2021 as the depreciation of the facility leads to the accumulation of additional Unrestricted Net Assets.

Barrington White House Fund - Projected Net Position

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Invested in Capital, Net of Debt	6,922,457	7,906,113	7,789,769	7,672,769	7,556,425	7,440,425
Unrestricted	(1,013,390)	(1,772,102)	(976,195)	(920,495)	(802,171)	(791,180)
	5,909,067	6,134,011	6,813,574	6,752,274	6,754,254	6,649,245

FIREFIGHTER'S 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 trust for the benefit of retired Village firefighters. The reporting focus for a fiduciary fund is the Net Position of the Fund and the changes in Net Position of the Fund. Accounting for the Additions, Deductions, and Changes in Net Position Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on pages 32 – 33 for a more thorough description of accrual accounting). The 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

The 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 2021 Firefighter's Pension Fund Budget includes $620,000 in contributions, net investment income of $1,240,000 ($1,300,000 in revenues less $60,000 in investment expenses), and $1,087,800 in deductions. The Net Position Held In Trust for Pension Benefits is projected to increase $772,200 to a total of $21,965,159.

- Total additions in 2021 are projected to decrease $60,000 (3.1%) to $1,860,000, from 2020 budgeted net additions of $1,920,000. Contributions are estimated to decrease due to a change in the way the legal settlement with Barrington Countryside Fire Protection District was recognized. When the 2019 Budget was approved, Village Staff assumed the settlement payments from the District would be recognized when they will be received (i.e., 2019, 2020, and 2021). Instead accounting requirements led to the entire settlement amount being recognized in 2018. As a result, the 2019 Revenue Estimate was too high. The 2021 Revenue Estimate adjusts for the recognition of the settlement funds and therefore decreases when compared to the overestimated 2019 revenues. Net Investment Income is projected to decrease in 2021 due to economic conditions and interest rates continuing to hover near zero. A higher asset base in 2021 will offset some of the decreases in interest rates.
- Deductions are budgeted to increase to $1,087,800 as several additional retirement and disability pensions are projected to occur and be included in the 2021 Budget. In addition, expenses for pension benefits for retirement pensions will increase by 3% in 2021, as required by Illinois Statute.

Fire Pension Fund - Statement of Changes in Fiduciary Net Position

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Additions						
Contributions - Employer	375,167	1,552,828	360,396	380,000	380,000	435,000
Contributions - Employee	192,590	174,359	197,672	175,000	198,204	185,000
Contributions - Other	-	-	-	-	11,881	-
Total Contributions	567,757	1,727,187	558,068	555,000	590,085	620,000
Investment Income						
Interest	696,825	717,546	532,452	550,000	225,111	550,000
Net Change in Fair Value	1,216,154	(1,315,725)	2,371,992	875,000	1,031,400	750,000
Total Investments	1,912,979	(598,179)	2,904,444	1,425,000	1,256,511	1,300,000
Less Investment Expenses	(48,829)	(52,434)	(54,417)	(60,000)	(50,000)	(60,000)
Net Investment Income	1,864,150	(650,613)	2,850,027	1,365,000	1,206,511	1,240,000
Total Additions	2,431,907	1,076,574	3,408,094	1,920,000	1,796,596	1,860,000
Deductions						
Administration	94,723	55,226	45,510	84,700	45,750	87,800
Benefits & Refunds	679,702	635,744	725,715	875,000	962,000	1,000,000
Total Deductions	774,425	690,970	771,224	959,700	1,007,750	1,087,800
Change in Net Assets	1,657,482	385,604	2,636,870	960,300	788,846	772,200
Net Position Held in Trust for Pension Benefits						
Beginning Net Position	15,736,038	17,393,520	17,779,124	20,415,994	20,415,994	21,204,840
Ending Net Position	17,393,520	17,779,124	20,415,994	21,376,294	21,204,840	21,977,040

Analysis of Actuarial Statistics

Statistics from the Village's actuarial studies provide information about the funded status of the Fire Pension Fund and the gap between its assets and the actuarially determined pension liability. The ten year average increase in pension liabilities has equaled 8.08%. The high average has been caused by a combination of investment losses in the early part of the ten year period and actuarial assumption changes in 2015.

In 2015, a change in several actuarial assumptions caused a significant increase of $2.19 million in the total pension liability in the Fund and this also caused an increase in the Unfunded Pension Liability. 2016 through 2019 were more stable and generally in line with previous years increases. Even with the increases to the unfunded liabilities, below, the Village is still on track to be 90% funded by 2040.

Fire Pension Fund - Actuarial Statistics

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Actuarial Value of Assets	17,393,520	17,779,124	20,415,993	21,376,294	21,204,840	21,977,040
Accrued Pension Liability	19,767,000	20,883,860	22,498,657	23,398,603	23,398,603	24,802,519
Unfunded Surplus/(Liability)	(2,373,480)	(3,104,736)	(2,082,664)	(2,022,309)	(2,193,763)	(2,825,479)
Percent Funded	87.99%	85.13%	90.74%	91.36%	90.62%	88.61%

Year	Liability Amount	Increase From Prior Year	% Increase
2010	12,153,978	2,646,747	21.78%
2011	13,505,517	1,351,539	10.01%
2012	14,949,952	1,444,435	9.66%
2013	15,677,463	727,511	4.64%
2014	15,955,026	277,563	1.74%
2015	18,149,286	2,194,260	12.09%
2016	18,595,502	446,216	2.40%
2017	19,767,000	1,171,498	5.93%
2018	20,883,860	1,116,860	5.35%
2019	22,498,657	1,614,797	7.18%
Ten Year Average		1,299,143	8.08%

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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 trust for the benefit of retired Village Police Officers. The reporting focus for a fiduciary fund is the Net Position of the Fund and the changes in Net Position of the Fund. Accounting for the Additions, Deductions, and Changes in Net Position Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on pages 32 – 33 for a more thorough description of accrual accounting). The 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

The 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 2021 Police Pension Fund Budget includes $1,865,000 in contributions, $1,125,000 in net investment income ($1,200,000 in revenues less $75,000 in investment expenses), and $2,435,500 in deductions. The Net Position Held In Trust for Pension Benefits is projected to increase $554,500 to a total of $21,863,032.

- Total additions are estimated to decrease to $2,990,000, a $235,000 (7.3%) decrease from 2020 budgeted total additions of $3,225,000 as Contributions increase $155,000 (9.1%) and Net Investment Income decreases $390,000. Net Investment Income is projected to decrease in 2021 due to economic conditions and interest rates continuing to hover near zero. A higher asset base in 2021 will offset some of the decreases in interest rates.
- Contributions increase significantly due to an increase in the amount budgeted for the Village's actuarially required contribution in 2021.
- Deductions are budgeted to increase $54,000. Expenses for pension benefits for retirement pensions will increase by 3% in 2021, as required by Illinois Statute.

Police Pension Fund - Statement of Changes in Fiduciary Net Position

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Additions						
Contributions - Employer	1,225,109	1,197,875	1,369,794	1,500,000	1,500,000	1,650,000
Contributions - Employee	200,679	208,463	207,511	210,000	210,000	215,000
Contributions - Other	-	-	-	-	2,717	-
Total Contributions	1,425,788	1,406,338	1,577,305	1,710,000	1,712,717	1,865,000
Investment Income						
Interest	548,973	638,871	551,824	550,000	270,251	400,000
Net Change in Fair Value	2,253,797	(2,036,056)	2,988,975	1,050,000	21,401	800,000
Total Investments	2,802,770	(1,397,185)	3,540,798	1,600,000	291,652	1,200,000
Less Investment Expenses	(64,190)	(64,671)	(56,851)	(85,000)	(65,000)	(75,000)
Net Investment Income	2,738,580	(1,461,856)	3,483,947	1,515,000	226,652	1,125,000
Total Additions	4,164,368	(55,518)	5,061,253	3,225,000	1,939,369	2,990,000
Deductions						
Administration	37,569	32,774	36,286	31,500	38,795	35,500
Benefits & Refunds	1,979,949	2,090,308	2,193,412	2,350,000	2,250,000	2,400,000
Total Deductions	2,017,518	2,123,082	2,229,698	2,381,500	2,288,795	2,435,500
Change in Net Position	2,146,850	(2,178,600)	2,831,555	843,500	(349,426)	554,500
Net Position Held in Trust for Pension Benefits						
Beginning Net Position	18,860,870	21,007,720	18,829,120	21,660,675	21,660,675	21,311,249
Ending Net Position	21,007,720	18,829,120	21,660,675	22,504,175	21,311,249	21,865,749

Analysis of Actuarial Statistics

Statistics from the Village's actuarial studies provide information about the funded status of the Police Pension Fund as well as the total actuarially determined pension liability. The funded status for the Police Pension Fund is projected to be 47.14% at the end of 2021. The increase in actuarial pension liabilities from 2010 through 2019 averaged 5.95%. 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 15% of the assets of the Fund.

Police Pension Fund - Actuarial Statistics

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Actuarial Value of Assets	21,007,720	18,829,120	21,660,675	22,504,175	21,311,249	21,865,749
Accrued Pension Liability	37,118,392	40,275,413	41,668,501	43,751,926	43,751,926	46,377,042
Unfunded Surplus/(Liability)	(16,110,672)	(21,446,293)	(20,007,826)	(21,247,752)	(22,440,678)	(24,511,293)
Percent Funded	56.60%	46.75%	51.98%	51.44%	48.71%	47.15%

Year	Liability Amount	Increase from Prior Year	% Increase
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%
2017	37,118,392	1,646,717	4.64%
2018	40,275,413	3,157,021	8.51%
2019	41,668,501	1,393,088	3.46%
	Averages	1,824,603	5.95%

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VILLAGE ADMINISTRATION

Village Administration is responsible for achieving the strategic vision of the Village Board by establishing and implementing the strategic goals, interim objectives, and policies set by the Corporate Authorities. Village Administrations accomplishes its mission through collaboration between the Corporate Authorities and the Village Manager. The Village Administration Department is also responsible for establishing policies and procedures, providing direction to Village Departments, encouraging economic development in the Village, and providing technology services to Operating Departments.

Strategic Objectives

- 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 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 are 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 to 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.

The Corporate Authorities established the position of Village Manager by Ordinance and the position acts as the administrative manager of the Village and oversees the day-to-day operations of the organization. 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. Village Administration is responsible for several of the key functions of the Village, including Legal Services, Technology Services, and Economic Development.

The Village Administration Department was established as part of the 2020 Budget process and incorporates the former Village Board, Village Manager Office, and Economic Development Departments. The actuals and budgets from these former Departments from 2016 through 2019 have been aggregated into the Village Administration charts included in this charts in this Departmental Budget.

Objectives for 2021

- Continue Village efforts to redevelop properties in the Village center; efforts include marketing sites through development trade publications, meeting with brokers and developers about sites, and attending development 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 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.
- Foster an organizational culture that encourages excellent customer service, innovation, accountability, and solicitation of feedback from residents.
- Provide effective internal and external customer communication with comprehensive, professional, and accurate information about the Village's economic and community development programs and available properties.
- Identify opportunities to develop public-private partnerships with various organizations and stakeholders.
- Serve as liaison to the business community to positively resolve policy issues.

Accomplishments in 2020

- ✓ Completed the Strategic Plan process that began in 2019, identifying Barrington's guiding policies:
    - Preserve and promote its character and small-town charm
    - Provide excellent public services through infrastructure management and improvements
    - Proceed with renewed economic development efforts throughout Barrington
    - Pursue sound financial practices and long-range financial planning
- ✓ Negotiated and approved two economic incentive agreements, both of which are expected to create new jobs and significant new sales tax revenue in the Village.
- ✓ Successfully administered the 2020 Budget during the COVID-19 crisis to accomplish the objectives included in the budget while maintaining and reducing spending discipline, thereby holding expenditures under the budgeted amount in the General Fund.
- ✓ Established regular communications with the business community, including an e-newsletter and personal outreach, while assisting businesses with navigating through the ever-changing mitigations and rules related to the COVID-19 crisis.
- ✓ Successfully implemented a smooth transition to support work-from-home opportunities during the pandemic

Budget Analysis

The 2021 budget of $1,666,619 is a decrease of $141,081 (7.80%) compared to the 2020 budget of $1,807,700. For discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter and General Fund section of this document.

Village Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 529,475	$ 521,343	$ 430,611	$ 434,000	$ 426,100	$ 402,026
Benefits	175,058	168,567	128,862	145,900	145,140	141,178
Personnel Sub-Total	704,533	689,910	559,473	579,900	571,240	543,204
Operations						
Professional Development	64,009	58,532	53,311	69,100	63,800	80,780
Contractual Services	799,546	975,630	981,962	783,800	702,100	710,335
Commodities & Equipment	13,227	12,817	13,585	11,700	12,300	11,600
Miscellaneous Expenditures	193,315	295,505	361,149	363,200	332,000	320,700
Operations Sub-Total	1,070,097	1,342,484	1,410,008	1,227,800	1,110,200	1,123,415
Total Expenditures	1,774,630	2,032,394	1,969,482	1,807,700	1,681,440	1,666,619
Funding Sources						
General Revenues	1,774,630	2,032,394	1,969,482	1,807,700	1,681,440	1,666,619
Total Funding Sources	1,774,630	2,032,394	1,969,482	1,807,700	1,681,440	1,666,619

Sources of Funding

Village Administration 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 budget units included in Village Administration, including general managerial oversight and legal and technology services. 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 2021 Budget in the Village Administration will decrease by 0.50 FTE employees by leaving the part-time Technology Services Technician position vacant in 2021 due to budgetary constraints. This position will be reevaluated in the 2022 budget. All other positions are consistent with 2020 budgeted positions.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
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	-
(1) Elected Officials are not counted as FTE employees because except for the Village Clerk they are not compensated. The Village Clerk is not counted as an FTE employee because the position is provided a base and per meeting stipend but is not compensated on an hourly basis.							
Full-Time Positions							
Village Manager	1.00	1.00	1.00	1.00	-	1.00	-
Director of Economic Development	1.00	1.00	1.00	-	(1.00)	-	-
Assistant to Village Manager	1.00	1.00	1.00	1.00	-	1.00	-
Executive Assistant	0.60	0.60	-	-	-	-	-
Technology Services Manager	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Technology Services Technician	0.50	0.50	0.50	0.50	-	-	(0.50)
Economic Development Intern	0.25	0.25	0.25	-	(0.25)	-	-
Total FTE Positions	5.35	5.35	4.75	3.50	(1.25)	3.00	(0.50)
Employee Distribution							
Administration	3.85	3.85	3.25	2.00	(1.25)	2.00	-
Technology Services	1.50	1.50	1.50	1.50	-	1.00	(0.50)

Budget Unit Expenditures

Administration – Administration includes costs associated with the legislative and management functions of the Village. The Corporate Authorities, which are included in this budget unit, 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. This budget unit includes the Village Manager who supervises the operating departments (Financial Services/Human Resources & Risk Management, Development Services, Fire, Police, and Public Works). The Village Manager also supervises major projects to ensure completion in a timely and cost effective manner. The budget unit is also 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.

Village Administration Expenditures by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 540,925	$ 522,325	$ 384,561	$ 397,900	$ 404,400	$ 395,607
Operations	419,544	567,387	709,969	522,200	513,800	454,480
Expenditures Total	960,469	1,089,712	1,094,530	920,100	918,200	850,087

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.

Legal Services Expenditures by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Operations	493,316	608,038	498,825	420,000	368,000	360,000
Expenditures Total	493,316	608,038	498,825	420,000	368,000	360,000

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.

Technology Services Expenditures by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 163,608	$ 167,585	$ 174,912	$ 182,000	$ 166,840	$ 147,597
Operations	157,237	167,059	201,214	285,600	228,400	308,935
Expenditures Total	320,845	334,644	376,126	467,600	395,240	456,532

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COMMUNICATIONS & COMMUNITY ENGAGEMENT

Communications & Community Engagement is responsible for developing an effective public relations strategy to engage Village residents and communicate news and events to them through all forms of communications. The Department Director also serves as the Public Information Officer during crisis communications events in the Village. The Department is also responsible for generating economic activity in the Village by creating and managing community events that are funded and/or sponsored by the Village. Finally, the Department is responsible for overseeing both the Barrington Cultural Commission and the operations of Barrington's White House, which both work to ensure an engaging series of cultural and community events that drive economic activity in the Village, with the White House being financially supported by private donations and revenue from private events, including weddings.

Strategic Objectives

- 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.
- Foster an organizational culture that encourages excellent customer service and solicitation of feedback from residents.
- Create and promote strong community and cultural events that drive economic development in the Village.
- Manage Barrington's White House as a cultural, community, and private events venue that contributes to economic vitality in the Village by ensuring the financial viability of this important Village asset through private donations and event rentals.

Overview

Communications and Community Events was established in the 2020 Budget and consolidated several program areas that were previously scattered in different Departments, including Communications, which was part of the former Village Manager's Office, Community Events which was formerly part of the Economic Development Department, and Barrington's White House Operations and Cultural & Community Events, which were formerly part of Financial Services. The consolidation of these budget units into one Department brings about a strategic alignment that should help the Village achieve one of its primary goals, which is to engage and involve residents in the community by providing excellent cultural and community events and effectively communicating with residents.

Objectives for 2021

- Finalize Communications Policy and Crisis Communications Protocols.
- Re-instate weekly "What's Happening in Barrington" email blasts to community and shorten "News You Can Use" emails (continue news blasts weekly). Move e-blasts to new, more visually dynamic platform (Adobe Spark).
- Add additional Metra Parking Lot Concerts; re-imagine Summer Fun Thursdays events for summer; respond to changing Covid conditions with major Village events.
- Provide leadership to Barrington's White House to execute Strategic Plan and help staff transition from a founding organization to a sustaining organization.

- Continue to provide outstanding cultural programming to the community through Barrington's White House and the Cultural Commission and respond to virtual/in-person capabilities as pandemic conditions change throughout the year.
- Achieve pre-pandemic private event revenue for Barrington's White House as pandemic conditions improve the private events climate.

Accomplishments in 2020

- ✓ Continued the Village's emphasis on communicating with residents, businesses, and visitors by continuously improving the Village's communications efforts including the newsletter, website, e-news, online social media, Channel 4, Reverse 911, and various Village publications. Increased frequency of communications during the Covid-19 Pandemic.
- ✓ Completed first draft of Communications Policy and Crisis Communications Protocols.
- ✓ Due to Covid-19, reimagined, executed, and marketed Village funded and/or sponsored community events throughout the year, including the Barrington Art Fair, and the Barrington Holiday Festivities. Added two very successful concerts in the Metra Parking Lot to respond to the needs of the community during this time.
- ✓ Pivoted Barrington's White House operations to shift to virtual events in order to continue to provide outstanding cultural events to the community during this time. Encompassed both Barrington's White House and Cultural Commission events.
- ✓ Completed a Strategic Plan for Barrington's White House's goals and objectives in 2021, given the new realities of the pandemic.

Budget Analysis

The 2021 budget of $893,000 is a decrease of $206,560 (23.13%) compared to the 2020 budget of $893,000. For discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter, General Fund, and Barrington White House Fund sections of this document.

Communications & Community Engagement	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 108,560	$ 204,013	$ 276,046	$ 247,300	$ 275,050	$ 151,967
Benefits	50,952	111,490	113,815	108,800	118,645	67,581
Personnel Sub-Total	159,512	315,503	389,861	356,100	393,695	219,548
Operations						
Professional Development	2,079	1,834	5,292	2,200	1,750	1,100
Contractual Services	420,820	348,364	339,498	317,200	276,650	312,642
Commodities & Equipment	46,371	48,311	58,007	44,500	21,100	19,200
Miscellaneous Expenditures	98,207	131,130	162,121	173,000	141,000	133,950
Operations Sub-Total	567,477	529,639	564,917	536,900	440,500	466,892
Total Expenditures	726,989	845,142	954,778	893,000	834,195	686,440
Funding Sources						
General Revenues	199,043	278,937	451,837	415,600	431,700	319,841
Barrington White House Fund	527,946	566,205	502,941	477,400	402,495	366,599
Total Funding Sources	726,989	845,142	954,778	893,000	834,195	686,440

Sources of Funding

Communications & Community Engagement is funded by the general revenues of the General Fund. Event Operations and Cultural and Community Events are funded by Barrington's White House Fund. Additionally, the Enterprise Funds of the Village (Water & Sewer, Recycling & Refuse, Parking System, and Barrington's White House) incur an Interfund Charge for the services provided by the budget units included in Village Administration, including general managerial oversight and legal and technology services. 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 2021 Budget will decrease by 1.05 FTEs. The Director of Communications and Community Engagement position is engaged through a contractual arrangement. The Contractual services budget on the previous page reflects the change. The events intern position will not be filled in 2021, instead the BWH Assistant will fill that role.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Full-Time Positions							
Director	1.00	1.00	1.00	1.00	-	-	(1.00)
Coordinator	-	-	1.00	1.00	-	1.00	-
BWH Hospitality Manager	-	-	1.00	-	(1.00)	-	-
BWH Assistant	-	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Events Coordinator	-	0.70	-	-	-	-	-
BWH Hospitality Manager	-	-	-	0.80	0.80	0.80	-
BWH Assistant	0.60	-	-	-	-	0.20	0.20
Events Intern	-	-	-	0.25	0.25	-	(0.25)
Total FTE Positions	1.60	2.70	4.00	4.05	0.05	3.00	(1.05)
Employee Distribution							
Communications & Events	1.00	1.70	2.00	2.25	0.25	1.20	(1.25)
BWH Event Operations	0.30	0.50	1.00	0.90	(0.10)	0.80	0.10
BWH Cultural & Community	0.30	0.50	1.00	0.90	(0.10)	1.00	0.10

Budget Unit Expenditures

Communications & Community Engagement – This budget unit is responsible for managing and coordinating all of the Village's communication efforts across all media, including the website, E-news, 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 Town-Warming, Oscar Shorts, Barrington Arts Festival, Cruise Nights, July 4th Parade activities, Scarecrow Festival, and the annual Holiday Festival activities, along with numerous other smaller cultural and community events throughout the year.

Communications & Community Events Expenditures by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 119,169	$ 167,169	$ 266,584	$ 227,100	$ 259,750	$ 92,430
Operations	79,874	111,768	185,254	188,500	171,950	227,411
Expenditures Total	199,043	278,937	451,837	415,600	431,700	319,841

Barrington's White House – This budget unit is responsible for managing the operations at Barrington's White House, including all private events and cultural and community events that occur at the facility. The activities included in this budget unit consist of marketing the facility for both private and cultural events, generating a seasonal cultural events calendar, reserving the facility for private and cultural events, monitoring the financial performance of the facility, coordinating the maintenance of the facility to ensure it continues to be a vibrant setting for events, and fundraising to assist with the long-term maintenance of the facility and provide funding for the community and cultural events that occur at Barrington's White House.

Barrington's White House Expenditures by Type	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 40,343	$ 148,334	$ 123,277	$ 129,000	$ 133,945	$ 127,118
Operations	487,603	417,871	379,664	348,400	268,550	239,481
Expenditures Total	527,946	566,205	502,941	477,400	402,495	366,599

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FINANCIAL SERVICES

Financial Services is responsible for managing the Village's financial resources effectively and efficiently and providing 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 producing the Comprehensive Annual Financial Report. 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 by the Village. 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.

Objectives for 2021

- 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.
- Create a popular annual financial report (PAFR) document that meets all criteria for the GFOA's PAFR award, apply for and receive the award.
- Upgrade the Village's centralized financial and accounting software to the latest iteration.

Accomplishments in 2020 & Performance Indicators

- ✓ Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the FY 2020 Budget Document.
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Village's 2019 Comprehensive Annual Financial Report.
- ✓ Created stand-alone budget in brief document to complement the Village's budget document and presented it to the Board/made it available for the public.

- ✓ Secured financing for the purchase of property and the future construction of an entrance drive to the Metra Parking Lot.
- ✓ Renewed the Village's Electrical Aggregation Program including an annual civic contribution for the Village.

In addition to the accomplishments listed above, Financial Services has developed several indicators to provide information about the services provided by the Department.

Performance Measure	2017	2018	2019	2020 Projected
Receipt of the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association	Yes	Yes	Yes	Yes
Front Counter Customer Service Contacts	13,180	11,957	9,678	5,809
Parking Permits Issued	2,054	2,180	1,997	787
Invoices or credit card transactions processed	7,113	7,660	4,786	5,921

Budget Analysis

The 2021 budget of $1,195,955, is a decrease of $109,945 (8.42%) compared to the 2020 budget of $1,305,900. For discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter and Funds sections of this document.

Financial Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 494,617	$ 522,530	$ 543,410	$ 560,800	$ 567,874	$ 536,152
Benefits	131,446	157,076	158,066	246,100	226,685	212,128
Personnel Sub-Total	626,063	679,606	701,476	806,900	794,559	748,280
Operations						
Professional Development	1,412	2,537	4,712	6,600	3,700	3,975
Contractual Services	329,681	332,163	347,124	357,800	353,600	305,300
Commodities & Equipment	11,380	9,319	17,962	8,600	13,200	12,400
Miscellaneous Expenditures	138,646	256,030	148,585	126,000	128,600	126,000
Operations Sub-Total	481,119	600,049	518,383	499,000	499,100	447,675
Total Expenditures	1,107,182	1,279,655	1,219,859	1,305,900	1,293,659	1,195,955
Funding Sources						
General Revenues	399,698	424,609	459,034	479,600	467,600	512,961
Water & Sewer Revenues	217,676	224,129	245,221	295,000	310,384	266,815
Recycling & Refuse Revenues	70,890	75,235	87,287	96,200	97,890	96,577
Parking System Revenues	418,918	555,682	428,317	435,100	417,785	319,602
Total Funding Sources	1,107,182	1,279,655	1,219,859	1,305,900	1,293,659	1,195,955

Financial Services includes two budget units, Finance and Accounting, which is funded by the General Fund and Billing & Permitting, which is funded by revenues from each of the Enterprise Funds. The General Fund provides 42.89% of the funding for the Department, the Water & Sewer Fund provides 22.31% of the funding for the Department, the Recycling & Refuse Fund provides 8.08% of the funding for the Department, and the Parking System Fund provides 26.72% of the funding for the Department.

Employees

The number of full-time equivalent (FTE) employees in the Department will decrease by 0.20 FTE employees. A portion of the Administrative Assistant's time will be allocated to Communications & Events in the Communications and Community Engagement Department.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
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	-	-	-	-	-
Accounting Assistant	1.00	1.00	2.00	2.00	-	2.00	-
Administrative Assistant	-	-	-	0.80	0.80	0.60	(0.20)
Part-Time Positions (FTEs)							
Accounting Assistant	0.70	0.70	0.70	0.70	-	0.70	-
Administrative Assistant	0.60	0.60	0.60	-	(0.60)	-	-
Total FTE Positions	5.70	5.70	6.30	6.50	0.20	6.30	(0.20)
Employee Distribution							
Financial Services	2.65	2.65	2.85	2.95	0.10	2.57	(0.38)
Communications & Events	-	-	-	-	-	0.20	0.20
W&S - Community Services	1.65	1.65	1.95	2.15	0.20	2.15	-
R&R - Community Services	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Parking - Community Services	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)

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.

Finance & Accounting	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 319,198	$ 356,755	$ 374,208	$ 398,500	$ 383,700	$ 379,386
Operations	80,500	67,854	84,826	81,100	83,900	133,575
Expenditures Total	399,698	424,609	459,034	479,600	467,600	512,961

Utility Billing & Permitting – 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.

Billing Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 306,865	$ 322,851	$ 327,268	$ 408,400	$ 410,859	$ 368,894
Operations	400,619	532,195	433,557	417,900	415,200	314,100
Expenditures Total	707,484	855,046	760,825	826,300	826,059	682,994

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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 2021, the Village's authorized workforce will include 103.85 Full-Time Equivalent (FTE) employees, including 91 full-time employees, 26 regular or temporary part-time employees, and 8 elected officials. The Human Resources/Risk Management ("HRRM") function 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 2021

- Advance payroll processing to a cloud based system in conjunction with upgrades to other cloud based software.
- 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.
- Perform strategic review of health insurance options with benefit cooperative representatives to ensure the Village is providing employees with cost effective plans that meet their needs for health insurance.
- Conduct overall review of Personnel Policy Manual and revise where necessary.
- Explore new modes of employee performance evaluation administration.

Accomplishments in 2020

- ✓ Updated Personnel Policy Manual in the areas of harassment prevention and drug free workplace policies in accordance with state legislation. Established a Pandemic Health and Safety policy.
- ✓ Continued the positive trend of reducing workers' compensation and liability claims.
- ✓ Outsourced the processing of Flexible Spending and Dependent Care accounts.

Budget Analysis

The 2021 budget of $978,908, is an increase of $123,108 (14.39%) from the 2020 budget of $855,800. Personnel expenses in the FY 2021 budget will equal $214,808, an increase of $70,607 (48.97%) from budgeted 2020 personnel expenses of $144,200. The increase in personnel expenses in 2021 is caused by a decrease of $1,859 in Salaries and an increase of $72,467 in benefits. The increase in benefits is attributed to the entire expected health insurance increase in 2021 being allocated to the Human Resources budget line item, instead of allocated among the individual departments. The increase will be paid for from amounts held in reserve with IPBC and recognized as an expense when used.

Human Resources & Risk Management	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 180,750	$ 186,004	$ 143,593	$ 106,900	$ 107,868	$ 105,041
Benefits	119,971	98,841	132,803	37,300	48,550	109,767
Personnel Sub-Total	300,721	284,845	276,396	144,200	156,418	214,808
Operations						
Professional Development	4,778	3,744	3,265	6,700	2,050	3,400
Contractual Services	630,114	559,064	566,308	690,900	610,200	747,400
Commodities & Equipment	437	636	586	1,000	600	800
Miscellaneous Expenditures	2,600	2,055	2,347	13,000	1,750	12,500
Operations Sub-Total	637,929	565,499	572,506	711,600	614,600	764,100
Total Expenditures	938,650	850,344	848,902	855,800	771,018	978,908
Funding Sources						
General Revenues	938,650	850,344	848,902	855,800	771,018	978,908
Total Funding Sources	938,650	850,344	848,902	855,800	771,018	978,908

The budget for Operating expenses will increase in 2021 by $52,500 (7.38%), to a total of $764,100 due to an increase in Contractual Services. The increase in Contractual Services is caused by increases in the budget for the General Liability insurance premium combined with an increase in the budgeted Contingency amount. All other Operations categories have decreases in 2021.

Sources of Funding

The Human Resources and Risk Management function 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

In 2019 the Director of Human Resources & Risk Management retired and the Village decided to eliminate the position. The Coordinator of Human Resources & Risk Management was promoted to a Manager position and a portion of the time for the Administrative Assistant in Financial Services was allocated to Human Resources & Risk Management to support the Manager. The 2021 budget remains steady with an HR Manager and an allocation of the Administrative Assistant's time.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Full-Time Positions							
Director	1.00	1.00	1.00	-	(1.00)	-	-
Manager	-	-	-	1.00	1.00	1.00	-
Coordinator	1.00	1.00	1.00	-	(1.00)	-	-
Administrative Assistant	-	-	-	0.20	0.20	0.20	-
Total FTE Positions	2.00	2.00	2.00	1.20	(0.80)	1.20	-
Employee Distribution							
Human Resources	1.30	1.30	1.30	0.70	(0.60)	0.70	-
Risk Management	0.70	0.70	0.70	0.50	(0.20)	0.50	-

Expenditures by Budget Unit

Human Resources – This budget unit 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 budget unit represents the Village as a member of the Intergovernmental Personnel Benefits Cooperative (IPBC).

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 131,128	$ 141,161	$ 111,670	$ 85,600	$ 99,368	$ 157,494
Operations	10,596	12,411	10,843	32,200	13,600	26,000
Expenditures Total	141,724	153,572	122,513	117,800	112,968	183,494

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 169,593	$ 143,684	$ 164,726	$ 58,600	$ 57,050	$ 57,314
Operations	627,333	553,088	561,663	679,400	601,000	738,100
Expenditures Total	796,926	696,772	726,389	738,000	658,050	795,414

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.
- Professionally and efficiently process applications for building permits, Architectural Review Commission, Plan Commission and Zoning Board of Appeals.
- Develop, manage and implement plans and processes for enhancing the Village's infrastructure and connectivity, including the Village's Capital Improvement Plan, in coordination with Public Works.
- Create and maintain a culture that fosters employee ownership, innovative ideas and excellent customer service and communication.
- 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.
- Manage the Village's capital improvement projects and coordinate local capital improvement work with county and state agencies.

Overview

Development Services is responsible for developing, managing 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 2021

- Work to coordinate staffing adjustments with the goal of maintaining service levels despite significant staffing reductions. Evaluate opportunities to streamline existing processes to assist in reaching this goal.
- Maintain the current no loss safety record of the department by providing a minimum of one annual safety training for all field employees of the department.
- Substantially complete construction of the North Commuter Parking Lot Entrance Drive project.
- Manage the Phase 2 engineering design work for the Route 14/CN Grade Separation project in collaboration with the Illinois Department of Transportation, Civiltech Engineering, Inc. and their subconsultants.
- Evaluate utilization of a consultant or service for uploading both current and archived building permit files, property maintenance records and microfilm into the Laserfische records management system.

- Complete drafting and coordinate adoption of the 2020 Comprehensive Plan.
- Evaluate permitting data and develop process changes to increase efficiencies.

Accomplishments in 2020

- ✓ Updated the Village's Historic District Guidelines.
- ✓ Updated the Village's Zoning Regulations.
- ✓ Completed land acquisition for the North Commuter Parking entrance drive and awarded the Phase 3 construction engineering contract for this work.
- ✓ Completed Drainage Program work including engineering assessment and design for five drainage issues within the Village and oversaw implementation of two of those designs.
- ✓ Developed a new business inventory web map application allowing quick access to updated business offerings and hours in response to COVID-19.
- ✓ Completed the inspection and final approval process for the redevelopment of the First Church of Christ Scientist facility at 421 E. Main Street.
- ✓ Coordinated with Lake County Department of Transportation to substantially complete the long-awaited Hart Road and Route 14 intersection improvement project.
- ✓ Coordinated with IDOT to complete the Grove and Dundee traffic signal and intersection improvements.
- ✓ Coordinated with NICOR to successfully substantially complete gas main modernization project on Main Street between Ela and Route 14.
- ✓ Initiated the Phase 2 design engineering work for the Route 14/CN Grade Separation project in collaboration with the Illinois Department of Transportation.
- ✓ Maintained reduced building and plumbing inspection man hours with consultant services. Development Services staff has worked very hard to take on additional responsibilities in order to augment these consultant services with necessary administrative support.
- ✓ Overhauled existing permit review procedures to productively accept electronic permit submittals for all work except new construction, additions and major alterations, which require more substantial plan review. These electronic submittals have substantially reduced paper processing and future scanning and filing liabilities and have been well received by residents and contractors.
- ✓ Coordinated drafting, review and presentation of the Village's Capital Improvement Plan.

Budget Analysis

The 2021 budget of $974,556 is a decrease of $168,844 (14.77%) compared to the 2020 budget of $1,021,900. For discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter and Funds section of this document.

Development Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 670,709	$ 713,815	$ 699,594	$ 728,900	$ 538,295	$ 597,222
Benefits	227,992	218,840	209,098	293,000	225,545	193,559
Personnel Sub-Total	898,701	932,655	908,693	1,021,900	763,840	790,781
Operations						
Professional Development	8,036	7,529	8,213	16,650	11,200	11,500
Contractual Services	83,165	122,017	67,215	96,300	132,600	168,275
Commodities & Equipment	3,733	4,827	4,926	7,550	5,250	4,000
Miscellaneous	-	-	-	1,000	1,000	-
Operations Sub-Total	94,934	134,373	80,353	121,500	150,050	183,775
Total Expenditures	993,635	1,067,028	989,046	1,143,400	913,890	974,556
Funding Sources						
General Revenues	566,671	638,091	557,207	723,500	565,825	556,589
Capital Improvement Revenues	180,805	166,588	164,914	158,600	223,725	159,893
Water & Sewer Revenues	246,159	262,349	266,925	261,300	124,340	258,074
Total Funding Sources	993,635	1,067,028	989,046	1,143,400	913,890	974,556

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 and Water & Sewer Funds. The General Fund provides 57.11% of the funding for the Department, the Capital Improvement Fund provides 16.41% of the funding for the Department, and the Water & Sewer Fund provides 26.48% of the funding for the Department.

Employees

The number of full-time equivalent (FTE) employees in the Department in 2021 is 2.5 less than 2020 budget. In 2020, the Senior Building Inspector accepted a position with another municipality. In response to COVID-19, this Building Inspector position and Part-Time Office Assistant position were not filled. Additionally, the Code Enforcement Inspector position will not be funded in 2021. In an effort to best manage a reduced budget, the Department will work with building and plumbing consultants to maintain all necessary services in 2021. Department staff will be taking on additional administrative work and responsibilities to bridge this reduction in personnel. As the economy recovers from the Covid-19 pandemic, the Village will continue to monitor the arrangement and will have ongoing discussions with the Board and Management to determine the best staffing model and the viability of funding one or more of the positions eliminated with this budget.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Full-Time Positions							
Director/Village Engineer	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	-	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	-
Plan Examiner	-	-	1.00	-	(1.00)	-	-
Senior Building Inspector	1.00	1.00	1.00	1.00	-	-	(1.00)
Building Inspector	1.00	2.00	1.00	1.00	-	-	(1.00)
Office Manager	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
GIS Coordinator	0.60	0.60	0.60	0.60	-	0.60	-
Office Assistant	-	0.50	0.50	0.50	-	-	(0.50)
Engineering Intern	0.20	0.20	0.20	0.20	-	0.20	-
Total FTE Positions	8.80	10.30	10.30	9.30	(1.00)	6.80	(2.50)
Employee Distribution							
Inspectional Services	3.10	4.22	4.22	3.60	(0.62)	1.26	(2.34)
Planning & Zoning	2.20	2.32	2.32	2.55	0.23	2.36	(0.19)
CIF Engineering	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)
W&S Engineering	2.40	2.53	2.53	1.75	(0.78)	1.79	0.04

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 and property maintenance enforcement.

Inspectional Services	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 290,572	$ 305,958	$ 285,524	$ 370,800	$ 207,525	$ 149,625
Operations	69,295	119,108	66,604	77,000	126,300	141,260
Expenditures Total	359,867	425,066	352,128	447,800	333,825	290,885

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.

Planning & Zoning	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 196,983	$ 204,577	$ 197,241	$ 244,800	$ 220,800	$ 251,608
Operations	9,821	8,448	7,839	30,900	11,200	14,095
Expenditures Total	206,804	213,025	205,079	275,700	232,000	265,703

Engineering – Engineering is responsible for overseeing the annual road and utility program, and for developing and managing long-range capital improvement programs as well as overseeing implementation of Development and 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.

Engineering	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 411,146	$ 422,120	$ 425,928	$ 406,300	$ 335,515	$ 389,547
Operations	15,818	6,817	5,911	13,600	12,550	28,420
Expenditures Total	426,964	428,937	431,839	419,900	348,065	417,967

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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 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 2021

- 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%.
- Maintain a citizen satisfaction survey rating average greater than 4.5 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.

Accomplishments in 2019/ 2020

- ✓ Reduced accident or injury expenses for the Department when compared to 2019.
- ✓ Achieved a citizen satisfaction rating average above 4.96 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 without the need for circuit court branches.
- ✓ 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.

Budget Analysis

The 2021 budget of $5,633,775 is an increase of $158,775 (2.90%) compared to the 2020 budget of $5,475,000. Salaries increase due to contractual union increases. Benefit increases of $160,231 are almost entirely related to the Village's required annual pension contribution, which is mostly funded through the property tax levy. For a more detailed discussion of Operations and a discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter, General Fund, and Parking Fund sections of this document.

Police Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 2,863,970	$ 2,918,769	$ 2,965,791	$ 3,013,500	$ 3,157,720	$ 3,059,129
Benefits	1,749,436	1,725,514	1,884,769	2,108,300	2,129,420	2,268,531
Personnel Sub-Total	4,613,406	4,644,283	4,850,560	5,121,800	5,287,140	5,327,660
Operations						
Professional Development	24,082	22,924	23,404	32,400	30,450	33,280
Contractual Services	133,361	192,051	210,617	234,700	202,650	196,810
Commodities & Equipment	46,502	66,622	46,648	63,700	61,600	48,825
Miscellaneous	27,472	29,822	23,230	22,400	15,600	27,200
Operations Sub-Total	231,417	311,419	303,899	353,200	310,300	306,115
Total Expenditures	4,844,823	4,955,702	5,154,459	5,475,000	5,597,440	5,633,775
Funding Sources						
General Revenues	4,577,737	4,673,780	4,888,437	5,140,000	5,266,570	5,334,068
Parking Revenues	267,086	281,922	266,022	335,000	330,870	299,707
Total Funding Sources	4,844,823	4,955,702	5,154,459	5,475,000	5,597,440	5,633,775

Sources of Funding

The Police Department budget is primarily funded from the General Fund (94.68%) 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 (5.32%) 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 2021 Police Department Budget will decrease by 2.4 FTE employees. The Administrative Assistant position was eliminated, staffing was reviewed in the police department, and the number of police officers declined by one but sergeants increased by one temporarily. Records/police assistant decreased by 1.4 as a result to operational changes due to Covid-19. It is possible that in future years, the staffing levels for records could return to 2020 levels.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
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	-	6.00	1.00
Police Officers/Detectives	16.00	16.00	16.00	16.00	-	15.00	(1.00)
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	1.00	-	1.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	-	-	(1.00)
Part-Time Positions (FTEs)							
Records/Police Assistant	2.70	2.70	2.70	2.70	-	1.30	(1.40)
Crossing Guards	2.95	-	-	-	-	-	-
Total FTE Positions	33.65	30.70	30.70	30.70	-	28.30	(2.40)
Employee Distribution							
Administration	7.65	4.70	4.70	4.70	-	3.50	(1.20)
Investigations	4.20	4.20	4.20	4.20	-	3.20	(1.00)
Patrol Operations	18.50	18.50	18.50	18.50	-	18.80	0.30
Parking Enforcement	3.30	3.30	3.30	3.30	-	2.80	(0.50)

Expenditures by Budget Unit

Administration – Administration includes the Chief of Police and the Assistant Chief of Police who serve as managers for Departmental operations and as members 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.

Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 532,185	$ 548,353	$ 581,543	$ 624,900	$ 594,850	$ 535,740
Operations	119,593	183,034	202,992	225,100	193,550	186,295
Expenditures Total	651,778	731,387	784,535	850,000	788,400	722,035

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 Resource Officer Program.

Investigations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 625,922	$ 510,938	$ 635,516	$ 685,100	$ 693,820	$ 745,040
Operations	17,967	26,612	22,097	24,900	25,000	25,015
Expenditures Total	643,889	537,550	657,613	710,000	718,820	770,055

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 Assistant Chief of Police.

Patrol Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 3,191,986	$ 3,305,942	$ 3,370,467	$ 3,483,900	$ 3,672,350	$ 3,753,473
Operations	90,084	98,901	75,822	96,100	87,000	88,505
Expenditures Total	3,282,070	3,404,843	3,446,289	3,580,000	3,759,350	3,841,978

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.

Parking Enforcement	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 9 Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 263,313	$ 279,050	$ 263,034	$ 327,900	$ 204,259	$ 326,120	$ 293,407
Operations	3,773	2,872	2,988	7,100	1,046	4,750	6,300
Expenditures Total	267,086	281,922	266,022	335,000	205,306	330,870	299,707

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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 2021

- Maintain and improve emergency service response times within the Village.
- Monitor the ongoing impact of Canadian National trains on emergency response operations in Barrington.
- Apply for an Assistance to Firefighters Grant to purchase new self-contained breathing apparatus.
- Implement a Smoke Detector Program that will provide smoke detectors and installation to our residents.
- Initiate a Comprehensive Fire and Life Safety Inspection Program to include all businesses located within the Village of Barrington.
- Develop a Career Development Program which will provide guidance to all personnel and assist in succession planning for the organization.
- Continued implementation of the Lexipol policy system and related training program.
- Conduct an emergency management review to evaluate the needs of the Village and compliance with regulations.

Accomplishments in 2020

- ✓ Continued to monitor and collect data on the impact of Canadian National (CN) and Union Pacific trains on emergency response in Barrington.
- ✓ Researched and implemented a new ambulance transport fee structure to offset emergency medical service delivery costs within the Village.
- ✓ Hired a new Fire Chief, Executive Assistant and four firefighter/paramedics to fill open vacancies.

- ✓ Implemented a new online inspectional reporting service through Inspection Reporting Online. This program allows better tracking of fire sprinkler and alarm system inspections within the Village ensuring more comprehensive compliance to Village Code.
- ✓ Increased the Fire Department social media outreach through Facebook and Instagram.
- ✓ Reassigned Assistant Chief duties to include fire prevention and code enforcement back within the organization.

Budget Analysis

The 2021 budget of $3,546,177 is an increase of $76,177 (2.20%) compared to the 2020 budget of $3,470,000. Salaries increase due to contractual union increases. Benefit increases of $29,931 are almost entirely related to the Village's required annual pension contribution, which is mostly funded through the property tax levy. For a more detailed discussion of Operations and a discussion on 2020 budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter, and General Fund sections of this document.

Fire Department	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 1,984,159	$ 2,174,784	$ 2,289,978	$ 2,127,000	$ 2,203,300	$ 2,221,026
Benefits	815,335	1,139,457	884,527	1,030,200	972,750	1,060,131
Personnel Sub-Total	2,799,494	3,314,241	3,174,505	3,157,200	3,176,050	3,281,157
Operations						
Professional Development	37,236	41,726	67,520	66,100	63,600	48,245
Contractual Services	115,760	145,763	133,634	150,500	163,000	126,950
Commodities & Equipment	46,328	92,755	82,104	65,200	72,400	58,075
Miscellaneous	11,133	49,379	15,043	31,000	76,000	31,750
Operations Sub-Total	210,457	329,623	298,301	312,800	375,000	265,020
Total Expenditures	3,009,951	3,643,864	3,472,806	3,470,000	3,551,050	3,546,177
Funding Sources						
General Revenues	3,009,951	3,643,864	3,472,806	3,470,000	3,551,050	3,546,177
Total Funding Sources	3,009,951	3,643,864	3,472,806	3,470,000	3,551,050	3,546,177

Department Funding

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

Employees

The number of full-time equivalent (FTE) employees in the Department will remain consistent with the 2021 budget. The 2021 budget represents a retirement of a firefighter/paramedic and a promotion to Assistant Fire Chief, bringing department staffing back in line with previous years.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Full-Time Positions							
Chief of Fire/EMS	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Fire Chief	3.00	3.00	3.00	2.00	(1.00)	3.00	1.00
Fire Lieutenants	3.00	3.00	3.00	3.00	-	3.00	-
Firefighter/Paramedics	12.00	12.00	12.00	13.00	1.00	12.00	(1.00)
Executive Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions							
Part-Time Firefighters	1.85	1.85	1.85	-	(1.85)	-	-
Total FTE Positions	21.85	21.85	21.85	20.00	(1.85)	20.00	-
Employee Distribution							
Administration	2.00	2.00	2.00	2.00	-	2.00	-
Operations	19.85	19.85	19.85	18.00	(1.85)	18.00	-

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.

Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 254,090	$ 261,642	$ 264,866	$ 278,300	$ 266,150	$ 276,673
Operations	46,893	52,746	59,069	76,700	85,200	70,895
Expenditures Total	300,983	314,388	323,934	355,000	351,350	347,568

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.

Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 2,545,404	$ 3,052,599	$ 2,909,639	$ 2,878,900	$ 2,909,900	$ 3,004,484
Operations	163,564	276,877	239,233	236,100	289,800	194,125
Expenditures Total	2,708,968	3,329,476	3,148,872	3,115,000	3,199,700	3,198,609

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. 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.

Objectives for 2021

- ✔ Complete the conversion of all downtown decorative street lights to LED.
- ✔ Convert 50% of lights in the Commuter Parking Lots to LED.
- ✔ Complete the Risk & Resilience Assessment and Emergency Response Plan for drinking water.
- ✔ Initiate and complete the Facility Assessment on the potable water system.
- ✔ Complete the Facility Assessment on the Wastewater Treatment Plant.
- ✔ Perform domestic water leak detection on the south side of the Village.
- ✔ Purchase and install a new water meter reading system and begin meter installation.
- ✔ Purchase three new Police vehicles.
- ✔ Purchase a new sewer cleaning (vacuum) truck.

- ✔ Refine the fleet replacement schedule.
- ✔ Have 75% of the interior lighting at the Public Safety Facility converted to LED.
- ✔ Complete the interior repainting of Village Hall and the second floor of the Public Safety Facility.

Accomplishments in 2020

- ✔ Relocated the desks and/or fabricated personal shields of front office personnel at Village Hall and Public Works due to the pandemic.
- ✔ Acquired PPE for Village Hall and Public Works Staff as a result of the pandemic
- ✔ 999 Fire Hydrants were flushed, inspected, and received maintenance.
- ✔ 196 Fire Hydrants were painted to ensure longevity.
- ✔ Completed domestic water leak detection on the north side of town.
- ✔ Tree City USA – 35 Consecutive Years
- ✔ Upgraded all flow meters at the Wastewater Treatment Plant and Production & Treatment Sites.
- ✔ Began the Facility Assessment on the Wastewater Treatment Plant.
- ✔ Completed a 5-year program replacing all Village owned stop signs to meet current federal reflectivity regulations.
- ✔ 85% of downtown decorative street lights are now LED.
- ✔ Completed 307 maintenance/repair projects on Village vehicles.
- ✔ Purchased a pick-up truck for Police detectives, bucket truck, and ambulance.
- ✔ Sold six vehicles and four pieces of equipment for a total of $69,800.
- ✔ Created a fleet replacement schedule.
- ✔ Purchased lightweight shoring & trenching equipment.
- ✔ Completed construction of the Dreamway Project.
- ✔ Painted all interior public areas of the Barrington White House.

Budget Analysis

The 2021 budget of $7,086,756 is a decrease of $432,144 (5.75%) compared to the 2020 budget of $7,518,900. The operations budget remains effectively the same, with a slight decrease. For discussion on 2020 personnel budget adjustments and how it impacted the 2021 budgeting and decision making process, please refer to the transmittal letter and Funds sections of this document.

Public Works	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel						
Salaries	$ 1,932,073	$ 2,078,075	$ 2,144,379	$ 2,139,000	$ 2,152,295	$ 1,994,743
Benefits	745,639	671,686	734,359	1,167,000	1,118,216	889,811
Personnel Sub-Total	2,677,712	2,749,761	2,878,739	3,306,000	3,270,511	2,884,554
Operations						
Professional Development	13,861	15,100	18,982	26,400	24,000	28,495
Contractual Services	2,082,289	2,075,008	2,120,984	2,363,500	2,236,355	2,360,675
Commodities & Equipment	625,020	706,560	807,334	901,500	954,050	905,532
Miscellaneous	865,141	863,029	884,210	921,500	914,500	907,500
Operations Sub-Total	3,586,311	3,659,697	3,831,510	4,212,900	4,128,905	4,202,202
Total Expenditures	6,264,023	6,409,458	6,710,248	7,518,900	7,399,416	7,086,756
Funding Sources						
General Revenues	1,976,240	2,239,150	2,278,896	2,436,000	2,317,975	1,858,452
Motor Fuel Tax	-	-	-	-	-	290,000
Water & Sewer Revenues	3,009,330	2,871,743	3,130,724	3,552,800	3,653,879	3,471,446
Recycling & Refuse Revenues	1,082,919	1,098,518	1,115,194	1,184,600	1,138,200	1,212,815
Parking System Revenues	195,534	200,047	185,435	345,500	289,362	254,044
Total Funding Sources	6,264,023	6,409,458	6,710,248	7,518,900	7,399,416	7,086,756

Sources of Funding

Public Works includes ten budget units, with five supported by the General Fund (General Revenues and Motor Fuel Tax), three supported by the Water & Sewer Fund, one supported by the Recycling & Refuse, and one supported by the Parking System Fund. The General Fund provides 30.32% of the funding for the Department, the Water & Sewer Fund provides 48.98% of the funding for the Department, the Recycling & Refuse Fund provides 17.11% of the funding for the Department, and the Parking System Fund provides 3.58% of the funding for the Department.

Employees

The number of employees in the Department will decrease by 3.80 FTE employees. Part of this decrease is due to temporary budgetary changes as a result of the Covid-19 pandemic (part-time positions). Part of the decrease is the Department's analysis of vacant positions and the decision to utilize intergovernmental agreements with other Villages to help fill needs or not filling vacancies in 2021 (supervisor and mechanic). During the 2022 budget cycle, Staff, Village Management, and the Board will have ongoing discussions regarding the right mix of positions within the department.

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Full-Time Positions							
Director	1.00	1.00	1.00	1.00	-	1.00	-
Assistant Director	1.00	-	-	-	-	-	-
Plant Supervisor	-	1.00	1.00	1.00	-	1.00	-
Public Works Supervisors	4.00	4.00	3.00	3.00	-	2.00	(1.00)
Foreman	-	2.00	2.00	2.00	-	2.00	-
Lab Technician	1.00	1.00	1.00	1.00	-	1.00	-
Mechanic	2.00	1.00	1.00	2.00	1.00	1.00	(1.00)
Utility Treatment Operator	4.00	4.00	4.00	4.00	-	4.00	-
Maintenance Workers	8.00	9.00	9.00	9.00	-	9.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-	1.00	-
Part-Time Positions (FTEs)							
Laborer	5.40	3.90	3.90	2.60	(1.30)	2.60	-
Seasonal Support	1.05	1.05	1.50	1.50	-	-	(1.50)
W&S Technician	0.30	0.30	0.30	0.30	-	-	(0.30)
Total FTE Positions	28.75	29.25	28.70	28.40	(0.30)	24.60	(3.80)
Employee Distribution							
GF - Administration	0.80	0.80	0.80	0.85	0.05	0.85	-
Street Maintenance	5.80	5.80	5.80	5.36	(0.44)	3.96	(1.40)
Forestry	1.15	1.15	1.60	1.49	(0.11)	1.04	(0.45)
Property Maintenance	3.00	3.00	3.00	2.04	(0.96)	1.69	(0.35)
Central Garage	2.80	2.80	2.80	3.20	0.40	2.20	(1.00)
W&S - Administration	1.60	1.60	1.60	1.05	(0.55)	1.05	-
Utility Maintenance	4.60	4.60	4.60	5.94	1.34	5.64	(0.30)
Water Production	1.55	1.55	1.55	2.20	0.65	2.20	-
Wastewater Treatment	5.75	6.25	5.25	4.60	(0.65)	4.60	-
Recycling & Refuse	0.50	0.50	0.50	0.73	0.23	0.58	(0.15)
Parking Maintenance	1.20	1.20	1.20	0.94	(0.26)	0.79	(0.15)

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.

Administration	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 277,537	$ 231,849	$ 221,723	$ 247,800	$ 283,170	$ 265,302
Operations	800,117	746,642	760,875	802,800	798,855	798,275
Expenditures Total	1,077,654	978,491	982,598	1,050,600	1,082,025	1,063,577

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.

Street Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 555,369	$ 592,475	$ 618,472	$ 560,200	$ 526,120	$ 526,449
Operations	242,795	282,273	328,842	451,900	403,100	111,825
Expenditures Total	798,164	874,748	947,315	1,012,100	929,220	638,274

MFT Operations – MFT Operations was created in the 2021 budget to account for all Motor Fuel Tax purchases in one location. Previously, these expenditures had been part of Street Operations. This allows for a better accounting of of Motor Fuel Tax revenues received compared to expended in any given year.

MFT Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ -	$ -	$ -	$ -	$ -	$ -
Operations	-	-	-	-	-	290,000
Expenditures Total	-	-	-	-	-	290,000

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 reviews proposed development projects for their impact on the surrounding public and private vegetation. Staff from this Division meets with residents to discuss and advise them tree health. 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.

Forestry	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 117,934	$ 145,282	$ 149,124	$ 141,500	$ 148,200	$ 107,000
Operations	158,508	195,203	166,524	233,000	225,100	220,495
Expenditures Total	276,442	340,485	315,649	374,500	373,300	327,495

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.

Property Maintenance	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 149,559	$ 179,756	$ 188,232	$ 163,700	$ 155,875	$ 124,973
Operations	152,003	153,253	140,921	159,000	154,200	154,100
Expenditures Total	301,562	333,009	329,153	322,700	310,075	279,073

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.

Central Garage	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 252,854	$ 291,492	$ 300,532	$ 364,400	$ 323,330	$ 232,869
Operations	263,913	293,083	287,911	261,800	263,800	262,775
Expenditures Total	516,767	584,575	588,443	626,200	587,130	495,644

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.

Utility Maintenance	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 552,268	$ 539,847	$ 578,230	$ 686,900	$ 708,200	$ 646,344
Operations	171,881	204,239	236,374	244,000	305,500	266,100
Expenditures Total	724,149	744,086	814,604	930,900	1,013,700	912,444

Utility Maintenance was split into two budget units (below) beginning with the 2021 budget, Distribution System Maintenance and Collection System Maintenance, in order to more accurately account for water distribution and sewer collection activities. They will be shown separately in 2022 and beyond.

Distribution System Maint	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 552,268	$ 539,847	$ 578,230	$ 686,900	$ 708,200	$ 323,172
Operations	171,881	204,239	236,374	244,000	305,500	203,950
Expenditures Total	724,149	744,086	814,604	930,900	1,013,700	527,122

Collection System Maint	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ -	$ -	$ -	$ -	$ -	$ 323,172
Operations	-	-	-	-	-	62,150
Expenditures Total	-	-	-	-	-	385,322

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.

Water Production	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 173,259	$ 182,625	$ 206,332	$ 261,100	$ 267,003	$ 247,844
Operations	192,271	234,555	267,585	252,200	260,650	276,450
Expenditures Total	365,530	417,180	473,916	513,300	527,653	524,294

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.

Wastewater Treatment	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 450,067	$ 423,295	$ 478,606	$ 642,900	$ 644,851	$ 560,697
Operations	475,235	415,024	479,337	515,600	503,900	528,400
Expenditures Total	925,302	838,319	957,942	1,158,500	1,148,751	1,089,097

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.

Recycling & Refuse Operations	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 50,577	$ 56,265	$ 46,493	$ 93,500	$ 77,400	$ 73,515
Operations	1,032,342	1,042,253	1,068,701	1,091,100	1,060,800	1,139,300
Expenditures Total	1,082,919	1,098,518	1,115,194	1,184,600	1,138,200	1,212,815

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.

Parking Maintenance	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Personnel	$ 98,288	$ 106,875	$ 90,995	$ 144,000	$ 136,362	$ 99,562
Operations	97,246	93,172	94,440	201,500	153,000	154,482
Expenditures Total	195,534	200,047	185,435	345,500	289,362	254,044

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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.
- Provide for the maintenance of streets, sidewalks, public right-of-ways, bikeways, water facilities and mains, wastewater treatment facilities and sewer mains, and storm sewer 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 meet the needs of residents, shoppers, businesses, and commuters and encourage private sector investment.
- Purchase 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 annual budget to reflect changing conditions and resources. A summary of the Capital Improvement Plan is located in Appendix II, on pages 181-183 of this document and the full plan is located on the Village's website. 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 impacts that results from deteriorated infrastructure.

The Capital Improvement Planning process is integral to developing and incorporating the Capital Budget into the Village's Annual Budget. 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

In accordance with the Village's capitalization policy, an expenditure or expense is capitalized in the Statement of Net Position if it is a substantial rehabilitation, reconstruction, or new construction of an infrastructure asset. The purchase of vehicles and equipment that exceed $50,000 in costs is also an expense that is capitalized on the Statement of Net Position rather than expensed in the Statement of Activities. Expenditures or expenses that do not meet the threshold for capitalization are also included in the Capital Improvement Program if they are a substantial expense for a maintenance improvement to a facility, infrastructure asset, or purchase of equipment or vehicles that exceed $5,000.

Summary of Revenues and Expenses

Multiple recurring 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, Parking System revenues, and donations received for Barrington's White House. In addition to these recurring 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 the 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 34 – 39 to review the Village's policies related to debt; please see Appendix IV on Pages 190 – 198 to review the Village's outstanding debt and its relation to the legal debt margin).

In 2021, total funding and expenses for capital improvements equals $6,936,500. A summary of Capital Improvement spending from 2017 through 2021 is presented in the chart on the following page. Capital expenses in 2021 occur in several different accounting funds, including the Capital Improvement, Water & Sewer, and Parking System Funds. Capital expenses typically include both recurring programs and non-recurring short-term or one-time projects that are expected to be completed within a specified period of time. The significant majority of expenses in 2021 will be for infrastructure improvements which includes street improvements and water and wastewater system improvements. Vehicle & Equipment purchases, included in Village Property Improvements, will also include significant expenditures in 2021 as several vehicles and related 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. Across all funds, $77,648,000 in Capital Spending needs have been identified through 2025. However, based on the Village's past funding trends and access to funding, it is anticipated less than half of the Capital Spending will be accomplished through conventional funding mechanisms such as dedicated revenues and projects will need to be prioritized. The majority of spending throughout the five year period will be for infrastructure improvements, primarily in the Water & Sewer Fund, due to the existence of a dedicated revenue source for the infrastructure expenses and the need to maintain the system. The majority of spending in the Capital Improvement Fund will be for Vehicle & Equipment purchases and Facility Improvements as funding for infrastructure improvements will be limited after 2021.

Summary of Capital Improvement Spending, 2017- 2021

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Capital Improvements by Type						
Village Property Improvements	$ 1,236,808	$ 1,400,166	$ 1,295,404	$ 1,773,300	$ 1,202,000	$ 1,026,500
Infrastructure Improvements	8,050,488	7,746,974	3,322,875	7,844,000	4,188,000	5,910,000
Total Capital Improvements	9,287,296	9,147,140	4,618,279	9,617,300	5,390,000	6,936,500
Funding Sources						
Capital Improvement Fund	2,211,460	1,784,944	1,817,454	4,821,300	2,278,000	3,345,500
Water & Sewer Fund	6,902,468	7,085,234	1,893,484	2,301,000	2,190,000	1,271,000
Parking System Fund	173,368	190,572	907,341	2,495,000	910,000	2,320,000
Barrington's White House Fund	-	86,390	-	-	12,000	-
Total Funding Sources	9,287,296	9,147,140	4,618,279	9,617,300	5,390,000	6,936,500

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, public rights of way and related infrastructure throughout the Village, and vehicles and equipment that periodically need to be replaced. Capital expenses for Property Improvements are allocated to four project/program areas, including Facility Improvements, Public Property Improvements, Pedestrian & Bikeway Improvements, and Vehicle & Equipment Purchases (please see the following pages for descriptions of the types of capital expenses that occur in each area).

Analysis of 2021 Budgeted Expenditures

The total Village Property Improvement budget in 2021 includes $1,026,500 in expenses, including $190,000 in Facility Improvements, $118,500 in Property Improvements, $142,000 in Pedestrian & Bikeway Improvements, and $576,000 in Vehicle & Equipment Purchases. The 2021 budget decreases $746, 800 (42.11%) when compared to the 2020 budget. The biggest decrease is in Vehicle & Equipment Purchases, $609,800 or 51.43%. The Capital Improvement Fund provides the vast majority of resources for Village Property Improvements in 2021 (70.77%).

Village Property Improvements, 2017- 2021

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Village Property Improvements						
Facility Improvements	$ 152,038	$ 262,107	$ 391,249	$ 215,000	$ 142,000	$ 190,000
Property Improvements	116,141	172,302	154,192	180,500	172,000	118,500
Pedestrian & Bikeway Improvements	76,641	104,337	203,489	192,000	40,000	142,000
Vehicle & Equipment Purchases	891,988	861,420	546,474	1,185,800	848,000	576,000
Total Improvements	1,236,808	1,400,166	1,295,404	1,773,300	1,202,000	1,026,500
Funding Sources						
Capital Improvement Fund	1,190,944	1,109,470	1,158,675	1,602,300	1,105,000	726,500
Water & Sewer Fund	45,864	204,306	136,729	171,000	85,000	300,000
Barrington's White House Fund	-	86,390	-	-	12,000	-
Total Funding Sources	1,236,808	1,400,166	1,295,404	1,773,300	1,202,000	1,026,500

Facility Improvement Projects – Projects included in the 2021 Facility Improvements budget include some general building improvements to the Public Safety Building and tree removals within Village Right-of-Way.

It is worth noting the Village sees a need to reconstruct the Public Works building at some point in the future due to the age of the facility, and space constraints.

While funding mechanisms for this work still need to be identified, this project is included within the Village's Capital Improvement Plan. The facility is rapidly deteriorating and the Village will need to address its reconstruction.

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 the procurement processes. In future years, assuming the projects are completed, there should be operational savings greater than $20,000 per year because these projects will lead to less maintenance activities and expenses.

Property Improvement Projects – In 2021, the expenses in this program area will primarily include 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 forestry program includes the removal and planting of trees in Village owned right of ways throughout the community. In 2021 and for the following five years, the Village is anticipating a relatively stable funding level of approximately $115,000 per year. A second ongoing expense in this area is the Village's contribution to a maintenance fund for the future rehabilitation of the Barrington Village Center parking lot. Expenses that will occur annually include replacement of hanging baskets.

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 & Bikeway Improvements – Pedestrian & Bikeway Improvements are intended to provide a safe and well-maintained system of pedestrian walkways and bikeways throughout the Village. This project/program 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 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 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.

The 2021 Budget for Pedestrian & Bikeway Improvements includes funding for Phase 2 engineering for the Hart Road Multi-use Path project. Design of this project will be coordinated with the Lake County Department of Transportation's (LCDOT) Flint Creek bridge design and construction of this work will also require LCDOT coordination and is currently anticipated to take place in 2022. Annual ADA Improvement and Sidewalk Improvement programs have been deferred to 2022 in response to anticipated budget constraints due to Covid-19.

A Bike and Pedestrian Assessment and Connectivity Study is recommended for funding in 2022 as part of the Capital Improvement Plan, Comprehensive Plan and Strategic Plan to assist in identifying and prioritizing improvements moving forward. Pedestrian & Bikeway Improvements are entirely funded by the Capital Improvement Fund.

Impact on Operating Budgets – The impact of Pedestrian & Bikeway Improvements on the operating budget is significant. These projects involve considerable 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.

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. In addition, the balance are intended to ensure the Village does not have to borrow to make vehicle and equipment purchases. The designated fund balances in the Capital Improvement Fund include balances for vehicle, technology, and operating equipment replacements in the future.

Analysis of Budgeted Expenditures

The budget for Vehicle & Equipment Purchases in 2021 is $576,000, including $171,000 for operating equipment and $405,000 for vehicle purchases. The 2021 budget is a decrease of $609,800 from the $1,185,800 budgeted in 2020 as the purchases of equipment and vehicles will decrease in 2021. Projected budgets during the five year period from 2022 through 2026 will vary depending on the vehicles that will be replaced in a particular year. The highest projected budget is forecast to occur in 2022 because it is anticipated that several expensive Public Works vehicles will be replaced. The smallest budget is projected to occur in 2025 as only a few vehicles are projected to be replaced.

Significant purchases included in the 2021 Budget include:

Vehicles	Equipment
• Two Police Squad vehicles and associated equipment which will replace squad cars that have reached the end of their useful life. • Replacement of the Vacuum Truck and associated equipment. This purchase is a shared purchase with Fox River Grove.	• Purchase of a Zoll heart monitor • Purchase of a breathing apparatus.

Impact on Operating Budgets – The impact of Vehicle & Equipment purchases on the 2021 operating budget and on future budgets is significant, estimated to be around $50,000 annually. 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 five project/program areas, including Street Improvements, Parking Improvements, Storm Water Management Projects, Water System Projects, and Wastewater Treatment System Projects.

Analysis of 2021 Budgeted Expenditures

The total budget for Infrastructure Improvements in 2021 is $5,910,000 including $2,619,000 for Street Improvements, $2,320,000 for Parking Improvements, $876,000 for Water System Improvements, and $95,000 for Wastewater System Improvements. Funding for these projects in 2021 will come from the Capital Improvement Fund ($2,619,000), the Water & Sewer Fund ($971,000), and the Parking System Fund ($2,320,000). Of the $5,910,000 budget, $3,470,000 or 58.71% of these projects will be reimbursed to the Village through Grant funding. Unfunded infrastructure projects, or projects the Village would complete if additional funding was available, are equal to $8,229,500 in 2021.

Infrastructure Improvements, 2017- 2021

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected Actual	FY 2021 Budget
Infrastructure Improvements						
Steet Improvements	$ 1,020,516	$ 657,073	$ 608,391	$ 2,694,000	$ 629,000	$ 2,619,000
Parking Improvements	173,368	208,973	912,086	2,520,000	914,000	2,320,000
Stormwater Improvements	638,435	1,930,381	83,040	705,000	705,000	-
Water System Improvements	474,678	113,080	262,891	1,035,000	1,055,000	876,000
Wastewater System Improvements	5,743,491	4,837,467	1,456,466	890,000	885,000	95,000
Total Improvements	8,050,488	7,746,974	3,322,875	7,844,000	4,188,000	5,910,000
Funding Sources						
Capital Improvement Fund	1,020,516	675,474	658,779	3,219,000	1,173,000	2,619,000
Water & Sewer Fund	6,856,604	6,880,928	1,756,755	2,130,000	2,105,000	971,000
Parking System Fund	173,368	190,572	907,341	2,495,000	910,000	2,320,000
Total Funding Sources	8,050,488	7,746,974	3,322,875	7,844,000	4,188,000	5,910,000

Street Improvements - Street Improvements are intended to provide residents, businesses, and visitors with quality streets and associated infrastructure. The Village has expressed a desire to fund 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.

Future budget considerations include the reinstatement of an annual road program and the general street patching and maintenance program.

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.

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. In 2021, the Parking Improvements budget includes the construction of the Route 14 Entrance Drive into the North Commuter Parking Lot. Future work in this program area includes evaluation of and improvements to South Commuter Lot #2 lighting, guardrail and pavement.

Projects in this program area are primarily funded by the Parking System Fund with some small contributions from the Capital Improvement Fund.

Impact on Operating Budgets – Parking Improvements have a significant impact on operating budgets, 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.

Storm water management projects – The topography within the Village's corporate boundaries includes several wetland areas that can be severely impacted by flooding after significant rain events. The Village has commissioned studies to determine methods to mitigate 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 expenses 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.

The 2021 Budget deferred drainage improvement funding. In 2022, drainage improvements along Providence and Cold Spring Roads are anticipated to be constructed and funding restored to an annual program to resolve neighborhood drainage issues. Funding for an annual stormwater design and construction program is recommended to assist in addressing Village stormwater concerns moving forward.

A significant project that is not funded due to financial constraints is the comprehensive mapping, cleaning, and repair of all storm sewers and maintenance of Village owned wetland areas throughout the Village. Staff will continue to evaluate the feasibility of this project in future years.

Funding for this program area comes from both the Capital Improvement Fund and the Water & Sewer Fund.

Impact on Operating Budgets –Minor impacts to future operating budgets are anticipated in association with maintenance responsibilities for additional public infrastructure installed within Village Right-of-Way as part of drainage improvement projects.

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 1.28 million gallons in 2020, 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 mains, 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.

The 2021 Budget for Water System Improvements includes $840,000 for the reconstruction of the Hart Road water main and several maintenance projects to the Village's wells and reservoirs. One other project included in the 2021 budget is the abandonment of a water main that is no longer in use along Main Street. In future years, water tower and water well and reservoir maintenance activities will be included in the budget, including the inspection and improvement of the well and reservoir facilities.

The Village is currently evaluating replacement of water meters and the associated water meter reading system, a program to remove lead service lines to residences in the Village, the reconstruction of a water main at various locations, painting and repair to the water reservoirs and various studies.

The funding for this program area comes from the Water & Sewer Fund.

Impact on Operating Budgets – Water Improvement projects will have a significant impact on the 2021 operating budget, estimated at greater than $50,000, 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 both departments. The impact on future operating budgets will be positive because the installation of new water mains included in the 2021 budget will improve service for customers and reduce maintenance in the future. The impact on future operating budgets from the 2021 improvements is estimated as a savings of greater than $10,000 per year.

Wastewater treatment system projects - The maintenance and improvement of the Village's wastewater treatment system is important component of the overall capital improvement program in the Village. The sanitary sewer system collects wastewater from residences and businesses, utilizes mechanical, chemical, and biological processes 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 sewer fees in 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 mains, 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 includes inflow and infiltration detection and repairs. These repairs include cross connection and leak repairs to prevent storm water from entering the sanitary sewer system as this 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 2021 budget incorporates many projects: general sanitary sewer main improvements, a study to determine improvements that need to be made to the Wastewater Treatment Plant, the replacement of some piping and pumps, and safety improvements to the Phosphorous Removal Building. The projects forecasted for 2022 through 2026 will be updated in the budget following the completion of the Wastewater Treatment Plant Study.

Impact on Operating Budgets – Wastewater Treatment System Improvement projects will have a significant impact on the 2021 operating budget, estimated at greater than $50,000, 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 2021 improvements is estimated as saving greater than $20,000 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 2021.

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 2021 and in future years. This analysis provides information about the ongoing financial viability of the Village. The impact of the 2021 improvement projects on the operating budget is substantial and estimated at greater than $280,000, 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 include in the budget. Offsetting this significant investment in 201, once the projects are completed, it is estimated that the impacts of these projects on future budget will be a net savings greater than $50,000 due to reductions in maintenance costs, and improvements in operations.

Analysis of Capital Improvements Impact on Operating Budgets

	FY 2021 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 greater than $20,000
Public Property Improvements	Less than $10,000	Expenses less than $10,000
Pedestrian & Bikeway Improvements	Greater than $50,000	Expenses less than $20,000
Vehicles & 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	Expenses Greater than $20,000
Stormwater Management Improvements	Less than $10,000	Expenses less than $10,000
Water System Improvements	Greater than $50,000	Savings Greater than $10,000
Wastewater System Improvements	Greater than $50,000	Savings Greater than $20,000
Summary of Capital Improvements Estimated Impact on Operating Budgets	Greater than $280,000	Savings Greater than $50,000

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VILLAGE OF BARRINGTON, ILLINOIS

ORDINANCE NUMBER 20- 4134

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS FOR FISCAL YEAR 2021, BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021

ADOPTED BY THE
CORPORATE AUTHORITIES
OF THE
VILLAGE OF BARRINGTON, ILLINOIS
THIS 14 DAY OF DECEMBER, 2020

Published in pamphlet form by the authority of the Board of Trustees of the Village of Barrington, Illinois, this 15 day of December, 2020

Agenda # 40

ORDINANCE NO. 20-4134

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS FOR FISCAL YEAR 2021, BEGINNING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021

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 2021, 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: the Transmittal Letter; 2021 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 2021 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 13, 2020; and

WHEREAS, the tentative budget has been published in pamphlet form and made conveniently available for public inspection from December 4, 2020 to December 14, 2020, 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 14, 2020); and

WHEREAS, a public hearing was held on said tentative budget on December 14, 2020 (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 December 4, 2020 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 2021.

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 2021) 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, 2021 and ending December 31, 2021.

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

Passed This 14 day of December, 2020 by a Roll Call Vote of the President and Board of Trustees:

Ayes: Trustees Johnson Holden Wondrasek Duncan Young Moran & President Darch

Nayes: None

Absent: None

Abstain: None

Approved this 14 day of December, 2020

Karen Darch, Village President

Attested and filed this 14TH day of December, 2020

Tony Ciganek, Village Clerk

Village of Barrington CORPORATE SEAL Cook & Lake Counties, IL

NOTICE OF PUBLIC HEARING ON THE TENTATIVE BUDGET FOR THE VILLAGE OF BARRINGTON FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021 AND AVAILABILITY OF SAME FOR PUBLIC INSPECTION

NOTICE IS HEREBY GIVEN that a public hearing shall be held on Monday, December 14, 2020 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, 2021 and ending December 31, 2021. The Tentative Budget will be placed on file for public inspection beginning on December 4, 2020, and shall remain on file and available for public inspection until December 14, 2020 at the Village Hall, 200 South Hough Street, Barrington, Illinois, between the hours of 8:30 a.m. and 4:00 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 fiscal year 2021 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 at the same or a subsequent meeting of the Board of Trustees. It is anticipated that the President and Board of Trustees will adopt the 2021 Budget in its final form at the regular Board of Trustees meeting on December 14, 2020 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) 304-3400 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 Ciganek, Village Clerk, Village of Barrington

Published in Daily Herald December 4, 2020 (4555345)

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,North Aurora,Bannockburn, Barrington,Barrington Hills,Lake Barrington,North Barrington,South Barrington,Bartlett,Batavia,Buffalo Grove,Burlington,Campton Hills, Carpentersville,Cary,Crystal Lake,Deerfield,Deer Park,Des Plaines,Elburn, East Dundee,Elgin,South Elgin,Elk Grove Village,Fox Lake, Fox River Grove,Franklin Park,Geneva,Gilberts,Glenview,Grayslake, Green Oaks,Gurnee,Hainesville,Hampshire,Hanover Park,Hawthorn Woods, Highland Park,Highwood,Hoffman Estates,Huntley,Inverness,Island Lake, Kildeer,Lake Bluff,Lake Forest,Lake in the Hills,Lake Villa,Lake Zurich, Libertyville,Lincolnshire,Lindenhurst,Long Grove,Melrose Park,Montgomery, Morton Grove,Mt.Prospect,Mundelein,Niles,Northbrook,Northfield,Northlake, Palatine,Park Ridge,Prospect Heights,River Grove,Riverwoods, Rolling Meadows,Rosemont,Round Lake,Round Lake Beach, Round Lake Heights,Round Lake Park,Schaumburg,Schiller Park,Sleepy Hollow, St. Charles,Streamwood,Sugar Grove,Third Lake,Tower Lakes,Vernon Hills, Volo,Wadsworth,Wauconda,Waukegan,West Dundee,Wheeling,Wildwood, Wilmette

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

and State of Illinois, continuously for more than one year prior to the date of the first publication of the notice hereinafter referred to and is of general circulation throughout said Village(s), County(ies) and State.

I further certify that the DAILY HERALD is a newspaper as defined in "an Act to revise the law in relation to notices" as amended in 1992 Illinois Compiled Statutes, Chapter 715, Act 5, Section 1 and 5. That a notice of which the annexed printed slip is a true copy, was published 12/04/2020 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 _____
Authorized Agent

Control # 4555345

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 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
General Fund							
Tax Revenue							
Property Taxes							
Corporate	428,907	397,047	390,853	350,000	316,832	347,832	375,000
Fire Protection	333,465	330,931	338,638	300,000	249,972	297,972	280,000
Ambulance	333,465	330,931	338,638	300,000	249,972	299,972	280,000
Police Protection	333,445	330,931	338,638	300,000	249,972	299,972	280,000
Crossing Guards	47,631	47,280	48,379	40,000	33,330	39,330	25,000
Audit	9,533	9,452	9,680	5,000	4,166	4,666	5,000
Road & Bridge	55,004	55,925	56,099	55,000	45,974	54,974	55,000
FICA	190,523	189,109	193,511	200,000	166,648	196,648	200,000
IMRF	190,523	189,109	193,511	200,000	166,648	196,648	200,000
Fire Pension	269,371	294,181	360,396	320,000	302,555	322,555	360,000
Police Pension	904,238	999,322	1,053,559	1,304,000	1,102,296	1,302,296	1,460,000
SSA #1	18,635	18,649	20,656	19,000	16,922	18,422	21,000
SSA #3	31,977	32,216	30,023	32,000	23,311	29,311	32,000
Automobile Rental Tax	13,437	16,311	16,749	15,000	8,186	11,186	15,000
Replacement Tax	120,906	110,188	135,571	120,000	84,186	104,186	100,000
Telecommunications Tax	477,780	468,356	395,758	440,000	269,280	356,280	375,000
Electricity Tax	546,262	558,111	539,022	560,000	401,971	531,971	550,000
Natural Gas Tax	-	-	-	-	-	178,894	200,000
Hotel/Motel Tax	8,671	9,715	9,005	10,000	2,529	2,529	5,000
Foreign Fire Tax	44,512	31,390	42,886	40,000	3,147	48,118	40,000
Cannabis Tax	-	-	-	-	4,411	5,911	10,000
Total Tax Revenue	4,358,285	4,419,154	4,511,573	4,610,000	3,702,306	4,649,673	4,868,000
Intergovernmental							
Sales Tax	5,486,491	6,083,535	6,213,854	5,900,000	4,513,968	5,600,000	5,800,000
Income Tax	938,203	996,182	1,108,019	1,025,000	860,985	1,095,869	1,000,000
Local Use Tax	266,795	299,086	343,111	325,000	306,631	381,631	325,000
Motor Fuel Tax	263,407	264,326	338,787	470,000	290,651	365,651	375,000
Training Grants	-	3,735	24,132	10,000	-	-	10,000
Public Safety Grants	3,117	7,179	10,286	5,000	1,249	4,249	5,000
Street/Traffic Grants	22,552	23,324	-	20,000	12,250	12,250	20,000
General Grants	-	-	-	-	-	220,573	-
Governmental Reimbursements	104,000	108,000	108,819	110,000	102,573	108,000	110,000
Total Intergovernmental	7,084,565	7,785,367	8,147,008	7,865,000	6,088,307	7,788,223	7,645,000

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
General Fund (continued)							
Licenses, Permits, & Fees							
Liquor License	80,308	80,316	83,200	85,000	73,990	76,990	80,000
Food & Vendor Permits	16,990	16,885	17,775	20,000	13,675	13,675	20,000
Building Permits	641,824	413,870	421,515	400,000	226,269	322,269	400,000
Elevator Inspection Fees	13,450	10,150	11,340	10,000	3,550	7,550	10,000
Contractors License Fee	46,160	41,255	46,025	40,000	23,935	26,935	40,000
Overweight Permits	26,785	23,402	22,014	25,000	5,425	5,725	20,000
Permits & Licenses	9,865	12,651	9,336	10,000	1,321	3,621	10,000
Planning & Zoning Fees	10,935	11,550	7,000	10,000	9,950	8,850	10,000
Franchise Fees	235,415	227,857	226,045	230,000	166,818	221,818	230,000
Total Licenses, Permits, & Fees	1,081,732	837,936	844,250	830,000	524,933	687,433	820,000
Charges for Services							
EMS Transport Charges	388,619	415,343	443,007	480,000	294,656	399,656	550,000
Emergency 911 Surcharge	99,364	-	-	-	-	-	-
Shared Services - BCFPD	94,791	102,866	-	-	-	-	-
Police Special Events	85,067	79,812	40,910	80,000	11,870	11,870	40,000
Fire Special Events	2,254	3,416	1,200	5,000	-	-	5,000
Public Works Special Events	7,783	833	2,471	1,000	(1,089)	(1,089)	1,000
Escrow Reimbursements	16,792	14,302	3,815	4,000	1,724	1,724	4,000
Interfund Charges							
Administration Charge	447,600	466,800	453,600	460,800	345,000	460,200	453,600
Risk Management Charge	291,600	256,800	290,400	292,800	219,400	292,600	282,000
Information Systems	97,200	98,400	105,000	105,600	79,150	105,550	104,100
Central Garage Charge	163,800	162,000	164,400	164,400	123,300	164,400	162,600
Dispatch Svcs Charge	27,600	16,800	15,000	15,000	11,250	15,000	15,000
Miscellaneous Charges	971	1,257	3,345	2,000	1,255	1,405	2,000
Total Charges for Services	1,723,441	1,618,629	1,523,148	1,610,600	1,086,516	1,451,316	1,619,300
Sales & Rental Income							
Cultural Ticket Sales	-	-	39,635	40,000	36,964	6,525	20,000
Facility Rental Income	-	15,223	7,289	10,000	6,525	36,964	10,000
Cellular Rental Income	452,329	410,282	361,781	400,000	233,310	555,730	520,000
Total Sales & Rental Income	452,329	425,505	408,705	450,000	276,799	599,219	550,000

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
General Fund (continued)							
Fines & Forfeitures							
Traffic Fines - Cook	63,018	52,370	56,999	90,000	27,887	33,887	50,000
Traffic Fines - Lake	1,435	7,029	510	-	70	70	-
False Alarm Fines	4,850	3,590	5,050	10,000	-	-	10,000
Property Maintenance Fines	19,183	-	1,368	10,000	-	-	10,000
Local Ordinance Violations	1,650	21,884	24,302	10,000	21,497	27,497	10,000
DUI Fines	12,407	9,639	12,897	15,000	6,655	8,655	15,000
Federal Forfeit Revenues	-	-	1,255	-	-	-	-
State Forfeit Revenues	-	10,588	12,417	-	-	-	-
Article 36 Forfeit Revenues	-	-	663	-	1,764	1,764	-
Miscellaneous Fines & Forfeits	75	260	490	1,000	-	-	1,000
Total Fines & Forfeitures	102,618	105,360	115,952	136,000	57,874	71,873	96,000
Investment Income							
Interest	274,526	426,344	391,973	300,000	90,562	141,562	200,000
Interest Real Estate Taxes	293	790	120	-	173	173	-
Interest - MFT	2,969	5,020	2,931	-	1,518	1,893	-
Interest - Memorial Donations	-	-		-	-	-	-
Interest - Emergency 911	-	-		-	-	-	-
Interest - Foreign Fire	-	-		-	-	-	-
Unrealized Gain/Loss	(16,162)	(9,835)	62,725	5,000	-	-	-
Realized Gain/Loss	-	766	8,063	-	-	-	-
Total Investment Income	261,626	423,085	465,812	305,000	92,253	143,628	200,000
Miscellaneous							
Sponsorships - Events	16,000	24,735	35,290	15,000	5,625	625	15,000
Donations	22,268	18,469	5,477	27,000	1,837	6,837	27,000
Insurance/Cobra Reimbursement	242,096	204,221	114,273	150,000	11,576	11,576	50,000
Workers Comp Reimbursement	9,450	35,200	5,331	25,000	-	-	25,000
Project Reimbursements	5,731	12,465	9,602	-	2,529	2,529	-
Miscellaneous Revenue	25,175	38,227	27,930	66,400	269,411	269,411	50,000
Total Miscellaneous	320,720	333,317	197,903	283,400	290,978	290,978	167,000
Total Revenues	15,385,316	15,948,353	16,214,350	16,090,000	12,119,965	15,682,343	15,965,300

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Capital Improvement Fund							
Tax Revenue							
Natural Gas Tax	176,875	199,205	204,470	180,000	148,894	-	-
Total Tax Revenue	176,875	199,205	204,470	180,000	148,894	-	-
Intergovernmental							
Grants & Reimbursements	13,185	22,418	85,189	2,415,000	55,507	55,507	1,800,000
Program/Project Contributions	46,228	-	-	25,000	-	-	25,000
Total Intergovernmental	59,413	22,418	85,189	2,440,000	55,507	55,507	1,825,000
Charges for Services							
Miscellaneous Charges	11,029	17,726	13,508	10,000	9,210	12,894	10,000
Total Charges for Services	11,029	17,726	13,508	10,000	9,210	12,894	10,000
Sales & Rental Revenue							
Rental Income	145,260	145,260	154,980	145,000	42	42	-
Total Sales & Rental Revenue	145,260	145,260	154,980	145,000	42	42	-
Investment Income							
Interest	9,937	32,920	28,280	20,000	4,384	4,682	20,000
Unrealized Gain/Loss	(12,581)	(7,447)	6,057	-	-	-	-
Realized Gain/Loss	-	575	45,759	-	-	-	-
Total Investment Income	(2,644)	26,048	80,096	20,000	4,384	4,682	20,000
Miscellaneous							
Sales of Assets	45,375	52,066	21,271	30,000	60,988	69,988	30,000
BVC Capital Contribution	-	24,543	25,104	25,000	8,955	11,940	25,000
Miscellaneous Revenue	24,895	6,427	-	-	1,650	1,650	-
Total Miscellaneous	70,270	83,036	46,375	55,000	71,593	83,578	55,000
Other Financing Sources							
Debt Issuance	-	970,000	-	-	-	-	-
Premium on Bond	-	40,630	-	-	-	-	-
Payment to Escrow Agent	-	(10,630)	-	-	-	-	-
Total Other Financing Sources	-	1,000,000	-	-	-	-	-
Transfers In							
General Fund	1,100,000	230,000	-	25,000	-	25,000	215,000
Water & Sewer Fund	602,913	193,000	-	-	-	-	-
Total Transfers	1,702,913	423,000	-	25,000	-	25,000	215,000
Total Revenues	2,163,116	916,693	584,618	2,875,000	289,629	181,703	2,125,000

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Tax Increment Financing Fund							
Property Taxes							
Property Tax - Corporate	925,315	1,052,468	1,197,164	1,150,000	1,255,608	1,255,608	1,160,000
Total Property Taxes	925,315	1,052,468	1,197,164	1,150,000	1,255,608	1,255,608	1,160,000
Village Property Usage							
Rental Income	-	-	1	1	-	1	1
Total Village Property Usage	-	-	1	1	-	1	1
Investment Income							
Interest	-	-	140	500	49	49	200
Total Investment Income	-	-	140	500	49	49	200
Miscellaneous							
Miscellaneous Revenue	691	20,656	-	-	-	-	-
Total Miscellaneous	691	20,656	-	-	-	-	-
Other Financing Sources							
Gain on Sale of Assets	-	-	-				
Transfers In	-	1,000,000	1,000,000	1,000,000	-	1,000,000	1,000,000
Total Other Financing Sources	-	1,000,000	1,000,000	1,000,000	-	1,000,000	1,000,000
Total Revenues	926,006	2,073,124	2,197,305	2,150,501	1,255,658	2,255,658	2,160,201
Debt Service Fund							
Property Taxes							
Property Tax - Corporate	798,343	415,612	-	-	35	-	-
Total Property Taxes	798,343	415,612	-	-	35	-	-
Investment Income							
Interest	54	(32)	406	1,000	1	-	100
Total Investment Income	54	(32)	406	1,000	1	-	100
Miscellaneous							
Miscellaneous	90,598	35,147	-	-	-	35	-
Total Miscellaneous	90,598	35,147	-	-	-	35	-
Transfers							
Transfers In	200,000	450,000	250,000	250,000	225,000	250,000	200,000
Total Transfers	200,000	450,000	250,000	250,000	225,000	250,000	200,000
Debt Service Fund Total	1,088,995	900,727	250,406	251,000	225,036	250,035	200,100

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Water & Sewer Fund							
Charges for Services							
Water Sales	1,800,804	1,937,344	1,960,118	2,000,000	4,547,475	2,137,644	2,137,664
Sewer Sales	3,602,282	3,602,043	3,911,512	3,800,000	-	3,834,811	3,875,000
Connection Fees	169,748	164,615	154,365	100,000	156,399	156,399	100,000
Miscellaneous Sales	1,353	6,010	1,429	1,000	-	-	1,000
Total Charges for Services	5,574,187	5,710,012	6,027,424	5,901,000	4,703,874	6,128,854	6,113,664
Investment Income							
Interest	77,147	94,244	118,339	30,000	39,754	46,254	50,000
Unrealized Gain/(Loss)	(12,727)	(7,668)	48,231	-	-	-	-
Realized Gain/(Loss)	-	261	2,750	-	-	-	-
Total Investment Income	64,420	86,837	169,319	30,000	39,754	46,254	50,000
Miscellaneous							
Other Income	129,964	122,263	2,166	5,000	5,260	5,510	5,000
Gain/(Loss) on Disposal	(101,883)	(26,173)	-	-	-	-	-
Insurance/Project Reimbursement	-	-	-	1,000	-	-	-
Total Miscellaneous	28,081	96,090	2,166	6,000	5,260	5,510	5,000
Total Revenues	5,666,688	5,892,939	6,198,908	5,937,000	4,748,888	6,180,618	6,168,664
Recycling & Refuse Fund							
Charges for Services							
Refuse Charges	1,194,501	1,200,300	1,206,780	1,210,000	913,378	1,216,378	1,220,000
Total Charges for Services	1,194,501	1,200,300	1,206,780	1,210,000	913,378	1,216,378	1,220,000
Investment Income							
Interest Income	5	394	363	200	62	86	200
Total Investment Income	5	394	363	200	62	86	200
Miscellaneous							
Other Income	7,050	7,311	6,446	5,000	5,357	7,157	8,000
Total Miscellaneous	7,050	7,311	6,446	5,000	5,357	7,157	8,000
Recycling & Refuse Fund Total	1,201,556	1,208,005	1,213,589	1,215,200	918,797	1,223,621	1,228,200

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Parking System Fund							
Intergovernmental							
Grants & Reimbursements	-	-	-	1,906,000	-	650,000	1,720,000
Total Intergovernmental	-	-	-	1,906,000	-	650,000	1,720,000
Licenses & Permits							
Commuter Parking Permits	293,830	272,281	244,690	390,000	70,314	122,806	117,000
Premium Parking Permits	-	-	21,397	84,000	48,492	-	48,000
Employer/Employee Permits	26,075	23,565	19,261	25,000	13,120	13,720	20,000
Overnight Parking Permits	1,510	1,610	1,130	5,000	40	40	500
Total Licenses & Permits	321,415	297,456	286,478	504,000	131,966	136,566	185,500
Charges for Services							
Fare Boxes/Meters	455,787	471,817	499,479	475,000	134,542	139,942	200,000
Total Charges for Services	455,787	471,817	499,479	475,000	134,542	139,942	200,000
Fines & Forfeitures							
Parking Fines	152,136	137,484	109,299	120,000	33,693	39,693	70,000
Total Fines & Forfeitures	152,136	137,484	109,299	120,000	33,693	39,693	70,000
Sales & Rental Revenue							
Rental Income	14,873	14,873	14,873	14,000	6,873	9,873	15,000
Total Sales & Rental Revenue	14,873	14,873	14,873	14,000	6,873	9,873	15,000
Investment Income							
Interest	7,282	23,113	22,615	4,000	4,009	4,909	5,000
Total Investment Income	7,282	23,113	22,615	4,000	4,009	4,909	5,000
Miscellaneous							
Reimbursements	-	-	-	-	-	-	-
Miscellaneous Revenue	572	57,272	785	1,000	1,000	1,000	1,000
Total Miscellaneous	572	57,272	785	1,000	1,000	1,000	1,000
Transfers							
Transfer In	-	-	-	-	-	-	-
Net Transfers	-	-	-	-	-	-	-
Total Revenues	952,065	1,002,015	933,529	3,024,000	312,083	981,983	2,196,500

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Barrington White House Fund							
Sales & Rental Revenue							
Alcohol Sales	79,860	94,851	60,304	60,000	8,448	8,958	33,500
Event Rental Income	80,511	111,029	75,073	100,000	24,561	44,487	54,800
Shared Event Revenue	-	-	591	1,000	-	-	-
Rental Income	24,288	24,273	25,219	25,000	13,033	26,893	25,000
Ticket Sales	40,532	50,255	68,878	70,000	36,953	19,613	48,780
Miscellaneous Sales	-	444	1,500	1,000	520	520	-
Total Sales & Rental Revenue	225,191	280,852	231,564	257,000	83,515	100,471	162,080
Investment Income							
Interest Earnings	-	23	11	100	-	-	10
Unrealized Gain/(Loss)	-	-	-	-	-	-	-
Realized Gain/(Loss)	2,404	1,777	8	-	218	218	-
Total Investment Income	2,404	1,800	19	100	218	218	10
Miscellaneous							
Donations							
Sponsorships	32,500	38,850	31,500	85,000	-	85,000	95,000
Operating Donations	103,283	130,288	107,250	60,000	510	185,000	45,000
Capital Donations	1,091,153	600,255	273,087	30,000	24,819	24,454	-
Miscellaneous	3,205	1,425	428	1,000	500	1,376	500
Total Miscellaneous	1,230,141	770,818	412,265	176,000	25,829	295,830	140,500
Transfers							
Transfer In	-	-	655,000	100,000	-	75,000	75,000
Net Transfers	-	-	655,000	100,000	-	75,000	75,000
Total Revenues	1,457,736	1,053,470	1,298,848	533,100	109,561	471,519	377,590

Estimated Revenues by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Estimate

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revenue Estimate	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Revenue Estimate
Firefighters' Pension Fund							
Investment Income							
Interest	696,825	717,546	532,452	550,000	196,055	225,111	550,000
Net Change in Fair Value	1,216,154	(1,315,725)	2,371,992	875,000	1,393,820	1,031,400	750,000
Total Investment Income	1,912,979	(598,179)	2,904,444	1,425,000	1,589,875	1,256,511	1,300,000
Miscellaneous							
Contributions - Employer	375,167	1,552,828	360,396	380,000	304,042	380,000	435,000
Contributions - Plan Members	192,590	174,359	197,672	175,000	123,191	198,204	185,000
Contributions - Other	-	-			39,364	11,881	-
Total Miscellaneous	567,757	1,727,187	558,068	555,000	466,597	590,085	620,000
Firefighters' Pension Fund Total	2,480,736	1,129,008	3,462,511	1,980,000	2,056,473	1,846,596	1,920,000
Police Pension Fund							
Investment Income							
Interest	548,973	638,871	551,824	550,000	221,032	270,251	400,000
Net Change in Fair Value	2,253,797	(2,036,056)	2,988,975	1,050,000	434,384	21,401	800,000
Total Investment Income	2,802,770	(1,397,185)	3,540,798	1,600,000	655,416	291,652	1,200,000
Miscellaneous							
Contributions - Employer	1,225,109	1,197,875	1,369,794	1,500,000	1,269,997	1,500,000	1,650,000
Contributions - Plan Members	200,679	208,463	207,511	210,000	150,638	210,000	215,000
Contributions - Other	-	-	-	-	2,898	2,717	-
Total Miscellaneous	1,425,788	1,406,338	1,577,305	1,710,000	1,423,533	1,712,717	1,865,000
Police Pension Fund Total	4,228,558	9,153	5,118,104	3,310,000	2,078,949	2,004,369	3,065,000
Village Revenues Total	35,550,772	30,133,487	37,472,168	37,365,801	24,115,038	31,078,445	35,406,555

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Expenditure Budget

The Expenditure Budget for 2021 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 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
General Fund							
Administration & Finance							
Village Administration							
Salaries	408,688	396,702	299,963	300,000	215,238	304,950	297,090
Benefits	132,237	125,623	84,598	97,900	69,143	99,450	98,517
Professional Development	59,673	56,816	50,593	63,250	35,336	62,900	75,480
Contractual Services	153,617	202,783	284,821	63,500	71,542	107,100	47,000
Commodities & Equipment	12,939	12,283	13,405	10,900	4,354	11,800	11,300
Miscellaneous Expenditures	193,315	295,505	361,149	333,200	8,808	332,000	320,700
Total Village Adminstration	960,469	1,089,712	1,094,530	868,750	404,421	918,200	850,087
Legal Services							
Contractual Services	493,316	608,038	498,825	420,000	215,542	368,000	360,000
Total Legal Services	493,316	608,038	498,825	420,000	215,542	368,000	360,000
Technology Services							
Salaries	120,787	124,641	130,648	134,000	89,521	121,150	104,936
Benefits	42,821	42,944	44,264	48,000	32,555	45,690	42,661
Professional Development	4,336	1,716	2,718	5,500	322	900	5,300
Contractual Services	152,613	164,809	198,316	241,900	146,702	227,000	303,335
Commodities & Equipment	288	534	180	300	96	500	300
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Technology Services	320,845	334,644	376,126	429,700	269,195	395,240	456,532
Community Engagement							
Salaries	87,623	124,590	193,313	161,000	127,786	183,250	65,521
Benefits	31,546	42,579	73,271	66,100	53,291	76,500	26,909
Professional Development	1,929	1,092	4,729	1,200	673	1,250	200
Contractual Services	22,864	27,242	64,285	60,100	45,545	75,000	142,561
Commodities & Equipment	422	804	918	1,000	871	1,500	500
Miscellaneous Expenditures	54,659	82,630	115,321	126,200	67,622	94,200	84,150
Total Community Engagement	199,043	278,937	451,837	415,600	295,789	431,700	319,841
Financial Services							
Salaries	259,263	271,311	290,276	299,400	221,133	296,250	277,896
Benefits	59,935	85,444	83,932	99,100	65,216	87,450	101,490
Professional Development	1,412	2,027	4,217	3,200	2,950	3,700	3,275
Contractual Services	67,873	62,285	76,206	74,200	65,676	76,500	125,900
Commodities & Equipment	5,310	3,542	4,403	3,700	2,402	3,200	4,400
Miscellaneous Expenditures	5,905	-	-	-	112	500	-
Total Financial Services	399,698	424,609	459,034	479,600	357,490	467,600	512,961

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
General Fund (Continued)							
Human Resources							
Salaries	99,013	101,034	80,996	63,200	45,341	64,468	62,080
Benefits	32,115	40,127	30,674	22,400	16,545	34,900	95,414
Professional Development	3,491	3,352	3,006	5,300	1,095	2,050	3,100
Contractual Services	5,968	7,743	6,282	14,900	6,127	10,200	11,400
Commodities & Equipment	437	636	586	1,000	319	600	800
Miscellaneous Expenditures	700	680	968	11,000	76	750	10,700
Total Human Resources	141,724	153,572	122,513	117,800	69,503	112,968	183,494
Risk Management							
Salaries	81,737	84,970	62,597	43,700	31,367	43,400	42,961
Benefits	87,856	58,714	102,129	14,900	10,297	13,650	14,353
Professional Development	1,287	392	259	1,400	-	-	300
Contractual Services	624,146	551,321	560,025	676,000	484,092	600,000	736,000
Commodities & Equipment	-	-	-	-	-	-	-
Miscellaneous Expenditures	1,900	1,375	1,379	2,000	504	1,000	1,800
Total Risk Management	796,926	696,772	726,389	738,000	526,260	658,050	795,414
Total Administration & Finance	3,312,021	3,586,284	3,729,255	3,469,450	2,138,199	3,351,758	3,478,329
Development Services (continued)							
Inspectional Services							
Salaries	207,209	218,530	210,367	274,100	117,106	164,700	118,669
Benefits	83,363	87,428	75,157	96,700	30,415	42,825	30,956
Professional Development	1,376	2,712	2,704	3,900	920	1,900	1,375
Contractual Services	67,104	115,274	62,848	71,200	92,617	123,700	138,825
Commodities & Equipment	815	1,122	1,052	1,900	163	700	1,060
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Inspectional Services	359,867	425,066	352,128	447,800	241,222	333,825	290,885
Planning & Zoning							
Salaries	150,690	157,606	158,034	187,000	121,283	173,500	197,449
Benefits	46,293	46,971	39,206	58,300	32,845	47,300	54,159
Professional Development	3,013	1,470	1,747	4,600	759	3,100	3,375
Contractual Services	5,453	5,171	4,309	22,800	2,625	5,200	9,400
Commodities & Equipment	1,355	1,807	1,783	2,500	326	1,900	1,320
Miscellaneous Expenditures	-	-	-	1,000	-	1,000	-
Total Planning & Zoning	206,804	213,025	205,079	276,200	157,838	232,000	265,703
Total Development Services	566,671	638,091	557,207	724,000	399,060	565,825	556,589

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
General Fund (Continued)							
Public Safety							
Police Administration							
Salaries	363,742	358,750	374,709	395,400	278,868	385,950	316,434
Benefits	168,443	189,603	206,834	229,500	141,991	208,900	219,306
Professional Development	2,743	3,639	4,200	4,700	2,128	4,350	4,645
Contractual Services	113,047	174,434	191,049	208,600	96,356	181,800	175,600
Commodities & Equipment	3,803	4,961	7,743	7,400	1,953	7,400	6,050
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Police Administration	651,778	731,387	784,535	845,600	521,296	788,400	722,035
Investigations							
Salaries	382,654	306,089	371,679	386,200	275,033	390,120	415,993
Benefits	243,268	204,849	263,837	298,900	194,911	303,700	329,047
Professional Development	7,306	8,592	8,268	9,400	6,703	9,400	9,685
Contractual Services	2,888	3,040	6,370	5,400	4,563	5,500	5,405
Commodities & Equipment	7,773	14,980	7,459	10,100	2,359	10,100	9,925
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Investigations	643,889	537,550	657,613	710,000	483,569	718,820	770,055
Patrol Operations							
Salaries	1,925,369	2,047,638	2,016,826	2,020,300	1,512,171	2,170,550	2,136,873
Benefits	1,266,617	1,258,304	1,353,641	1,463,600	952,955	1,501,800	1,616,600
Professional Development	14,033	10,693	10,936	18,300	5,213	16,700	18,950
Contractual Services	16,433	13,301	11,880	15,200	9,487	15,200	14,705
Commodities & Equipment	32,146	45,085	29,776	40,200	24,413	39,500	27,650
Miscellaneous Expenditures	27,472	29,822	23,230	22,400	16,648	15,600	27,200
Total Patrol Operations	3,282,070	3,404,843	3,446,289	3,580,000	2,520,887	3,759,350	3,841,978
Fire Administration							
Salaries	188,892	194,735	199,519	200,500	137,733	195,800	193,354
Benefits	65,198	66,907	65,347	77,800	35,426	70,350	83,319
Professional Development	5,263	5,223	6,027	6,700	2,457	7,000	4,495
Contractual Services	36,309	40,595	44,718	60,400	37,226	63,400	60,000
Commodities & Equipment	5,321	6,928	8,323	6,800	8,037	13,800	5,400
Miscellaneous Expenditures	-	-	-	1,000	-	1,000	1,000
Total Fire Administration	300,983	314,388	323,934	353,200	220,879	351,350	347,568
Fire Operations							
Salaries	1,795,267	1,980,049	2,090,459	1,926,500	1,351,628	2,007,500	2,027,672
Benefits	750,137	1,072,550	819,180	952,400	544,610	902,400	976,812
Professional Development	31,973	36,503	61,493	57,100	17,397	56,600	43,750
Contractual Services	79,451	105,168	88,916	86,900	62,244	99,600	66,950
Commodities & Equipment	41,007	85,827	73,781	58,400	39,061	58,600	52,675
Miscellaneous Expenditures	11,133	49,379	15,043	30,000	29,090	75,000	30,750
Total Fire Operations	2,708,968	3,329,476	3,148,872	3,111,300	2,044,029	3,199,700	3,198,609
Emergency Operations							
Professional Development	-	-	-	3,400	-	1,600	2,900
Contractual Services	323,758	320,859	347,391	334,800	255,919	339,000	341,880
Commodities & Equipment	30	-	1,100	1,100	-	1,000	1,100
Miscellaneous Expenditures	11,298	19,764	9,223	13,000	7,948	12,000	10,500
Total Emergency Operations	335,086	340,623	357,714	352,300	263,868	353,600	356,380

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
General Fund (Continued)							
Public Safety (Continued)							
Fire & Police Commission							
Professional Development	154	-	33	2,000	-	-	800
Contractual Services	19,325	14,740	23,120	17,600	16,795	21,200	20,500
Commodities & Equipment	-	-	-	400	-	-	400
Miscellaneous Expenditures	-	-	-	-	-	-	350
Total Fire & Police Commission	19,479	14,740	23,154	20,000	16,795	21,200	22,050
Total Public Safety	7,942,253	8,673,007	8,742,111	8,972,400	6,071,322	9,192,420	9,258,675
Public Works							
Administration							
Salaries	68,092	84,612	75,169	74,500	57,092	81,200	79,557
Benefits	22,504	22,042	25,754	23,600	24,445	35,150	34,234
Professional Development	335	138	1,220	3,900	819	1,600	2,675
Contractual Services	9,818	11,514	10,247	15,700	10,737	14,500	14,400
Commodities & Equipment	521	1,374	81	2,300	116	2,300	400
Total Administration	101,270	119,680	112,471	120,000	93,208	134,750	131,266
Street Operations							
Salaries	423,120	443,544	464,781	416,900	273,049	394,320	406,780
Benefits	132,249	148,931	153,691	143,300	97,848	131,800	119,669
Professional Development	2,230	1,425	2,934	4,100	1,125	4,300	4,775
Contractual Services	110,288	102,597	118,026	149,700	50,220	112,000	28,450
Commodities & Equipment	119,536	152,022	172,297	218,100	108,910	213,800	22,600
Miscellaneous Expenditures	10,741	26,229	35,585	80,000	17,486	73,000	56,000
Total Street Operations	798,164	874,748	947,315	1,012,100	548,638	929,220	638,274
MFT Operations							
Salaries	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-
Professional Development	-	-	-	-	-	-	-
Contractual Services	-	-	-	-	13,336	-	102,000
Commodities & Equipment	-	-	-	-	3,170	-	188,000
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total MFT Operations	-	-	-	-	16,506	-	290,000
Forestry							
Salaries	91,390	112,407	114,490	103,200	75,317	115,000	80,011
Benefits	26,544	32,875	34,634	38,300	21,568	33,200	26,989
Professional Development	2,408	2,092	932	3,500	416	1,600	2,095
Contractual Services	139,527	176,287	152,532	203,300	65,056	201,500	200,200
Commodities & Equipment	16,573	16,824	13,060	26,200	10,443	22,000	18,200
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Forestry	276,442	340,485	315,649	374,500	172,801	373,300	327,495

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
General Fund (Continued)							
Public Works (Continued)							
Property Maintenance							
Salaries	118,931	141,485	147,605	121,100	82,376	119,175	93,407
Benefits	30,628	38,271	40,627	42,600	24,577	36,700	31,566
Professional Development	-	9	85	-	-	-	-
Contractual Services	104,261	109,491	104,058	110,300	41,961	109,200	117,100
Commodities & Equipment	29,777	30,406	22,644	29,200	5,749	28,500	23,700
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Property Maintenance	283,597	319,662	315,019	303,200	154,664	293,575	265,773
Central Garage							
Salaries	181,236	213,271	222,982	251,200	156,052	233,130	177,819
Benefits	71,618	78,221	77,550	113,200	59,155	90,200	55,050
Professional Development	3,246	4,851	4,579	2,900	2,077	4,400	4,000
Contractual Services	80,599	77,369	75,354	66,700	47,448	67,200	80,525
Commodities & Equipment	180,068	210,863	207,978	192,200	125,825	192,200	178,250
Central Garage Total	516,767	584,575	588,443	626,200	390,557	587,130	495,644
Total Public Works	1,976,240	2,239,150	2,278,896	2,436,000	1,376,374	2,317,975	2,148,452
Transfers Out							
Transfer to Capital Improvement Fund	1,100,000	230,000	-	25,000		25,000	215,000
Transfer to Debt Service Fund	-	450,000	250,000	250,000		250,000	200,000
Transfer to BWH & FoBWH	-	-	655,000	75,000		100,000	100,000
Transfers Out Total	1,100,000	680,000	905,000	350,000	-	375,000	515,000
General Fund Total	14,897,185	15,816,532	16,212,469	15,951,850	9,984,955	15,802,978	15,957,044

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Capital Improvement Fund							
Development Services							
Engineering							
Salaries	134,495	127,933	127,920	116,500	99,967	151,775	109,898
Benefits	38,144	35,219	33,908	35,200	33,680	65,600	41,235
Professional Development	1,826	1,633	1,981	4,450	1,079	3,100	3,425
Contractual Services	5,555	786	58	900	997	1,900	4,525
Commodities & Equipment	785	1,017	1,048	1,550	163	1,350	810
Total Engineering	180,805	166,588	164,914	158,600	135,886	223,725	159,893
Village Property Improvements							
Facility Improvements	106,174	132,257	341,799	129,000	11,331	65,000	40,000
Property Improvements	116,141	172,302	154,192	180,500	2,841	172,000	118,500
Pedestrian & Bikeway Projects	76,641	104,337	203,489	125,000	6,962	40,000	142,000
Vehicle & Equipment Purchases	891,988	700,574	459,195	1,011,800	612,458	828,000	426,000
Total Village Property	1,190,944	1,109,470	1,158,675	1,446,300	633,592	1,105,000	726,500
Infrastructure Improvements							
Street Improvements	1,020,516	657,073	608,391	2,694,000	304,077	629,000	2,619,000
Parking Improvements	-	18,401	4,744	25,000	3,664	4,000	-
Stormwater Improvements	-	-	45,643	500,000	35,669	540,000	-
Total Infrastructure	1,020,516	675,474	658,779	3,219,000	343,409	1,173,000	2,619,000
Transfers Out							
Transfer to TIF Fund	-	1,000,000	1,000,000	1,000,000	-	1,000,000	1,000,000
Transfer to Debt Service Fund	200,000	-	-	-	-	-	-
Total Transfers Out	200,000	1,000,000	1,000,000	1,000,000	-	1,000,000	1,000,000
Capital Improvement Fund Total	2,592,265	2,951,532	2,982,368	5,823,900	1,112,888	3,501,725	4,505,393

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
TIF District Fund							
Administration & Finance							
Administration							
Contractual Services	6,074	359	3,077	25,000	259	5,000	25,000
Commodities & Equipment	-	-	-	-	-	-	-
Miscellaneous	-	-	-	10,000	-	10,000	20,000
Total Administration	6,074	359	3,077	35,000	259	15,000	45,000
Debt Service							
Principal	841,197	897,027	945,239	985,000	-	985,000	885,000
Interest & Fiscal Charges	164,619	143,285	120,758	106,000	40,238	105,700	71,000
Total Debt Service	1,005,816	1,040,312	1,065,997	1,091,000	40,238	1,090,700	956,000
TIF District Fund Total	1,011,890	1,040,671	1,069,074	1,126,000	40,496	1,105,700	1,001,000
Debt Service Fund							
Debt Service							
Principal	895,000	575,000	165,000	170,000	-	170,000	175,000
Interest & Fiscal Charges	143,743	129,885	78,295	75,300	39,221	75,000	73,000
Total Debt Service	1,038,743	704,885	243,295	245,300	39,221	245,000	248,000
Debt Service Fund Total	1,038,743	704,885	243,295	245,300	39,221	245,000	248,000

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Water & Sewer Fund							
Administration							
Administration & Finance							
Utility Services							
Salaries	133,249	149,162	147,628	160,600	119,538	165,334	158,334
Benefits	42,921	41,554	47,413	84,700	40,530	81,050	58,081
Professional Development	-	230	335	1,500	-	-	700
Contractual Services	32,506	29,825	43,765	45,700	42,081	57,500	45,700
Commodities & Equipment	2,866	3,358	6,080	2,500	4,149	6,500	4,000
Miscellaneous Expenditures	6,134	-	-	-	-	-	-
Total Administration	217,676	224,129	245,221	295,000	206,298	310,384	266,815
Public Works							
Administration							
Salaries	135,644	97,836	88,154	88,500	66,869	95,120	94,902
Benefits	51,297	27,359	32,646	61,200	28,860	71,700	56,609
Professional Development	1,269	550	834	1,200	-	1,300	2,500
Contractual Services	59,785	32,024	46,990	77,200	29,920	76,355	75,700
Commodities & Equipment	589	242	103	1,100	518	1,400	1,200
Miscellaneous Expenditures	727,800	700,800	701,400	701,400	526,050	701,400	701,400
Total Public Works	976,384	858,811	870,128	930,600	652,216	947,275	932,311
Total Administration	1,194,060	1,082,940	1,115,349	1,225,600	858,513	1,257,659	1,199,126
Operations							
Development Services							
Engineering							
Salaries	178,315	209,746	203,274	151,800	133,476	48,320	171,206
Benefits	60,192	49,222	60,827	102,800	47,728	69,820	67,208
Professional Development	1,821	1,714	1,781	3,700	947	3,100	3,325
Contractual Services	5,053	786	-	1,400	911	1,800	15,525
Commodities & Equipment	778	881	1,043	1,600	163	1,300	810
Total Engineering	246,159	262,349	266,925	261,300	183,225	124,340	258,074
Public Works							
Property Maintenance							
Contractual Services	15,761	10,539	10,898	15,900	4,375	13,000	10,200
Commodities	2,204	2,808	3,236	3,600	1,076	3,500	3,100
Total Property Maintenance	17,965	13,347	14,134	19,500	5,451	16,500	13,300
Utility Maintenance							
Salaries	368,195	390,825	414,387	423,400	304,802	433,000	424,650
Benefits	184,073	149,022	163,843	263,500	121,693	275,200	221,694
Professional Development	965	1,655	2,272	3,600	543	2,200	3,500
Contractual Services	78,606	92,621	105,091	103,200	51,255	111,000	88,900
Commodities & Equipment	92,310	99,963	121,886	137,200	135,589	192,300	163,700
Miscellaneous Expenditures	-	10,000	7,125	-	-	-	10,000
Total Utility Maintenance	724,149	744,086	814,604	930,900	613,881	1,013,700	912,444

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Water & Sewer Fund							
Operations (continued)							
Water Production							
Salaries	119,256	139,285	152,521	168,200	114,619	169,900	168,307
Benefits	54,003	43,340	53,811	92,900	42,494	97,103	79,537
Professional Development	1,618	2,253	2,190	2,800	1,182	3,000	3,100
Contractual Services	116,791	148,203	140,685	139,200	97,078	145,200	141,100
Commodities & Equipment	73,862	84,099	124,710	110,200	101,216	112,450	132,250
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Water Production	365,530	417,180	473,916	513,300	356,589	527,653	524,294
Wastewater Treatment							
Salaries	315,306	328,948	358,635	370,000	291,309	404,900	369,742
Benefits	134,761	94,347	119,971	272,900	112,690	239,951	190,955
Professional Development	1,790	2,013	3,935	4,400	3,547	5,600	5,850
Contractual Services	385,374	328,635	352,985	273,400	237,985	353,700	378,500
Commodities & Equipment	88,071	84,376	122,417	142,200	83,249	144,600	144,050
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Wastewater Treatment	925,302	838,319	957,942	1,062,900	728,779	1,148,751	1,089,097
Total Operations	2,279,105	2,275,281	2,527,521	2,787,900	1,887,924	2,830,944	2,797,209
Capital Expenses							
Village Property							
Facility Improvements	45,864	43,460	49,450	66,000	59,429	65,000	150,000
Vehicle & Equipment Purchases	-	160,846	87,279	105,000	762	20,000	150,000
Total Village Property	45,864	204,306	136,729	171,000	60,191	85,000	300,000
Infrastructure Improvements							
Stormwater Improvements	638,435	1,930,381	37,397	205,000	28,977	165,000	-
Water Main Improvements	474,678	113,080	156,150	825,000	17,338	845,000	825,000
Water Facilities Projects	-	-	106,741	210,000	104,058	210,000	51,000
Sanitary Sewer Main Projects	5,714,940	4,093,574	323,844	650,000	3,456	650,000	60,000
Wastewater Facilities Projects	28,551	743,893	1,132,622	240,000	129,235	235,000	35,000
Total Infrastructure	6,856,604	6,880,928	1,756,755	2,130,000	283,064	2,105,000	971,000
Sub-Total Capital Expenses	6,902,468	7,085,234	1,893,484	2,301,000	343,255	2,190,000	1,271,000
Less: Capitalized Fixed Assets	(6,766,086)	(6,691,210)	(1,356,862)	(2,268,000)	-	(1,565,000)	(925,000)
Total Capital Expenses	136,382	394,024	536,622	33,000	343,255	625,000	346,000
Debt Service							
Principal	-	-	-	1,265,000	-	1,265,000	1,300,000
Interest & Fiscal Charges	690,904	877,788	714,350	691,500	339,916	691,000	661,000
Debt Issuance Costs	122,094	71,857	-	-	-	-	-
Total Debt Service	812,998	949,645	714,350	1,956,500	339,916	1,956,000	1,961,000
Transfers Out							
Transfer to Capital Improvement Fund	602,913	193,000	-	-	-	-	-
Total Transfers Out	602,913	193,000	-	-	-	-	-
Water & Sewer Fund Total	5,025,458	4,894,890	4,893,841	6,003,000	3,429,608	6,669,603	6,303,335

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Recycling & Refuse Fund							
Administration							
Administration & Finance							
Utility Services							
Salaries	48,229	48,246	53,234	52,000	39,166	53,815	51,512
Benefits	12,470	13,956	15,209	29,000	12,898	26,675	28,365
Professional Development	-	130	90	1,000	-	-	-
Contractual Services	8,677	11,181	15,585	13,500	10,549	14,400	14,200
Commodities & Equipment	1,514	1,722	3,169	700	2,078	3,000	2,500
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Utility Services	70,890	75,235	87,287	96,200	64,691	97,890	96,577
Total Administration	70,890	75,235	87,287	96,200	64,691	97,890	96,577
Operations							
Public Works							
Recyclng & Refuse Operations							
Salaries	38,417	42,920	33,418	55,400	30,413	43,350	46,330
Benefits	12,160	13,345	13,075	38,100	13,296	34,050	27,185
Professional Development	-	-	-	-	-	-	-
Contractual Services	905,742	916,253	928,601	950,800	665,464	920,500	999,000
Commodities & Equipment	-	-	-	200	-	200	200
Miscellaneous Expenditures	126,600	126,000	140,100	140,100	105,075	140,100	140,100
Total Recycling & Refuse	1,082,919	1,098,518	1,115,194	1,184,600	814,248	1,138,200	1,212,815
Total Operations	1,082,919	1,098,518	1,115,194	1,184,600	814,248	1,138,200	1,212,815
Recycling & Refuse Fund Total	1,153,809	1,173,753	1,202,480	1,280,800	878,939	1,236,090	1,309,392

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Parking System Fund							
Administration							
Administration & Finance							
Permitting Services							
Salaries	53,876	53,811	52,272	48,800	36,420	52,475	48,410
Benefits	16,120	16,122	11,512	33,300	11,898	31,510	24,192
Professional Development	-	150	70	900	-	-	-
Contractual Services	220,625	228,872	211,568	224,400	116,308	205,200	119,500
Commodities & Equipment	1,690	697	4,310	1,700	355	500	1,500
Miscellaneous Expenditures	126,607	256,030	148,585	126,000	105,075	128,100	126,000
Total Permitting Services	418,918	555,682	428,317	435,100	270,056	417,785	319,602
Total Administration	418,918	555,682	428,317	435,100	270,056	417,785	319,602
Operations							
Police Department							
Parking Enforcement							
Salaries	192,205	206,292	202,577	211,600	146,514	211,100	189,829
Benefits	71,108	72,758	60,457	116,300	57,746	115,020	103,578
Professional Development	-	-	-	-	-	-	-
Contractual Services	993	1,276	1,318	1,100	75	150	1,100
Commodities & Equipment	2,780	1,596	1,670	6,000	971	4,600	5,200
Miscellaneous Expenditures	-	-	-	-	-	-	-
Total Parking Enforcement	267,086	281,922	266,022	335,000	205,306	330,870	299,707
Public Works							
Parking System Maintenance							
Salaries	72,486	82,942	72,236	66,600	44,168	63,200	53,238
Benefits	25,802	23,933	18,759	77,400	16,234	73,162	46,324
Professional Development	-	114	-	-	-	-	-
Contractual Services	75,737	69,475	75,517	162,500	44,614	112,200	124,600
Commodities & Equipment	21,509	23,583	18,923	39,000	23,873	40,800	29,882
Total Parking Maintenance	195,534	200,047	185,435	345,500	128,888	289,362	254,044
Total Operations	462,620	481,969	451,456	680,500	334,194	620,232	553,751
Capital Expenses							
Infrastructure Improvements							
Parking Improvements	173,368	190,572	907,341	2,495,000	819,091	910,000	2,320,000
Total Infrastructure	173,368	190,572	907,341	2,495,000	819,091	910,000	2,320,000
Less: Capital Assets Capitalized	(155,730)	(190,572)	(863,454)	-	-	-	-
Total Capital Expenses	17,638	-	43,887	2,495,000	819,091	910,000	2,320,000
Debt Service							
Principal	-	-	-	-	-	-	-
Interest & Fiscal Charges	-	-	-	-	-	-	90,000
Total Debt Service	-	-	-	-	-	-	90,000
Parking System Fund Total	899,176	1,037,651	923,661	3,610,600	1,423,341	1,948,017	3,283,353

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Barrington White House Fund							
Operations							
Communications & Community Engagement							
Event Operations							
Salaries	20,937	66,342	63,382	47,600	47,458	68,700	42,427
Benefits	19,406	57,834	32,966	24,000	23,453	33,700	24,415
Professional Development	150	625	515	700	259	400	500
Contractual Services	274,952	167,152	145,896	134,600	63,533	90,650	72,781
Commodities & Equipment	43,056	44,692	48,355	31,200	7,960	15,500	14,950
Miscellaneous Expenditures	43,548	48,500	46,800	46,800	41,900	46,800	49,800
Total Event Operations	402,049	385,145	337,913	284,900	184,562	255,750	204,873
Community & Cultural Events							
Salaries	-	13,081	19,351	38,700	15,769	23,100	44,019
Benefits	-	11,077	7,578	18,700	5,911	8,445	16,257
Professional Development	-	117	48	300	75	100	400
Contractual Services	123,004	153,970	129,317	122,500	69,140	111,000	97,300
Commodities & Equipment	2,893	2,815	8,734	12,300	2,837	4,100	3,750
Total Community & Cultural	125,897	181,060	165,028	192,500	93,732	146,745	161,726
Total Operations	527,946	566,205	502,941	477,400	278,293	402,495	366,599
Capital Expenses							
Village Facilities							
Facility Improvements	-	86,390	-	-	5,176	12,000	-
Total Facility Improvements	-	86,390	-	-	5,176	12,000	-
Total Village Facilities	-	86,390	-	-	5,176	12,000	-
Total Capital Expenses	-	86,390	-	-	5,176	12,000	-
Less: Capital Assets Capitalized	-	-	-	-	-	-	-
Total Capital Expenses	-	86,390	-	-	5,176	12,000	-
Debt Service							
Principal	-	-	-	-	-	-	-
Interest & Fiscal Charges	49,603	19,361	-	-	-	-	-
Total Debt Service	49,603	19,361	-	-	-	-	-
White House Fund Total	577,549	671,956	502,941	477,400	283,469	414,495	366,599

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2017 Actual to Fiscal Year 2021 Budget

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Revised Budget	FY 2020 9-Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Firefighters' Pension Fund							
Fire Department							
Pension Administration							
Benefits	679,702	635,744	725,715	875,000	708,622	962,000	1,000,000
Professional Development	2,354	2,405	3,403	4,500	400	1,800	2,300
Contractual Services	141,198	105,255	96,524	140,000	74,533	93,950	145,500
Commodities	-	-	-	200	-	-	-
Total Pension Administration	823,254	743,404	825,641	1,019,700	783,554	1,057,750	1,147,800
Total Fire Department	823,254	743,404	825,641	1,019,700	783,554	1,057,750	1,147,800
Firefighters' Pension Fund Total	823,254	743,404	825,641	1,019,700	783,554	1,057,750	1,147,800
Police Pension Fund							
Police Department							
Pension Administration							
Benefits	1,979,949	2,090,308	2,193,412	2,350,000	1,673,104	2,250,000	2,400,000
Professional Development	1,595	1,545	1,894	4,500	329	1,795	4,500
Contractual Services	100,164	95,900	91,243	112,000	75,114	102,000	106,000
Commodities	-	-	-	-	-	-	-
Total Pension Administration	2,081,708	2,187,753	2,286,549	2,466,500	1,748,548	2,353,795	2,510,500
Total Police Department	2,081,708	2,187,753	2,286,549	2,466,500	1,748,548	2,353,795	2,510,500
Police Pension Fund Total	2,081,708	2,187,753	2,286,549	2,466,500	1,748,548	2,353,795	2,510,500
Total Expenditures	**30,101,037**	**31,223,028**	**31,142,319**	**38,005,050**	**19,725,021**	**34,335,153**	**36,632,417**

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COMPENSATION PLAN FOR 2021

The Compensation Plan is approved by the Village Board as part of the legal budget and it sets the authorized number and classification of 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 each 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. 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 last 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 January 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 Village's policy is to evaluate an employee after a six month introductory period and make a salary adjustment if warranted based on the employee's performance. The first January 1 increase granted to an Employee after transitioning to regular status shall be consistent with the process followed for Regular Employees.

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 awarded to represented employees on January 1 of each fiscal year, similar to non-represented employees. 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.

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 01.01.2021 to 12.31.2021									
Firefighter/Paramedic	Annual	71,054	75,315	79,544	83,806	88,035	92,296	96,525	12.0
	Hourly	25.78	27.33	28.86	30.41	31.94	33.49	35.02	
Police Officer	Annual	71,701	78,177	84,436	90,371	95,763	100,045	102,917	15.0
	Hourly	34.47	37.58	40.59	43.45	46.04	48.10	49.48	
Fire Lieutenant	Annual	100,690	104,597	108,470	112,376	-	-	-	3.0
	Hourly	36.53	37.95	39.36	40.78	-	-	-	
							Sub-Total Full-Time Represented Positions		30.0

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 $2.00 per hour.
5. The stipend paid to a Fire Lieutenant assigned as a Shift Commander for a 24 hour period is $2.50 per hour.
6. A Firefighter who is certified as a paramedic shall be paid an additional $2,000.00 in annual compensation.
7. The Fraternal Order of Police (FOP) contract expires December 31, 2022.
8. The International Association of Firefighters (IAFF) contract expires December 31, 2022.

Compensation Plan - Schedule II: Full-Time Non-Represented Employees
Effective 01.01.2021 to 12.31.2021

	Annual Salary		Hourly Salary		Authorized
	Minimum	Maximum	Minimum	Maximum	Positions
Administrative					
Administrative Assistant	34,350	58,100	16.51	27.93	3.0
Accounting Assistant	39,800	64,200	19.13	30.87	2.0
Executive Assistant	48,200	74,900	23.17	36.01	3.0
Office Manager	48,200	74,900	23.17	36.01	1.0
Professional/Technical					
Public Service Officer	40,700	64,200	19.57	30.87	1.0
Maintenance Worker	52,700	70,400	25.34	33.85	9.0
Utility Treatment Operator	54,300	74,100	26.11	35.63	4.0
Mechanic	56,200	77,700	27.02	37.36	1.0
Lab Technician	56,200	77,700	27.02	37.36	1.0
Project Manager	67,400	98,500	32.40	47.36	1.0
Department Coordinator	40,019	102,800	19.24	49.42	3.0
Village Engineer	74,900	116,600	36.01	56.06	1.0
Supevisory					
Records Supervisor	53,500	76,900	25.72	36.97	1.0
Foreman	69,600	90,400	33.46	43.46	2.0
Assistant to the Village Manager	69,600	96,200	33.46	46.25	1.0
Public Works Supervisor	74,400	100,600	35.77	48.37	2.0
Human Resources/Risk Manager	75,300	109,800	36.20	52.79	1.0
Information Technology Manager	75,300	109,800	36.20	52.79	1.0
Sergeant	87,500	114,800	42.07	55.19	6.0
Plant Superintendent	74,900	116,600	36.01	56.06	1.0
Managerial					
Assistant Department Director	76,500	122,400	36.78	58.85	2.0
Assistant Public Safety Chief	76,500	128,300	36.78	61.68	4.0
Department Director	98,500	153,100	47.36	73.61	3.0
Public Safety Chief	98,500	153,100	47.36	73.61	2.0
Village Manager	147,500	185,800	70.91	89.33	1.0
			Sub-Total Full-Time Non-Represented Employees		57.0

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.
5. The Village Manager's contract is reviewed on an annual basis by the Board and these salary ranges are a guideline.

Compensation Plan - Schedule III: Part-Time Non-Represented Employees
Effective 01.01.2021 to 12.31.2021

	Hourly Salary Minimum	Hourly Salary Maximum	Authorized Hours	Actual Positions	Full-Time Equivalent Positions
Regular Part-Time Positions					
Accounting Assistant	19.13	30.87	1,456	1.00	0.70
Hospitality Manager	19.57	30.87	1,664	1.00	0.80
GIS Coordinator	31.00	44.90	1,248	1.00	0.60
Administrative Assistant	16.51	27.93	2,704	3.00	1.30
Laborer	15.77	24.06	5,408	5.00	2.60
Regular Part-Time Non-Represented Employees				11.0	6.00
Temporary/Seasonal Positions					
Seasonal Laborer					
Snow & Ice Control Operations	16.00	27.00	1,440	3.00	0.69
Spring/Summer Operations	10.00	19.00	728	5.00	0.35
Winter Operations	15.00	25.00	1,431	3.00	0.69
Interns					
Administrative Assistant	15.00	18.00	416	1.00	0.20
Laborer					
Set-Up/Strike Operations	30.00	30.00	936	7.00	0.45
House Manager	25.00	25.00	312	1.00	0.15
Bartender	25.00	25.00	312	1.00	0.15
Temporary/Seasonal Non-Represented Employees				21.00	2.68

Compensation Plan - Schedule IV: Village Board
Effective 01.01.2021 to 12.31.2021

	Quarterly	Actual Positions
Village Board		
Village President	-	1.0
Village Trustee (3 Elected 4/7/2019)	-	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 – Three-Year Financial Projection

The Three-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 the majority of municipal services to Village residents. The forecast also illustrates the funding available for capital infrastructure projects during the next three years.

The Three 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/Net Position. Some of the Funds also include a chart illustrating the Changes in Fund Balances/Net Position. All of these projections begin with the 2020 Projected Actual as a point of reference to current conditions.

General Assumptions

The principal assumptions included in the Three-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 2022 – 2024 Three-Year Financial Projection is based on the following general assumptions:

- General inflation at a rate of 2.0% in 2022, and 2023, and 2.2% in 2024;
- Personnel cost inflation: In years beyond 2022, Salaries, including economic adjustments and merit adjustments applicable to personnel not at the top of their salary range, are projected to increase at 2.25% per year. Fringe benefits are projected to increase at 4.0% 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 40 to 53;

In the years 2023 and 2024, 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 Three-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 2021 Budget and 2022-2024 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 significantly improve the safety or quality of life for residents, non-residents, and businesses.
- 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 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 Three Year Financial Projection defaults to using conservative numbers for revenues and includes fairly robust expenses. As a result, the baseline three 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 42 – 49. 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 2021 through 2026, and the ending Fund Balance in 2024 is projected to equal $8,965,036. The General Fund will have a surplus of revenues over expenditures throughout the projected period but will be transferring a substantial portion of those excess resources to the Capital Improvement and Debt Service Funds for infrastructure projects and debt service payments, which causes an overall decrease in fund balance in most years. If there is a decrease in revenue in the General Fund in a year, the transfer out to the Capital Improvement Fund can be reduced and 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 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Revenues					
Tax Revenue	4,649,673	4,868,000	4,722,500	4,767,500	4,833,500
Intergovernmental	7,788,223	7,645,000	7,920,000	7,955,000	8,075,000
Licenses, Permits, & Fees	687,433	820,000	825,000	835,000	835,000
Charges for Services	1,451,316	1,619,300	1,630,200	1,635,200	1,651,600
Sales & Rental Revenue	599,219	550,000	450,000	466,000	466,000
Fines & Forfeitures	71,873	96,000	141,000	141,000	141,000
Investment Income	143,628	200,000	100,000	220,000	260,000
Miscellaneous	290,978	167,000	217,000	242,000	242,000
Total Revenues	15,682,343	15,965,300	16,005,700	16,261,700	16,504,100
Expenditures					
Administration & Finance	3,351,758	3,478,329	3,346,246	3,398,129	3,446,116
Development Services	565,825	556,589	567,883	579,477	591,380
Public Safety	9,192,420	9,258,675	9,506,927	9,762,940	10,026,978
Public Works	2,317,975	2,148,452	2,162,213	2,197,749	2,234,189
Total Expenditures	15,427,978	15,442,044	15,583,269	15,938,294	16,298,662
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	254,365	523,256	422,431	323,406	205,438
Other Financing (Uses)					
Transfers Out	(350,000)	(515,000)	(450,000)	(350,000)	(360,000)
Net Change in Fund Balance	(95,635)	8,256	(27,569)	(26,594)	(154,562)
Beginning Fund Balance	9,261,141	9,165,506	9,173,761	9,146,192	9,119,598
Ending Fund Balance	9,165,506	9,173,761	9,146,192	9,119,598	8,965,036

Analysis of Projected Changes in Fund Balances

The total Fund Balance for the General Fund is projected to increase each year from 2022 through 2024 and will decrease a total of $208,726 (2.3%) during the period. The Restricted Fund Balance will decrease every year during the period as the Village will be working to reduce the Restricted Fund Balances by using the restricted revenues for their intended purpose. The Assigned Fund Balance will decrease in most years during the period 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 remain relatively stable throughout the three year period to a total of $5,981,097, or 4.40 months of expenditures in 2024. The increase is primarily the result of the reductions in the Restricted and Assigned Fund Balances as described above.

General Fund - Analysis of Changes in Fund Balance

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Fund Balance					
Non-spendable	9,094	10,000	10,000	10,000	10,000
Restricted	389,068	344,268	269,018	208,311	80,287
Committed	-	-	-	-	-
Assigned	3,318,652	3,038,652	2,898,652	2,833,652	2,893,652
Unassigned	5,448,692	5,780,841	5,968,522	6,067,635	5,981,097
Fund Balance Total	9,165,506	9,173,761	9,146,192	9,119,598	8,965,036
One Month of Expenses	1,285,665	1,286,837	1,298,606	1,328,191	1,358,222
Four Months of Expenses	5,142,659	5,147,348	5,194,423	5,312,765	5,432,887
Months of Expenses in Unassigned Fund Balance	4.24	4.49	4.60	4.57	4.40

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 2021 to 2024 period are projected to average $1,279,150, with the largest receipts occurring in 2021 and 2022 when the Village will be reimbursed for projects from the Federal Government. The other revenues are primarily derived from Tax Revenue and Sales & Rental Income.

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

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Revenues					
Tax Revenue	-	-	200,000	200,000	200,000
Intergovernmental	55,507	1,825,000	1,085,000	640,000	-
Charges for Services	12,894	10,000	10,000	10,000	10,000
Sales & Rental Income	42	-	145,000	150,800	150,800
Investment Income	4,682	20,000	20,000	25,000	30,000
Miscellaneous	83,578	55,000	55,000	55,000	55,000
Total Revenues	156,703	1,910,000	1,570,000	1,135,800	500,800
Expenditures					
Development Services					
Engineering	223,725	159,893	164,059	168,347	172,760
Village Property Improvements					
Facility Improvements	65,000	40,000	40,000	40,000	40,000
Property Improvements	172,000	118,500	40,000	40,000	40,000
Pedestrian & Bikeway Projects	40,000	142,000	1,000,000	-	-
Vehicle & Equipment Purchases	828,000	426,000	852,000	709,000	890,000
Infrastructure Improvements					
Street Improvements	629,000	2,619,000	1,619,000	1,019,000	1,519,000
Parking Improvements	4,000	-	-	-	-
Stormwater Management	540,000	-	-	-	-
Total Expenditures	2,501,725	3,505,393	3,715,059	1,976,347	2,661,760
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	(2,345,022)	(1,595,393)	(2,145,059)	(840,547)	(2,160,960)
Other Financing Sources/(Uses)					
Debt Issuance	-	-	-	-	-
Transfers In	25,000	215,000	175,000	100,000	100,000
Transfers Out	(1,000,000)	(1,000,000)	(1,000,000)	(1,556,552)	-
Net Other Financing	(975,000)	(785,000)	(825,000)	(1,456,552)	100,000
Net Change in Fund Balance	(3,320,022)	(2,380,393)	(2,970,059)	(2,297,099)	(2,060,960)
Beginning Fund Balance	9,581,940	6,261,918	3,881,525	911,466	(1,385,633)
Ending Fund Balance	6,261,918	3,881,525	911,466	(1,385,633)	(3,446,593)

Expenditures are projected to exceed revenues every year during the period as the Fund does not generate sufficient revenues to offset the desired capital projects. Capital expenditures will increase in 2022 and then decline in 2023 and 2024, from a high of slightly less than $3.7 million in 2022 to a low of $1,976,347 in 2023. The Fund Balance will decline every year through 2024 as expenditures exceed revenues and as the Village begins a process of transferring equity to the TIF Fund to reduce the Interfund Loan owed by the TIF Fund to the Capital Improvement Fund. The TIF Fund, which currently owes the Capital Improvement Fund $4.8 million, will not generate sufficient resources to repay the loan and the reduction of this Interfund loan balance will be recognized in the Statements of Revenues, Expenditures, Transfers, and Changes in Fund Balance in both the Capital Improvement Fund and the TIF Fund through a transfer process. Current projections show the TIF Fund not being able to pay any of the original $7.8 million Interfund loan by the time the TIF Fund terminates in 2023. The Capital Improvement Fund projects annual reductions of the loan through a transfer through the TIF termination.

If the revenues and expenses in the Three Year Forecast occur as currently projected, at the end of 2024 the Fund will have a negative Fund Balance of $3,446,593. As shown by these results, providing funding for capital expenditures will be a challenge during this three 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 for Infrastructure is the amount that has been committed by the Village Board for future street improvement projects and will be utilized in 2021 for the Hart Road Intersection. In future years, if the Village proceeds with the currently recommended level of infrastructure improvements without securing additional revenue, this Committed Fund Balance will become increasingly negative as infrastructure spending greatly exceeds the resources available to support it.

Capital Improvement Fund - Analysis of Changes in Fund Balance

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Fund Balance					
Non-spendable	999	1,000	1,000	1,000	1,000
Committed					
Barrington Village Center	105,884	130,354	155,436	181,145	207,496
Infrastructure	964,559	953,389	546,044	576,467	1,124,713
Assigned					
Advances to Other Funds	4,840,000	3,840,000	2,840,000	1,840,000	-
Vehicles & Equipment	2,291,130	1,673,130	1,019,130	460,130	111,130
Unassigned	(1,940,654)	(2,716,348)	(3,650,143)	(4,444,374)	(4,890,932)
Fund Balance Total	6,261,918	3,881,525	911,466	(1,385,633)	(3,446,593)

The Assigned Fund Balance for Advances to Other Funds is the amount owed by the TIF Fund to the Capital Improvement Fund. This amount will decline throughout this three year period as the TIF Fund will be repaying some of the outstanding loan each year and the Capital Improvement Fund will transfer equity in the amount of $1.0 million per year to the TIF Fund as the TIF nears the end of its existence and will likely not be able to repay the $4.8 million currently owed to the Capital Improvement Fund. 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 $111,130 at the end of 2024, but will effectively be negative since the Fund will need to use any remaining portion of this Fund Balance to complete infrastructure projects during the period.

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 34 – 39) require the Village to maintain an Assigned Fund Balance for Vehicles & Equipment that is greater than 25% 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 25% threshold.

The negative Unassigned Fund Balance in this fund represents the different between the resources that are completely unavailable (Advances to Other Funds) or have been committed by the Board and are balances to complete projects, or required assigned by policy (Vehicles & Equipment). As previously noted, balances in the Non-spendable, Committed, and Assigned categories outweigh the available resources and cause a negative unassigned fund balance for this entire period.

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 50.

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

Revenue in the TIF Fund is projected to remain flat throughout the three year 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 2021 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 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Revenues					
Tax Revenue	1,255,608	1,160,000	1,260,000	1,260,000	-
Sales & Rental Revenue	1	1	-	-	-
Investment Income	49	200	200	200	-
Miscellaneous	-	-	-	-	-
Total Revenues	1,255,658	1,160,201	1,260,200	1,260,200	-
Expenditures					
Development Services					
Administration	15,000	45,000	35,000	25,000	-
Debt Service	1,090,700	956,000	991,000	1,020,000	-
Total Expenditures	1,105,700	1,001,000	1,026,000	1,045,000	-
Excess (Deficiency) of Revenues Over (Under) Expenditures	149,958	159,201	234,200	215,200	-
Other Financing Sources/(Uses)					
Transfers In	1,000,000	1,000,000	1,000,000	1,556,552	-
Net Financing Sources/(Uses)	1,000,000	1,000,000	1,000,000	1,556,552	-
Net Change in Fund Balance	1,149,958	1,159,201	1,234,200	1,771,752	-
Beginning Fund Balance	(5,315,111)	(4,165,153)	(3,005,952)	(1,771,752)	(0)
Ending Fund Balance	(4,165,153)	(3,005,952)	(1,771,752)	(0)	(0)

Expenditures in the TIF Fund are expected to remain relatively stable during this time. The changes 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 three 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 complete making payments on the Development Note issued to Cook Street Plaza at the end of 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.

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. The Charges for Services revenue, which is the primary source of revenue for the Water & Sewer Fund, is profiled on page 51 of this document.

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

Water and Sewer Charges for Services revenue is projected to increase from $6,012,664 in 2021 to $6,154,000 in 2024. The projected increase is based on 2% utility rate increases from 2022 through 2024, combined with decreased usage during that time.

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

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Operating Revenues					
Charges for Services					
Water Sales	2,137,644	2,137,664	2,150,000	2,172,000	2,194,000
Sewer Sales	3,834,811	3,875,000	3,900,000	3,930,000	3,960,000
Connection Fees	156,399	100,000	100,000	100,000	100,000
Miscellaneous Sales	-	1,000	1,000	1,000	1,000
Total Operating Revenues	6,128,854	6,113,664	6,151,000	6,203,000	6,255,000
Operating Expenses					
Administration	1,257,659	1,199,126	1,210,060	1,221,310	1,232,884
Operations	2,830,944	2,797,209	2,849,803	2,904,704	2,961,151
Capital Expenses	625,000	346,000	830,000	495,000	415,000
Depreciation	1,000,000	1,100,000	1,150,000	1,200,000	1,250,000
Total Operating Expenses	5,713,603	5,442,335	6,039,864	5,821,014	5,859,035
Operating Income/(Loss)	415,251	671,329	111,136	381,986	395,965
Non-operating Revenues/(Expenses)					
Investment Income	46,254	50,000	55,000	60,000	65,000
Other Income	5,510	5,000	5,000	5,000	6,000
Gain/Loss on Sale of Assets	-	-	-	-	-
Debt Issuance Costs	-	-	-	-	-
Interest & Fiscal Charges	(691,000)	(661,000)	(643,607)	(605,983)	(566,133)
Non-Operating Net	(639,236)	(606,000)	(583,607)	(540,983)	(495,133)
Income/(Loss)	(223,985)	65,329	(472,471)	(158,997)	(99,168)
Change in Net Position	(223,985)	65,329	(472,471)	(158,997)	(99,168)
Beginning Net Position	25,819,112	25,595,127	25,660,455	25,187,984	25,028,987
Ending Net Position	25,595,127	25,660,455	25,187,984	25,028,987	24,929,820

Operating expenses include administration, operations, any non-capitalized capital expenses, and depreciation which expenses capitalized improvements over time. The Fund will generate Operating Income from 2022 to 2024 as rate increases improve operating revenues. Non-operating revenues include Investments and Other Income and non-operating expenses include the interest expense on the outstanding debt of the Fund and any loss from disposals of capital assets.

As a result of the negative Changes in Net Position during the period, the negative Unrestricted Net Position will continue to become increasingly negative throughout the period as the Village incurs significant capital expenses to maintain the infrastructure for 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 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Invested in Capital, Net of Debt	26,807,453	26,832,453	27,989,618	29,020,685	30,266,477
Restricted	740,000	740,000	740,000	740,000	740,000
Unrestricted	(1,952,326)	(1,911,998)	(3,541,634)	(4,731,698)	(6,076,657)
	25,595,127	25,660,455	25,187,984	25,028,987	24,929,820

Parking System Fund

The Parking System Fund provides access to parking facilities in the downtown area of the Village, including the 967 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 53 of this document and includes a three year projection.

Analysis of Revenues and Expenses

Operating Revenues in the Parking System Fund are projected to increase from a projected $327,074 in 2020, to $471,500 in 2021 as the Village recovers from Covid-19. Total revenue is projected to return to 2019 levels and remain steady in 2023 and 2024. Operating Expenses will decrease from $3,276,603 in 2021 to a projected $1,007,372 in 2024. Much of the $2,320,000 for Capital in 2021 is related to constructing an access drive to a newly acquired parking lot. It is offset by a grant for $1,720,000 in non-operating revenues. Operating expenses will increase annually due to gradual increases in costs for maintaining the parking lots.

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

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Operating Revenues					
Licenses, Permits, & Fees	136,566	185,500	321,100	321,100	321,100
Charges for Service	139,942	200,000	500,000	500,000	500,000
Fines & Forfeitures	39,693	70,000	110,000	106,000	95,000
Sales & Rental Revenue	9,873	15,000	14,500	14,500	14,500
Miscellaneous	1,000	1,000	500	500	500
Total Revenues	327,074	471,500	946,100	942,100	931,100
Operating Expenses					
Administration	417,785	319,602	326,264	329,242	332,290
Operations	620,232	553,751	546,543	559,616	573,083
Capital Expenses	910,000	2,320,000	20,000	20,000	20,000
Depreciation	83,250	83,250	82,000	82,000	82,000
Total Operating Expenses	2,031,267	3,276,603	974,806	990,858	1,007,372
Operating Income/(Loss)	(1,704,193)	(2,805,103)	(28,706)	(48,758)	(76,272)
Non-operating Revenues/(Expenses)					
Investment Income	4,909	5,000	10,000	10,200	10,404
Intergovernmental	650,000	1,720,000	-	-	-
Interest & Fiscal Charges	-	(90,000)	(90,000)	(90,000)	(90,000)
Total Non-Operating Revenues	654,909	1,635,000	(80,000)	(79,800)	(79,596)
Change in Net Position	(1,049,284)	(1,170,103)	(108,706)	(128,558)	(155,868)
Beginning Net Position	2,895,584	1,846,300	676,197	567,491	438,933
Ending Net Position	1,846,300	676,197	567,491	438,933	283,064

In 2020 and 2021, the Parking Fund will recognize significant decreases in Net Position. The majority of this is attributed to the loss of revenues from Covid-19 and the expenses that were still incurred absent revenues. From 2022 through 2024, the change in Net Position is estimated to equal ($393,133) in total with negative changes.

One of the challenging aspects of the Parking Fund is stagnant revenues because the revenue is based on a fixed number of spaces available for parking in the commuter lots. In contrast, expenses in the Fund are not fixed and continue to escalate; this is especially true for salaries and benefits and other operational costs. 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. The Village will need to continue to monitor this fund's performance and the long term impact of Covid-19 on the demand for parking spaces in general.

The Net Position of the Fund is primarily Invested in Capital Assets, Net of Debt which represents the improved land that is used for downtown and commuter parking lots. The Net Position Invested in Capital, Net of Debt will increase significantly in 2021 when the entrance drive into the North Commuter Lot from Northwest Highway is constructed. This will result in more of the Net Position being allocated to the Invested in Capital, Net of Debt category and cause the Unrestricted Net Position to decline further into a negative balance. After 2021, the Net Position Invested in Capital, Net of Debt will decrease each year as depreciation expense reduces this balance. As a result, the Unrestricted Net Position will increase each year.

Parking System Fund - Composition of Net Position

	FY 2020 Projected Actual	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected
Net Position					
Invested in Capital, Net of Debt	6,480,341	8,717,091	8,635,091	8,553,091	8,471,091
Unrestricted	(4,634,041)	(8,040,894)	(8,067,600)	(8,114,158)	(8,188,027)
	1,846,300	676,197	567,491	438,933	283,064

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**Blue Items are included in draft 2021 Budget*

Pg	Type		Strat. Plan	Year 1 2021	Year 2 2022	Year 3 2023	Year 4 2024	Year 5 2025	Year 1-5 Total
1		**Facility & Property Improvements**							
2	M	**PSF Hot Water Heater Installation**	INF	10,000					10,000
3	M	VH Improvements		40,000	40,000	40,000	40,000	40,000	200,000
4	M	PSF Improvements		40,000	40,000	40,000	40,000	40,000	200,000
5	M	**Removal of Trees from Village Properties**	C/C	75,000	75,000	75,000	75,000	75,000	375,000
6	M	Train (Metra) Station Roof		250,000					250,000
7	M	**PSF Jail Cell Floor Drains**	INF	30,000					30,000
8	S	PW New Facility Study & Design		50,000	250,000				300,000
8	I	PW New Facility Construction					20,000,000		20,000,000
9	I	VH Carpet Replacement		175,000					175,000
10	I	VH Windows		12,000					12,000
11	I	PSF Carpet Replacement			150,000				150,000
12	I	VH Replace HVAC System & Roof		100,000	1,100,000				1,200,000
13	I	PSF HVAC System				75,000	75,000	75,000	225,000
14	I	PSF Driveway Apron Repairs		40,000					40,000
15	B	**Replacement Trees for Village Properties**	C/C	40,000	40,000	40,000	40,000	40,000	200,000
16	B	**Seasonal Decorations**	C/C	3,500	55,000	27,500	25,000	25,000	136,000
17	B	Holiday Lights		100,000	100,000	50,000	50,000	50,000	350,000
			Subtotal	965,500	1,850,000	347,500	20,345,000	345,000	23,853,000
18		**Pedestrian & Bikeway Projects**							
19	M	Lake-Cook Road Fox Point Bridge Approach Reconstruction		45,000	250,000				295,000
20	M	Sidewalk Improvements throughout Village		60,000	60,000	60,000	60,000	60,000	300,000
21	S	Sidewalk Trip Hazard Assessment		10,000					10,000
22	S	Village Bike & Pedestrian Connectivity Study and Assessment			75,000				75,000
23	G	**Hart Road/Main Street Multi-Use Path - Village Payments**	C/C	142,000		1,000,000			1,142,000
23	G	***Hart Road/Main Street Multi-Use Path - Grant Reimbursement***	C/C	**(45,000)**		(640,000)			(685,000)
24	G	Pedestrian Underpass at Main Street & CN Tracks			150,000	500,000	6,000,000		6,650,000
25	I	Annual ADA Improvements (Engineering & Construction)		70,000	70,000	70,000	70,000	70,000	350,000
26	B	Central Business District Brick Paver Replacements						5,000,000	5,000,000
27	B	Downtown Speaker/Music System		50,000	550,000				600,000
			Subtotal	332,000	1,155,000	990,000	6,130,000	5,130,000	13,737,000
28		**Street Improvements**							
29	M	**Annual Curb Maintenance**	INF	15,000	15,000	15,000	15,000	15,000	75,000
30	M	**Annual Bridge Inspection and Reporting**	INF	4,000	4,000	4,000	4,000	4,000	20,000
31	G	**Route 14 Underpass - Village Payments**	INF/ED	2,600,000	1,600,000		1,500,000		5,700,000
31	G	***Route 14 Underpass - Grant Reimbursement***	INF/ED	**(1,800,000)**	(1,085,000)				(2,885,000)
32	I	Paint Street Lights and Traffic Signals				275,000			275,000
33	I	Annual Road Program		2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
34	I	Annual Alley Program		200,000	200,000	200,000	200,000	200,000	1,000,000
35	I	Highland Avenue (Hillside to South Street) Road & Utility Improvements		40,000			450,000		490,000
36	I	Cook Street (Hillside to Wisconsin) Road & Utility Improvements		40,000			350,000		390,000
37	I	Lincoln Avenue (Lill to Dundee) Road & Utility Improvements		40,000		300,000			340,000
38	I	Applebee Street (Main to Harrison) Road & Utility Improvements		40,000		400,000			440,000
39	I	Grove Avenue (Russell to Hillside) Road & Utility Improvements		80,000	2,000,000				2,080,000
			Subtotal	3,759,000	5,234,000	3,694,000	5,019,000	2,719,000	20,425,000
40		**Parking Improvements**							
41	M	Annual Parking Lot Maintenance Program		100,000	100,000	100,000	100,000	100,000	500,000
42	M	South Commuter Lot #2 Lighting, Guardrail and Pavement Repairs		75,000					75,000

43	S	Village Parking and Transportation Study				75,000			75,000
44	G	**North Commuter Lot Entrance Drive - Village Payments**	C/C/ED	2,320,000					2,320,000
44	G	***North Commuter Lot Entrance Drive - Grant Reimbursement***	C/C/ED	(1,670,000)					(1,670,000)
45	I	Lot 13 Improvements			50,000	750,000			800,000
			Subtotal	825,000	150,000	925,000	100,000	100,000	2,100,000
46		**Stormwater Management Improvements**							
47	M	Storm Basin Maintenance (5 Areas)		16,000	28,000	40,000	40,000	40,000	164,000
47	M	Storm Basin Maintenance - School and Park District Reimbursement				(5,000)	(5,000)	(5,000)	(15,000)
48	S	Televise, Clean, Inspect, GIS Collection and Mapping of Storm Sewer		460,000	500,000	470,000	350,000	370,000	2,150,000
49	S	Storm Basin Assessment and Maintenance Plan (Cornell Basin)		10,000					10,000
50	I	Providence Road Parkway Drainage		150,000					150,000
51	I	Cold Spring Road Drainage Investigation		80,000					80,000
52	I	Annual Stormwater Program		80,000	80,000	80,000	80,000	80,000	400,000
53	B	Neighborhood Drainage Cost Share Program		15,000	20,000	20,000	20,000	20,000	95,000
			Subtotal	811,000	628,000	605,000	485,000	505,000	3,034,000
54		**Water Main & Water Facility/System Improvements**							
55	M	Water Meter Replacement and Software Upgrade		1,500,000	1,000,000	1,000,000	50,000	50,000	3,600,000
56	M	Water Well Inspections/Repairs (4 Total)			100,000		100,000		200,000
57	M	**Water Tower and Reservoir Inspections/Repairs (6 Total)**	INF	5,000	5,000	5,000	5,000	5,000	25,000
58	M	**Water Pumping Station VFD Installation**	INF	10,000	10,000	10,000	10,000	10,000	50,000
59	M	Water Pumping Station PLCs			40,000		40,000		80,000
60	S	Water Facility Risk & Resilience Assessment/Emergency Response Plan		36,000					36,000
61	S	Water Master Plan		85,000					85,000
62	S	Water System Model		125,000					125,000
63	S	Water Softening/Lake Michigan Water Supply Study		45,000					45,000
64	S	Water Rate Study			30,000				30,000
65	S	Sustainable Source Water Assessment			30,000				30,000
66	S	Source Water Protection Plan				30,000			30,000
67	G	Lead Water Service Line Replacement		4,500,000	4,500,000	4,500,000			13,500,000
67	G	Lead Water Service Line Replacement - SRF Reimbursement		(4,500,000)	(4,500,000)	(4,500,000)			(13,500,000)
68	I	**Hart Road & Main Street Watermain**	INF	825,000					825,000
69	I	Iron Filtration System Replacement			160,000	1,840,000			2,000,000
70	I	Lake Zurich Road Watermain Project		17,500	192,500				210,000
71	I	Roslyn Road Watermain Project		15,000	165,000				180,000
72	I	Lageschulte Street Watermain Project			27,500	302,500			330,000
73	I	N. Cook Street Watermain Project			10,000	110,000			120,000
74	I	Lincoln Avenue Watermain Project				32,500	357,500		390,000
75	I	Hart Road and Route 14 Northwest Watermain Loop					65,000	715,000	780,000
			Subtotal	2,663,500	1,770,000	3,330,000	627,500	780,000	9,171,000
76		**Sanitary Sewer & Wastewater Facility/System Improvements**							
77	M	**Sanitary System replacements/repairs**	INF	10,000	10,000	10,000	10,000	10,000	50,000
78	M	**Inflow/Infiltration replacements/repairs**	INF	50,000	50,000	50,000	50,000	50,000	250,000
79	M	**WWTP Tuckpointing**	INF	35,000					35,000
79	M	**WWTP Maintenance Building Tuckpointing**	INF	15,000					15,000
80	M	**WWTP Phosphorus Building**	INF	100,000					100,000
81	M	WWTP Lab Improvements			10,000	10,000	10,000	10,000	40,000
82	S	Inflow/Infiltration Assessment		20,000	30,000	42,000	42,000	35,000	169,000
83	S	Televise, Clean & Inspect Sewer Lines and Update GIS Data		270,000	360,000	270,000	270,000	220,000	1,390,000
84	S	**WWTP Condition Assessment Study**	FP	35,000					35,000
85	S	Sewer Rater Study			30,000				30,000
86	I	Lift Stations (12 Total)		25,000	125,000	105,000	970,000	100,000	1,325,000
87	I	WWTP Control Building Replacement		325,000	5,410,000				5,735,000

88	I Sanitary Sewer Main Lining Project			85,000	935,000			1,020,000
		Subtotal	885,000	6,110,000	1,422,000	1,352,000	425,000	10,194,000
89	**Vehicles and Equipment**							
90	M Police Operating Equipment		115,000	115,000	115,000	115,000	115,000	575,000
91	M **Fire Operating Equipment**	C/C	171,000	117,000	50,000	50,000	50,000	438,000
92	M Public Works Operating Equipment		46,000	28,000	38,000	21,000	80,000	213,000
93	M Technology Equipment		187,000	277,000	285,000	105,000	312,000	1,166,000
93	M **Software Purchases**	C/C	60,000	45,000	45,000	45,000	45,000	240,000
94	M Vehicles		450,000	852,000	709,000	890,000	871,000	3,772,000
94	M **Vehicles (2021)**	C/C	345,000					345,000
		Subtotal	1,374,000	1,434,000	1,242,000	1,226,000	1,473,000	6,749,000
	Year Totals		**11,615,000**	**18,331,000**	**12,555,500**	**35,284,500**	**11,477,000**	**89,263,000**

	2021 Pre-Reimbursement	2021 Post-Reimbursement
2021 General Fund	745,500	700,500
2021 Underpass	2,600,000	800,000
2021 Water/Sewer Fund	1,235,000	1,235,000
2021 Parking Fund	2,320,000	650,000
Budgeted (2021)	6,900,500	3,385,500

Type	
M	Maintenance: Maintenance necessary for Safety/Code Requirements
S	Study: Study to provide data and basis for long range planning
G	Grant Project: Projects with or contenders for Grant Funding
I	Improvement: Repair or replacement to reduce maintenance needs
B	Beautification: Projects contributing to the character of the Village

Strategic Plan Alignment
C/C : Community Character
INF : Infrastructure Management and Improvements
ED : Economic Development
FP : Financial Planning

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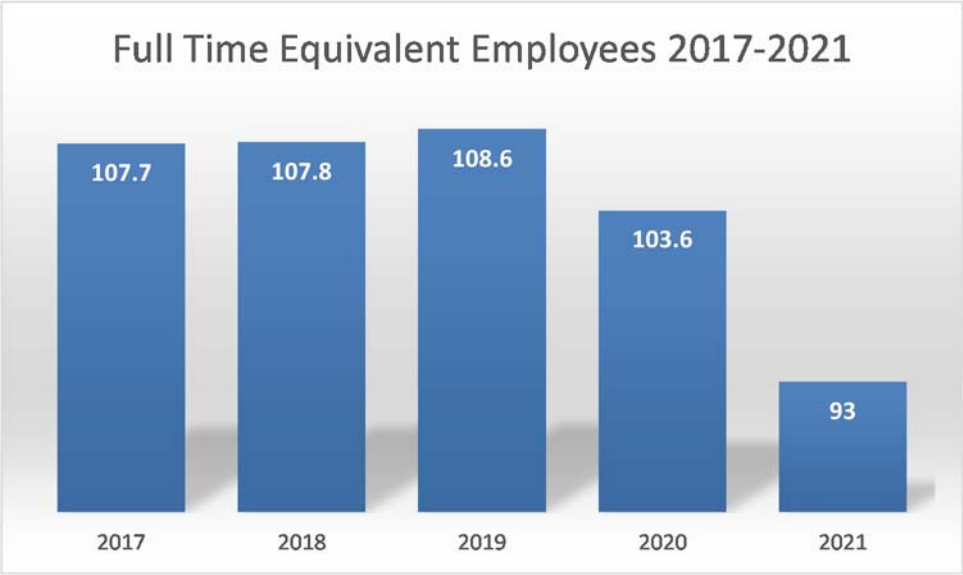
Appendix III – Personnel Analysis

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 69% 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 2021 Compensation Plan authorizes a total of 126 positions, including 87 full-time positions, 11 regular part-time positions, and 20 temporary/seasonal part-time positions. There are also 8 elected officials, including the Village President, the Village Clerk, and six Village Trustees. The total number of full-time equivalent positions authorized in the 2021 Compensation Plan is 93, a decrease of 10.6 FTE employees (10.3%) when compared to the 103.6 FTE employees authorized in the 2020 Compensation Plan. Personnel levels will be evaluated on an ongoing basis to ensure staffing levels are appropriate.



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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
General Fund							
Administration & Finance							
Village Administration	3.85	3.85	3.25	2.00	(1.25)	2.00	-
Technology Services	1.50	1.50	1.50	1.50	-	1.00	(0.50)
Communications & Engagment	1.00	1.70	2.00	2.25	0.25	1.40	(0.85)
Financial Services	2.65	2.65	2.85	2.95	0.10	2.57	(0.38)
Human Resources	1.30	1.30	1.30	0.70	(0.60)	0.70	-
Risk Management	0.70	0.70	0.70	0.50	(0.20)	0.50	-
Total Administration & Finance	11.00	11.70	11.60	9.90	(1.70)	8.17	(1.73)
Development Services							
Inspectional Services	3.10	4.22	4.22	3.60	(0.62)	1.26	(2.34)
Planning & Zoning	2.20	2.32	2.32	2.55	0.23	2.36	(0.19)
Total Development Services	5.30	6.54	6.54	6.15	(0.39)	3.62	(2.53)
Public Safety							
Police Department							
Administration	7.65	4.70	4.70	4.70	-	3.50	(1.20)
Investigations	4.20	4.20	4.20	4.20	-	3.20	(1.00)
Patrol Operations	18.50	18.50	18.50	18.50	-	18.80	0.30
Fire Department							
Administration	2.00	2.00	2.00	2.00	-	2.00	-
Operations	19.85	19.85	19.85	18.00	(1.85)	18.00	-
Total Public Safety	52.20	49.25	49.25	47.40	(1.85)	45.50	(1.90)
Public Works							
Administration	0.80	0.80	0.80	0.85	0.05	0.85	-
Street Operations	5.80	5.80	5.80	5.36	(0.44)	3.96	(1.40)
Forestry	1.15	1.15	1.60	1.49	(0.11)	1.04	(0.45)
Property Maintenance	3.00	3.00	3.00	2.04	(0.96)	1.69	(0.35)
Central Garage	2.80	2.80	2.80	3.20	0.40	2.20	(1.00)
Total Public Works	13.55	13.55	14.00	12.94	(1.06)	9.74	(3.20)
General Fund Total	82.05	81.04	81.39	76.39	(5.00)	67.03	(9.36)
Capital Improvement Fund							
Development Services							
Engineering	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)
Total Development Services	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)
Capital Improvement Fund Total	1.10	1.23	1.23	1.40	0.17	1.19	(0.21)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Water & Sewer Fund							
Administration & Finance							
Utility Billing Services	1.65	1.65	1.95	2.15	0.20	2.15	-
Total Administration & Finance	1.65	1.65	1.95	2.15	0.20	2.15	-
Development Services							
Engineering	2.40	2.53	2.53	1.75	(0.78)	1.79	0.04
Total Development Services	2.40	2.53	2.53	1.75	(0.78)	1.79	0.04
Public Works							
Administration	1.60	1.60	1.60	1.05	(0.55)	1.05	-
Utility Maintenance	4.60	4.60	4.60	5.94	1.34	5.64	(0.30)
Water Production	1.55	1.55	1.55	2.20	0.65	2.20	-
Wastewater Treatment	5.75	6.25	5.25	4.60	(0.65)	4.60	-
Total Public Works	13.50	14.00	13.00	13.79	0.79	13.49	(0.30)
Water & Sewer Fund Total	17.55	18.18	17.48	17.69	0.21	17.43	(0.26)
Recycling & Refuse Fund							
Administration & Finance							
Utility Billing Services	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Total Administration & Finance	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Public Works							
Operations	0.50	0.50	0.50	0.73	0.23	0.58	(0.15)
Total Public Works	0.50	0.50	0.50	0.73	0.23	0.58	(0.15)
Recycling & Refuse Fund Total	1.20	1.20	1.25	1.43	0.18	1.27	(0.16)
Parking System Fund							
Administration & Finance							
Permitting Services	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Total Administration & Finance	0.70	0.70	0.75	0.70	(0.05)	0.69	(0.01)
Public Safety							
Parking Enforcement	3.30	3.30	3.30	3.30	-	2.80	(0.50)
Total Public Safety	3.30	3.30	3.30	3.30	-	2.80	(0.50)
Public Works							
Operations	1.20	1.20	1.20	0.94	(0.26)	0.79	(0.15)
Total Public Works	1.20	1.20	1.20	0.94	(0.26)	0.79	(0.15)
Parking System Fund Total	5.20	5.20	5.25	4.94	(0.31)	4.28	(0.66)

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

	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Barrington White House Fund							
Communications & Community Engagement							
Event Operations	0.30	0.50	1.00	0.90	(0.10)	0.80	(0.10)
Cultural & Community Events	0.30	0.50	1.00	0.90	(0.10)	1.00	0.10
Total Communications	0.60	1.00	2.00	1.80	(0.20)	1.80	-
Total Barrington White House Fund	0.60	1.00	2.00	1.80	(0.20)	1.80	-
Total Village Employees	107.70	107.85	108.60	103.65	(4.95)	93.00	(10.65)

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 65.2% of the total Village work force. Another 9.0% of the workforce provides professional/technical services such as accounting, engineering, inspectional, or other professional services. The remaining 25.8% of the workforce are either managerial or administrative support employees.

Summary of Employees by Function

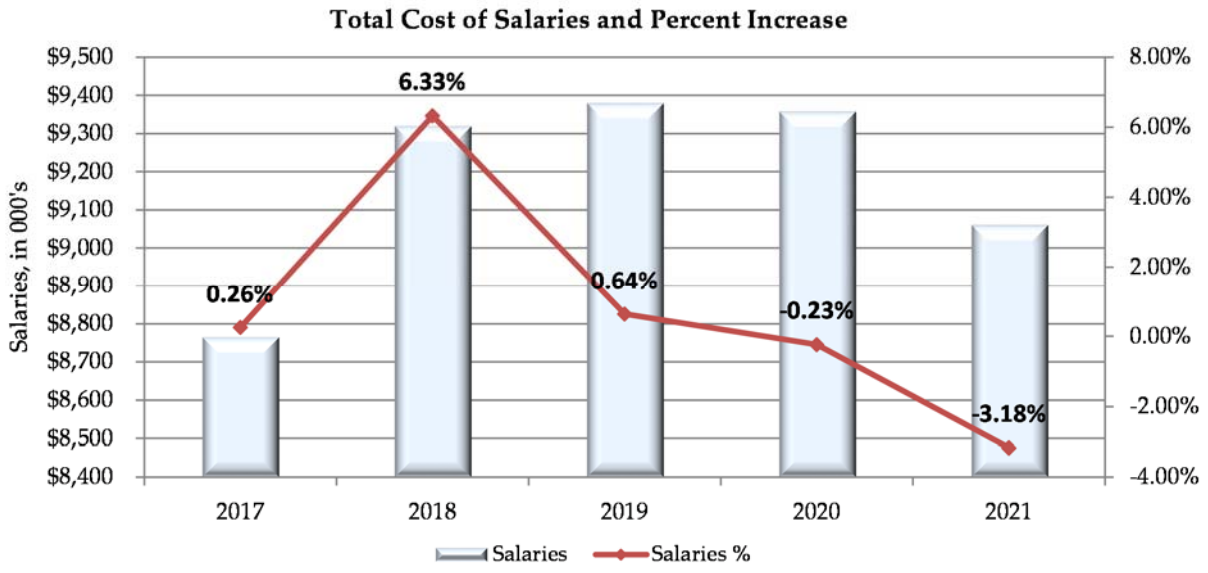
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	Change 2019 - 2020	FY 2021 Budget	Change 2020 - 2021
Management	16.00	16.00	16.00	14.00	(2.00)	14.00	-
Supervisory	14.00	16.00	15.00	15.00	-	15.00	-
Professional/Technical	9.10	11.80	13.10	10.90	(2.20)	8.40	(2.50)
Public Safety							
Police Services	19.95	17.00	17.00	17.00	-	16.00	(1.00)
Fire/EMS Services	13.85	13.85	13.85	13.00	(0.85)	12.00	(1.00)
Public Works							
General Maintenance	16.45	14.95	15.40	15.10	(0.30)	12.60	(2.50)
Utility Services	5.30	5.30	5.30	5.30	-	5.00	(0.30)
Administrative Support	13.05	12.95	12.95	13.35	0.40	10.00	(3.35)
	107.70	107.85	108.60	103.65	(4.95)	93.00	(10.65)

Analysis of Personnel Costs

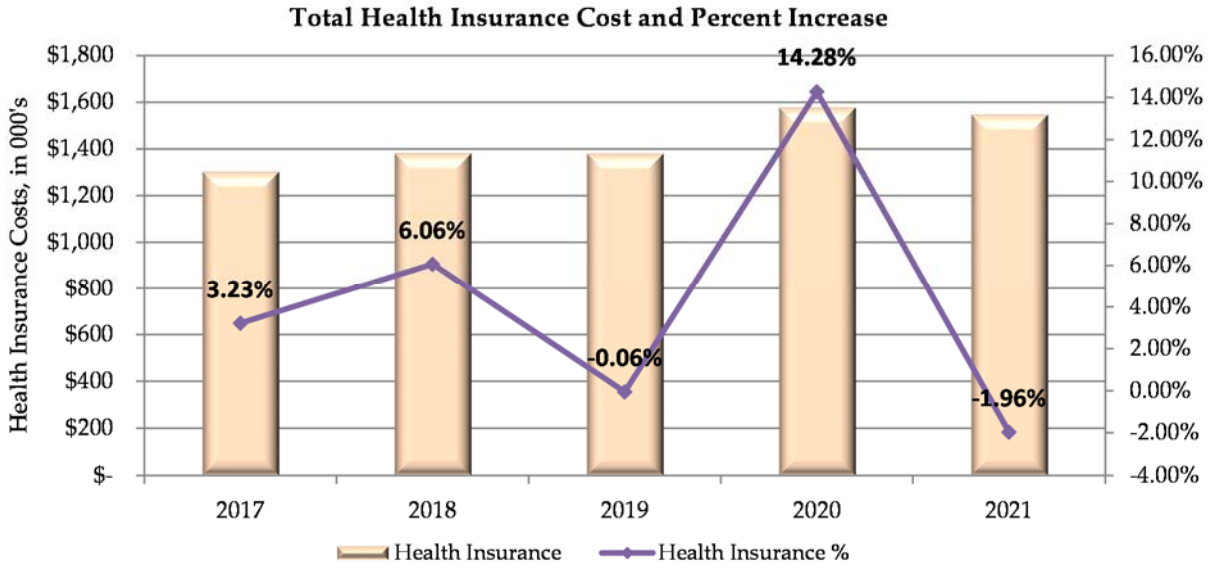
The total 2021 budgeted cost for the Village's workforce across all Funds is $14,001,592 with salaries of $9,060,287 comprising 64.7% of total costs and benefits of $4,941,304 comprising the remaining 35.3% of total personnel costs.

Distribution of Personnel Costs	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2020 9 Month Actual	FY 2020 Projected Actual	FY 2021 Budget
Salaries	8,764,312	9,319,333	9,362,755	9,223,900	6,569,059	9,307,352	9,060,287
Fringe Benefits							
Pension Contributions	2,179,753	2,345,653	2,198,152	2,966,900	1,545,340	2,896,516	2,838,252
Health Insurance	1,301,905	1,380,864	1,463,960	1,577,200	1,025,696	1,504,542	1,546,232
Federal Retirement Programs	501,369	525,374	543,469	557,000	375,784	539,895	523,329
Other Benefits	32,802	39,580	40,718	35,500	30,084	43,998	33,493
Fringe Benefits Subtotal	4,015,829	4,291,471	4,246,299	5,136,600	2,976,903	4,984,951	4,941,306
Total Personnel Costs	12,780,141	13,610,804	13,609,054	14,360,500	9,545,962	14,292,303	14,001,593

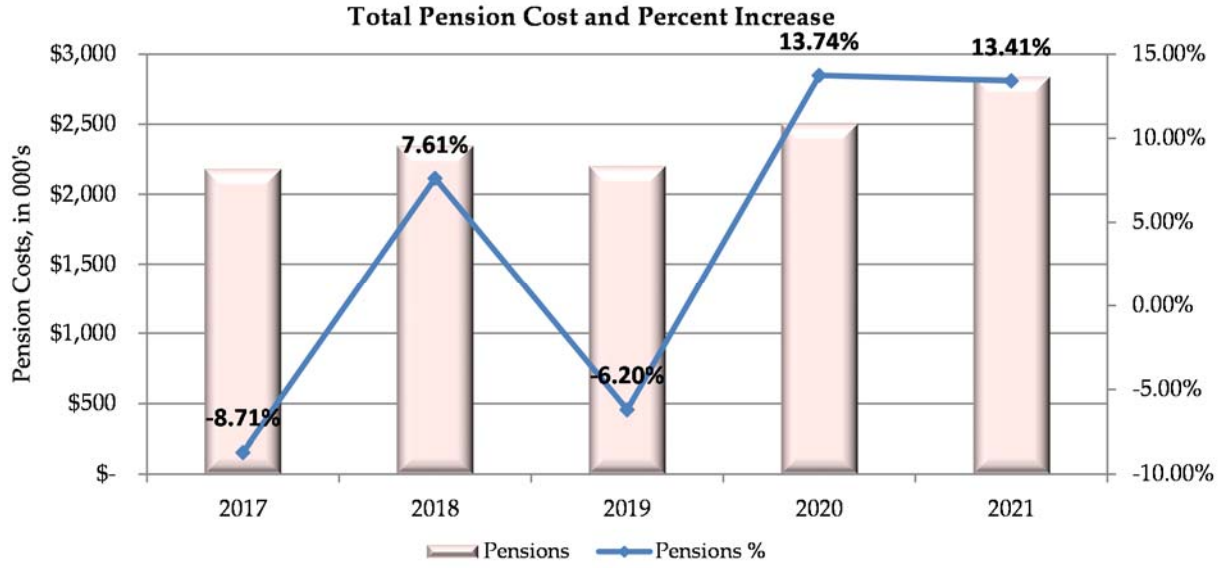
In 2021, pension contributions continue to be the largest portion of fringe benefit costs, comprising 57.4% of total fringe benefit costs and 20.3% of total personnel costs. Health insurance is the second largest fringe benefit cost, comprising 31.3% of fringe benefit costs and 11.1% of total personnel costs. The Federal Retirement Programs (Social Security and Medicare) comprise 10.6% of fringe benefit costs and 3.7% of total personnel costs. Other Benefits, which include Flexible Spending Account (FSA) contributions, life insurance for employees, and deferred compensation programs comprise 0.7% of fringe benefit costs and 0.2% of total personnel costs.



Salary costs equaled $8.764 million in fiscal year 2017 and have since increased to the $9.060 million included in the 2021 budget. When compared to the cost budgeted in 2020, salaries decreased $297,113 (3.18%). The reduction in salaries has aided the Village in maintaining its fiscal position.



Health insurance costs have fluctuated between $1.302 million in fiscal year 2017 and the $1.546 million budgeted in 2021. Continued increases in health insurance costs 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. The Village has some control in plan design and premiums, however, other external factors such as increases across the entire health insurance industry are largely out of the Village's control. In addition to the Village contribution, employees contribute 12.5% - 15% towards the cost of health insurance, depending on the insurance plan they are enrolled in.



Another significant benefit provided by the Village are pensions. The Village has three pension systems, the Illinois Municipal Retirement Fund (IMRF) and self-administered Police and Firefighter's Pension Funds. Pension contribution costs have increased from $2.179 million in 2017 to a budgeted total of $2.838 million in 2021, an increase of 30.3% during the five year period. The Village will need to contend with these increases as the methods, assumptions, factors, for determining the contribution amount is a constantly shifting target, and statutorily required. In addition to the Village contribution, employees conribute to their pension. The employee contribution varies depending on the retirement system but can be nearly 10% of their salary.

Appendix IV – 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 2020, based on the 2019 EAV (the most recent available), was:

2019 Equalized Assessed Value	$637,096,035
Legal Debt Limit (8.625% of EAV)	$54,949,533
Less: Debt Applicable to Limit as of 12/31/2020	
Debt Certificates	$2,830,000
Legal Debt Margin	$52,119,533

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

Debt Service Obligations and Debt Per Capita, 2021 - 2037

	Governmental Activities				Enterprise Activities				
Fiscal Year	General Obligation Bonds	Alternate Revenue Bonds	Debt Certificates	Annual Debt Payments	Alternate Revenue Bonds	IEPA Loans	Annual Debt Payments	Non-General Obligation Debt	Total Debt Per Capita
2021	-	175,000	885,000	1,060,000	1,115,000	181,067	1,296,067	19,386,378	1,850.37
2022	-	180,000	945,000	1,125,000	1,280,000	55,792	1,335,792	17,870,586	1,705.70
2023	-	185,000	1,000,000	1,185,000	1,330,000	50,586	1,380,586	16,305,000	1,556.27
2024	-	195,000	-	195,000	1,425,000	-	1,425,000	14,685,000	1,401.64
2025	-	200,000	-	200,000	1,470,000	-	1,470,000	13,015,000	1,242.24
2026	-	205,000	-	205,000	1,515,000	-	1,515,000	11,295,000	1,078.08
2027	-	215,000	-	215,000	1,560,000	-	1,560,000	9,520,000	908.66
2028	-	215,000	-	215,000	1,605,000	-	1,605,000	7,700,000	734.94
2029	-	50,000	-	50,000	790,000	-	790,000	6,860,000	654.77
2030	-	50,000	-	50,000	825,000	-	825,000	5,985,000	571.25
2031	-	55,000	-	55,000	850,000	-	850,000	5,080,000	484.87
2032	-	55,000	-	55,000	895,000	-	895,000	4,130,000	394.20
2033	-	55,000	-	55,000	925,000	-	925,000	3,150,000	300.66
2034	-	60,000	-	60,000	960,000	-	960,000	2,130,000	203.30
2035	-	60,000	-	60,000	1,000,000	-	1,000,000	1,070,000	102.13
2036	-	65,000	-	65,000	460,000	-	460,000	545,000	52.02
2037	-	65,000	-	65,000	480,000	-	480,000	-	-
Totals	$ -	$ 2,085,000	$ 2,830,000	$ 4,915,000	$ 18,485,000	$ 287,445	$ 18,772,445		

Note: The Parking Fund entered into a promissory note agreement with Barrington Bank &Trust in 2020. The Village may draw down up to $2,000,000 in principal until September 1, 2022. There was no established payment schedule at the time this budget was published. However, the Parking Fund is budgeting $90,000 in interest repayments in 2021 as interest is to be paid in March and September of each year.

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, 2020

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	Requirements			Interest Due on			
Ending	Principal	Interest	Totals	January 1	Amount	July 1	Amount
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	-
	2,830,000	128,587	2,958,587		84,412		44,175

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, 2020

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
2020	340,000	238,715	578,715	2021	119,358	2021	119,357
2021	350,000	228,515	578,515	2022	114,258	2022	114,257
2022	360,000	218,015	578,015	2023	109,008	2023	109,007
2023	375,000	203,615	578,615	2024	101,808	2024	101,807
2024	390,000	188,615	578,615	2025	94,308	2025	94,307
2025	405,000	176,915	581,915	2026	88,458	2026	88,457
2026	415,000	164,765	579,765	2027	82,383	2027	82,382
2027	430,000	152,315	582,315	2028	76,158	2028	76,157
2028	440,000	139,200	579,200	2029	69,600	2029	69,600
2029	460,000	121,600	581,600	2030	60,800	2030	60,800
2030	475,000	103,200	578,200	2031	51,600	2031	51,600
2031	500,000	84,200	584,200	2032	42,100	2032	42,100
2032	515,000	64,200	579,200	2033	32,100	2033	32,100
2033	535,000	43,600	578,600	2034	21,800	2034	21,800
2034	555,000	22,200	577,200	2035	11,100	2035	11,100
	6,545,000	2,149,670	8,694,670		1,074,839		1,074,831

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, 2019

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
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
	1,360,000	213,450	1,573,450		106,725		106,725

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, 2020

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
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
	1,230,000	172,650	1,402,650		86,325		86,325

Note: These Alternate Revenue Bonds were issued for the purpose of making capital improvements to the Village's general government capital assets, including street improvements, parking facility improvements, and pedestrian walkway and bikeway improvements.

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

General Obligation, Alternate Revenue Source Bond, Series 2018

As of December 31, 2020

Date of Issue	March 1, 2018
Date of Maturity	December 15, 2027
Authorized Issue	$970,000
Denomination of Bonds	$5,000
Interest Rates	3.00% - 4.50%
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
2020	40,000	31,245	71,245	2021	15,623	2021	15,622
2021	40,000	30,045	70,045	2022	15,023	2022	15,022
2022	40,000	28,845	68,845	2023	14,423	2023	14,422
2023	40,000	27,645	67,645	2024	13,823	2024	13,822
2024	45,000	26,445	71,445	2025	13,223	2025	13,222
2025	45,000	25,095	70,095	2026	12,548	2026	12,547
2026	45,000	23,745	68,745	2027	11,873	2027	11,872
2027	45,000	22,395	67,395	2028	11,198	2028	11,197
2028	50,000	21,045	71,045	2029	10,523	2029	10,522
2029	50,000	19,045	69,045	2030	9,523	2030	9,522
2030	55,000	17,045	72,045	2031	8,523	2031	8,522
2031	55,000	14,845	69,845	2032	7,423	2032	7,422
2032	55,000	12,645	67,645	2033	6,323	2033	6,322
2033	60,000	10,445	70,445	2034	5,223	2034	5,222
2034	60,000	7,745	67,745	2035	3,873	2035	3,872
2035	65,000	5,525	70,525	2036	2,763	2036	2,762
2036	65,000	2,600	67,600	2037	1,300	2037	1,300
	855,000	326,400	1,181,400		163,208		163,192

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

General Obligation, Alternate Revenue Source Bond, Series 2018

As of December 31, 2020

Date of Issue	March 1, 2018
Date of Maturity	December 15, 2027
Authorized Issue	$6,785,000
Denomination of Bonds	$5,000
Interest Rates	3.00% - 4.50%
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
2020	275,000	224,790	499,790	2021	112,395	2021	112,395
2021	285,000	216,540	501,540	2022	108,270	2022	108,270
2022	290,000	207,990	497,990	2023	103,995	2023	103,995
2023	300,000	199,290	499,290	2024	99,645	2024	99,645
2024	310,000	190,290	500,290	2025	95,145	2025	95,145
2025	320,000	180,990	500,990	2026	90,495	2026	90,495
2026	330,000	171,390	501,390	2027	85,695	2027	85,695
2027	340,000	161,490	501,490	2028	80,745	2028	80,745
2028	350,000	151,290	501,290	2029	75,645	2029	75,645
2029	365,000	137,290	502,290	2030	68,645	2030	68,645
2030	375,000	122,690	497,690	2031	61,345	2031	61,345
2031	395,000	107,690	502,690	2032	53,845	2032	53,845
2032	410,000	91,890	501,890	2033	45,945	2033	45,945
2033	425,000	75,490	500,490	2034	37,745	2034	37,745
2034	445,000	56,366	501,366	2035	28,183	2035	28,183
2035	460,000	39,900	499,900	2036	19,950	2036	19,950
2036	480,000	19,200	499,200	2037	9,600	2037	9,600
	6,155,000	2,354,576	8,509,576		1,177,288		1,177,288

Note: These two 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, 2020

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
2021	54,385	3,785	58,170
2022	55,792	2,378	58,170
2023	50,586	928	51,514
	160,763	7,091	167,854

Village of Barrington, Illinois

Long-Term Debt Requirements

IEPA Loan of 2002

As of December 31, 2020

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
2021	126,682	2,767	129,449
	126,682	2,767	129,449

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Appendix V – 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 it's 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 VI – 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 2018 and the most recently issued Comprehensive Annual Financial Report is for fiscal year 2019).

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
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%
2016	436,644,454	163,207,722	8,161,516	-	1,498,879	609,512,571	10.80%	28.36%
2017	452,514,279	166,422,490	8,143,865	-	1,420,485	628,501,119	3.12%	28.00%
2018 (1)	451,477,814	167,949,250	8,480,879	-	1,515,857	629,423,800	0.15%	28.27%

1. 2018 is the most recent data available from the Cook County Clerk's Office.

Net Position of the Village

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Assets										
Current Assets										
Cash & Investments	26,137,405	24,182,755	21,333,822	18,751,369	16,783,045	22,077,184	21,930,104	15,713,787	14,938,716	13,434,882
Net Receivables	7,518,880	7,419,577	7,649,878	8,104,913	7,640,217	7,379,010	7,809,194	7,276,260	7,764,219	7,641,122
Prepaids	51,385	83,084	71,957	46,051	197,463	92,219	67,984	82,185	65,286	72,138
Insurance Deposits	2,413,913	2,713,810	2,978,545	3,227,383	2,911,758	2,641,787	2,744,039	2,350,739	2,506,334	2,458,652
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	36,861,583	35,139,226	32,774,202	30,869,716	28,272,483	32,930,200	33,291,321	26,162,971	26,014,555	24,346,794
Non-current Assets										
Capital Assets										
Land & Improvements	17,595,778	27,783,911	28,306,792	28,306,792	28,503,421	26,853,876	26,057,642	26,103,804	26,103,804	28,549,870
Construction in Progress	94,980	747,330	57,110	212,408	3,026,119	240,305	887,211	749,840	1,694,564	1,082,174
Buildings	13,996,741	13,994,741	16,711,935	16,711,935	16,711,935	22,654,044	22,654,044	22,654,044	22,654,044	22,752,395
Infrastructure	66,335,721	65,520,172	69,092,663	72,359,096	74,297,936	79,350,298	79,723,934	87,328,645	93,452,265	93,797,732
Vehicles & Equipment	3,256,096	3,453,162	3,295,448	2,778,447	2,871,841	2,719,456	2,953,599	3,248,029	3,520,678	3,587,729
Accumulated Depreciation	(32,442,458)	(31,139,048)	(32,640,607)	(33,836,920)	(35,173,327)	(36,531,220)	(38,430,061)	(40,321,425)	(42,320,571)	(44,486,544)
Total Capital Assets	68,836,858	80,360,268	84,823,341	86,531,758	90,237,925	95,286,759	93,846,369	99,762,937	105,104,784	105,283,356
Other Assets										
Net Pension Asset	2,836,015	2,766,965	2,877,614	2,983,677	3,154,910	-	-	-	-	-
Total Non-current Assets	71,672,873	83,127,233	87,700,955	89,515,435	93,392,835	95,286,759	93,846,369	99,762,937	105,104,784	105,283,356
Deferred Outflows of Resources	-	-	-	-	-	8,095,908	6,933,699	4,536,241	9,396,407	3,515,427
Total Assets	108,534,456	118,266,459	120,475,157	120,385,151	121,665,318	136,312,867	134,071,389	130,462,149	140,515,746	133,145,577

Net Position of the Village

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Liabilities										
Current Liabilities										
Accounts & Retainage Payable	1,386,892	1,653,294	1,236,404	1,473,324	2,394,900	1,398,522	959,523	1,666,354	2,209,318	2,520,178
Accrued Payroll & Related	626,385	477,228	533,127	667,432	512,054	246,071	334,290	362,546	262,324	297,086
Accrued Interest Payable	213,073	203,752	156,895	150,333	137,819	111,429	105,521	86,721	88,517	79,159
Deposits & Other Payables	733,315	578,046	575,655	615,520	604,568	827,629	924,107	729,271	740,499	1,289,781
Current Long-Term Debt	1,767,889	1,833,073	1,984,223	2,193,957	2,088,633	3,420,610	3,655,507	3,619,913	2,586,500	2,655,973
Total Current Liabilities	4,727,554	4,745,393	4,486,304	5,100,566	5,737,974	6,004,261	5,978,948	6,464,805	5,887,158	6,842,177
Non-current Liabilities										
Net Pension Liability	61,783	72,431	48,144	70,203	71,704	22,516,668	23,442,963	19,477,201	29,578,978	24,059,151
Net OPEB Obligation	200,794	306,930	466,273	744,717	712,597	603,576	630,735	648,435	2,382,473	2,796,535
Compensated Absences Payable	710,745	717,849	753,382	618,733	631,499	330,248	595,819	640,455	664,612	617,837
Loans Payable	2,573,911	2,346,261	2,112,421	1,872,223	1,625,493	1,372,053	1,111,719	844,303	569,610	287,446
Alternate Revenue Bonds	11,510,000	11,090,000	10,665,000	10,055,000	9,610,000	17,048,322	16,482,095	15,757,962	22,445,828	21,241,048
Promissory Note	-	-	-	-	831,560	3,300,000	1,650,000	-	-	-
Debt Certificates	8,510,000	8,080,000	7,515,000	6,995,000	6,420,000	5,785,000	5,110,000	4,395,000	3,640,000	2,830,000
General Obligation Bonds	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	369,648	174,885	-
Total Non-current Liabilities	28,232,233	26,623,471	26,148,408	24,106,454	22,819,891	52,990,954	49,996,239	42,133,004	59,456,386	51,832,017
Total Liabilities	32,959,787	31,368,864	30,634,712	29,207,020	28,557,865	58,995,215	55,975,187	48,597,809	65,343,544	58,674,194
Deferred Inflows of Resources	3,568,212	3,664,812	3,758,244	3,896,575	3,957,193	4,060,349	6,926,210	9,641,617	5,111,516	6,529,101
Total Liabilities & Deferred Inflows	36,527,999	35,033,676	34,392,956	33,103,595	32,515,058	63,055,564	62,901,397	58,239,426	70,455,060	65,203,295
Net Position										
Net Investment in Capital Assets	44,987,169	57,185,431	59,907,894	62,454,968	67,467,162	70,368,846	72,741,053	75,367,277	78,850,936	80,801,765
Restricted										
General Government	228,467	23,430	23,430	14,826	20,225	-	-	-	-	-
Public Works	416,846	388,244	388,244	305,637	287,479	171,394	199,498	520,285	345,631	279,135
Public Safety	556,323	436,641	436,641	497,176	365,572	260,810	228,469	223,613	130,074	155,808
Debt Service	855,823	740,000	740,000	740,000	740,000	740,000	740,000	740,000	908,707	924,038
Unrestricted	23,587,794	24,460,888	24,585,982	23,268,949	20,269,822	1,716,253	(2,739,028)	(4,628,452)	(10,174,662)	(14,218,464)
Total Net Position	70,632,422	83,234,634	86,082,191	87,281,556	89,150,260	73,257,303	71,169,992	72,222,723	70,060,686	67,942,282
Current Assets / Current Liabilities	7.80	7.40	7.31	6.05	4.93	5.48	5.57	4.05	4.42	3.56
Total Liabilities / Total Assets	30.37%	26.52%	25.43%	24.26%	23.47%	43.28%	41.75%	37.25%	46.50%	44.07%

Analysis of Changes in the Village's Net Position

	2010	2011[(1)]	2012	2013	2014	2015[(1)]	2016	2017	2018[(1)]	2019
General Revenues										
Property Taxes	4,660,268	4,536,640	4,620,185	4,645,570	4,597,511	4,552,929	4,473,765	4,870,375	4,693,163	4,569,746
Sales Tax	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185	5,486,491	6,083,535	6,213,854
Income Taxes	794,998	809,961	915,574	995,848	977,989	1,116,650	992,123	938,203	996,182	1,108,019
Utility Taxes	1,633,988	1,330,488	1,022,964	904,420	1,142,069	1,117,221	1,096,461	1,200,917	1,225,672	1,139,250
Use Taxes	133,742	149,922	161,915	174,981	198,621	228,050	246,449	266,795	299,086	343,111
Motor Fuel Tax Allotments	307,148	300,972	303,977	297,464	322,063	274,546	262,932	263,407	264,326	338,786
Other Taxes	185,502	390,419	652,981	682,071	475,103	371,820	337,877	187,526	167,604	204,211
Interest Income	129,039	105,279	166,909	215,276	205,215	324,143	370,083	333,147	561,245	738,771
Miscellaneous	321,567	783,397	724,495	452,028	911,210	585,851	477,496	626,477	600,429	247,873
Program Revenues										
Charges for Services	11,657,756	12,200,541	12,786,985	13,093,112	9,189,868	9,381,409	9,945,856	10,559,075	10,599,546	10,661,837
Operating Grants/Contributions	219,973	897,998	138,765	167,537	1,392,912	1,584,993	2,317,630	1,220,822	634,493	307,506
Capital Grants/Contributions	2,000	10,333,504	1,818,475	1,526,472	1,910,866	314,154	279,522	59,413	42,418	85,189
Total Revenues	23,607,234	35,638,249	27,265,181	27,394,465	25,942,833	24,560,619	25,895,379	26,012,648	26,167,699	25,958,153
Expenses										
General Government	3,245,928	2,795,386	2,209,255	2,295,237	2,235,667	3,032,583	2,448,907	3,034,145	2,887,471	3,828,841
Development Services	1,017,376	1,637,571	1,302,868	1,020,296	1,204,925	601,430	1,332,943	765,424	823,535	722,121
Public Safety	9,455,275	10,005,662	10,327,104	10,840,284	8,025,500	13,422,344	12,664,540	9,495,896	10,069,920	11,120,916
Public Works	2,283,489	3,219,210	3,360,328	4,278,564	4,517,657	2,582,441	2,547,389	3,025,198	3,655,062	3,362,347
Waterworks & Sewerage	5,198,177	5,164,681	4,557,921	5,213,801	5,126,951	5,615,287	5,710,781	5,471,351	5,768,784	6,014,804
Parking	804,079	888,517	905,422	848,443	1,204,645	1,018,293	1,054,772	1,002,089	1,122,237	1,014,930
Recycling & Refuse	1,039,434	1,112,024	1,175,820	1,121,187	1,183,162	1,185,158	1,184,951	1,153,809	1,173,753	1,202,480
Barrington White House	-	-	-	54,144	98,230	1,847,233	700,938	693,893	788,300	619,285
Interest on Long Term Debt	679,315	606,265	578,906	523,144	477,392	357,412	337,469	318,112	236,625	190,833
Total Expenses	23,723,073	25,429,316	24,417,624	26,195,100	24,074,129	29,662,181	27,982,690	24,959,917	26,525,687	28,076,557
Change in Net Position	(115,839)	10,208,933	2,847,557	1,199,365	1,868,704	(5,101,562)	(2,087,311)	1,052,731	(357,988)	(2,118,404)
Net Position - Beginning of Year	70,748,261	73,025,701	83,234,634	86,082,191	87,281,556	78,358,865	73,257,303	71,169,992	70,418,674	70,060,686
Net Position - End of Year	70,632,422	83,234,634	86,082,191	87,281,556	89,150,260	73,257,303	71,169,992	72,222,723	70,060,686	67,942,282

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

Analysis of Governmental Fund Revenues

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Taxes										
Property Taxes	4,525,566	4,508,802	4,592,092	4,645,570	4,597,511	4,552,929	4,473,765	4,870,375	4,693,163	4,569,746
Sales Tax	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185	5,486,491	6,083,535	6,213,854
Income Tax	794,998	809,961	915,574	995,848	977,989	1,116,650	992,123	938,203	996,182	1,108,019
Utility Tax	884,318	862,921	791,874	811,363	882,346	750,317	738,451	723,137	757,316	743,492
Telecommunications Tax	749,670	684,808	708,177	601,283	532,154	544,130	514,016	477,780	468,356	395,758
Auto Rental Tax	14,895	17,006	12,670	12,123	13,771	13,306	16,628	13,437	16,311	16,749
Local Use Tax	133,742	149,922	161,915	174,981	198,621	228,050	246,449	266,795	299,086	338,786
Replacement Tax	120,123	106,832	106,564	117,463	121,187	129,228	115,183	120,906	110,188	135,571
Foreign Fire Tax	39,629	39,668	45,286	33,312	56,048	41,873	40,078	44,512	31,390	42,886
Hotel/Motel Tax	10,855	9,672	11,374	10,947	11,666	10,187	9,982	8,671	9,715	9,005
Motor Fuel Tax	307,148	300,972	303,977	297,464	322,063	274,546	262,932	263,407	264,326	338,786
Total Taxes	11,142,197	11,289,692	11,601,459	11,940,040	12,332,762	12,370,069	12,504,792	13,213,714	13,729,568	13,912,652
Licenses & Permits	279,684	484,305	458,552	519,801	569,087	568,722	760,855	1,071,182	837,936	844,250
Intergovernmental	219,973	897,998	1,188,133	1,287,212	2,053,391	205,450	409,324	189,082	164,656	232,752
Charges for Services	5,167,529	5,307,587	5,376,357	5,591,708	1,637,842	1,638,797	1,854,364	1,734,641	1,636,355	1,536,656
Fines & Forfeits	132,724	164,417	159,669	190,971	140,990	138,644	86,885	101,968	105,360	115,951
Sales & Rental Income	465,648	462,223	603,762	635,644	703,329	749,924	724,942	597,589	570,765	563,685
Investment Income	87,875	85,863	150,527	201,654	202,938	309,864	317,129	259,036	449,101	546,455
Miscellaneous Revenue	131,414	633,399	546,669	309,134	768,272	446,294	335,662	493,308	472,156	244,278
Total	17,627,044	19,325,484	20,085,128	20,676,164	18,408,611	16,427,764	16,993,953	17,660,520	17,965,897	17,996,679

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenue										
Property Taxes	4,525,566	4,508,802	4,592,092	4,645,570	4,597,511	4,552,929	4,473,765	4,870,375	4,693,163	4,569,746
Other Taxes	6,616,631	6,780,890	7,009,367	7,294,470	7,735,251	7,817,140	8,031,027	8,343,339	9,036,405	9,342,906
Licenses & Permits	279,684	484,305	458,552	519,801	569,087	568,722	760,855	1,071,182	837,936	844,250
Intergovernmental	219,973	897,998	1,188,133	1,287,212	2,053,391	205,450	409,324	189,082	164,656	232,752
Charges for Services	5,167,529	5,307,587	5,376,357	5,591,708	1,637,842	1,638,797	1,854,364	1,734,641	1,636,355	1,536,656
Fines & Forfeits	132,724	164,417	159,669	190,971	140,990	138,644	86,885	101,968	105,360	115,951
Village Property Usage	465,648	462,223	603,762	635,644	703,329	749,924	724,942	597,589	570,765	563,685
Investment Income	87,875	85,863	150,527	201,654	202,938	309,864	317,129	259,036	449,101	546,455
Miscellaneous	131,414	633,399	546,669	309,134	768,272	446,294	335,662	493,308	472,156	244,278
Total Revenue	17,627,044	19,325,484	20,085,128	20,676,164	18,408,611	16,427,764	16,993,953	17,660,520	17,965,897	17,996,679
Expenditures										
General Government	3,121,523	2,779,361	2,641,869	2,933,310	2,724,321	2,780,767	2,716,628	3,312,021	3,586,284	3,732,332
Development Services	1,017,376	1,637,571	3,077,868	1,020,296	1,176,952	1,039,869	996,177	572,745	638,450	557,207
Public Safety	9,340,393	9,524,164	9,514,546	10,267,131	7,733,314	7,732,160	7,805,560	7,942,253	8,673,007	8,742,111
Public Works	1,814,493	1,988,131	1,882,351	1,971,213	2,019,492	1,968,700	1,993,430	1,976,240	2,239,150	2,278,896
Captial Outlay	1,787,400	2,084,899	2,899,194	2,679,933	4,415,345	1,840,978	1,641,653	2,392,265	1,951,532	1,982,368
Debt Service										
Principal	1,035,000	1,150,000	1,721,812	1,477,610	1,468,540	1,521,951	1,632,465	1,736,197	1,472,027	1,110,239
Interest	701,942	615,333	708,913	529,403	489,320	452,906	344,856	308,362	273,170	199,053
Total	18,818,127	19,779,459	22,446,553	20,878,896	20,027,284	17,337,331	17,130,769	18,240,083	18,833,620	18,602,206
Excess of Revenues Over (Under) Expenditures	(1,191,083)	(453,975)	(2,361,425)	(202,732)	(1,618,673)	(909,567)	(136,816)	(579,563)	(867,723)	(605,527)
Other Financing Sources/(Uses)										
Gain on Sale of Assets	-	-	-	-	-	-	882,539	-	-	-
Transfers In	880,000	1,200,000	1,375,000	1,150,000	3,028,419	1,190,000	1,595,000	1,902,913	873,000	1,250,000
Transfers Out	(885,000)	(1,200,000)	(1,375,000)	(1,150,000)	(3,280,000)	(1,290,000)	(1,595,000)	(1,300,000)	(680,000)	(1,905,000)
Debt Issuance	-	-	6,350,000	-	-	2,960,000	-	1,490,000	970,000	-
Premium on Debt Issuance	-	-	154,056	-	-	82,412	-	-	40,630	-
Payment to Escrow Agent	-	-	(4,660,620)	-	-	(2,993,969)	-	(1,534,369)	(10,630)	-
Net Other Financing	(5,000)	-	1,843,436	-	(251,581)	(51,557)	882,539	558,544	1,193,000	(655,000)
Net Change in Fund Balances	(1,196,083)	(453,975)	(517,989)	(202,732)	(1,870,254)	(961,124)	745,723	(21,019)	325,277	(1,260,527)
Fund Balances - January 1	19,176,100	17,980,017	17,526,042	17,008,053	16,805,321	14,935,067	13,973,943	14,719,666	14,698,647	15,023,924
Fund Balances - December 31	17,980,017	17,526,042	17,008,053	16,805,321	14,935,067	13,973,943	14,719,666	14,698,647	15,023,924	13,763,397

Analysis of Enterprise Funds Changes in Net Assets

	2010	2011(1)	2012	2013	2014	2015(1)	2016	2017	2018(1)	2019
Operating Revenues										
Licenses & Permits	251,127	277,644	280,209	264,077	275,060	287,633	292,543	321,415	297,456	286,478
Charges for Services	6,263,328	6,370,023	6,765,215	6,542,161	6,614,778	6,744,899	6,915,843	7,053,374	7,376,119	7,732,253
Fines & Forfeitures	69,165	77,308	96,909	95,469	92,939	117,965	113,169	152,136	137,484	109,299
Village Property Usage	8,999	6,308	6,190	11,273	14,096	57,054	144,449	240,064	295,725	246,437
Miscellaneous	53,592	40,726	(35,040)	136,424	7,222	14,107	9,564	144,758	235,146	146,409
Total Revenues	6,646,211	6,772,009	7,113,483	7,049,404	7,004,095	7,221,658	7,475,568	7,911,747	8,341,930	8,520,876
Operating Expenses										
Administration	1,195,954	1,203,559	1,246,337	1,252,410	1,292,265	1,304,990	1,392,347	1,264,950	1,158,175	1,202,636
Operations	3,490,867	3,623,770	3,625,928	3,640,508	4,161,735	4,510,283	4,898,695	4,771,508	5,064,045	5,025,430
Capital Outlay	949,306	948,022	436,636	829,294	543,903	682,737	409,278	154,020	394,024	580,508
Depreciation	775,230	858,446	810,990	966,576	1,015,044	1,077,803	1,001,971	1,166,180	1,241,651	1,328,575
Total Operating Expenses	6,411,357	6,633,797	6,119,891	6,688,788	7,012,947	7,575,813	7,702,291	7,356,658	7,857,895	8,137,149
Operating Income/(Loss)	234,854	138,212	993,592	360,616	(8,852)	(354,155)	(226,723)	555,089	484,035	383,727
Non-operating Revenues/(Expenses)										
Investment Income	41,164	19,416	16,382	13,622	2,277	14,279	52,954	74,111	112,144	192,316
Property Taxes	134,702	27,838	28,093	-	-	-	-	-	-	-
Connection Fees	2,000	97,740	97,547	108,784	154,525	83,174	71,042	169,748	-	-
Grants & Reimbursements	-	85,300	-	34,752	5,000	-	-	-	-	-
Donations	-	-	-	-	1,245,387	1,455,026	2,187,828	1,091,153	600,255	273,087
Other Income	190,153	149,998	177,826	142,894	142,938	139,557	141,834	133,169	128,273	3,595
Disposal of Capital Assets	-	-	-	(42,457)	(107,274)	(1,373,942)	(145,166)	(101,883)	(26,173)	-
Interest & Fiscal Charges	(630,333)	(531,425)	(519,272)	(506,330)	(492,767)	(716,216)	(803,985)	(862,601)	(969,006)	(714,350)
Non-Operating Net	(262,314)	(151,133)	(199,424)	(248,735)	950,086	(398,122)	1,504,507	503,697	(154,507)	(245,352)
Income (Loss) Before Transfers	(27,460)	(12,921)	794,168	111,881	941,234	(752,277)	1,277,784	1,058,786	329,528	138,375
Capital Contributions	-	-	-	2,146,497	-	238,671	-	-	20,000	-
Transfers In	5,000	-	-	-	400,000	100,000	-	-	-	655,000
Transfers Out	-	-	-	-	(148,419)	-	-	(602,913)	(193,000)	-
Change in Net Assets	(22,460)	(12,921)	794,168	2,258,378	1,192,815	(413,606)	1,277,784	455,873	156,528	793,375
Net Assets - January 1	27,716,670	30,087,489	30,074,568	30,868,736	33,127,114	34,241,696	33,828,090	35,105,874	35,031,778	35,188,306
Net Assets - December 31	27,694,210	30,074,568	30,868,736	33,127,114	34,319,929	33,828,090	35,105,874	35,561,747	35,188,306	35,981,681

1. Prior Period Adjustments to Beginning Net Assets occurred in 2011, 2015, and 2018, 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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Revenue										
Property Taxes	2,714,823	2,781,633	2,855,543	2,984,592	3,016,016	3,061,359	3,121,490	3,146,717	3,225,083	3,372,582
Sales Tax	3,561,253	3,799,128	3,951,956	4,239,686	4,619,406	4,708,853	5,095,185	5,486,491	6,083,535	6,231,854
Other Taxes	3,055,378	2,764,521	2,580,324	2,546,558	2,843,412	2,931,061	1,787,713	2,679,973	2,753,965	2,928,907
Licenses & Permits	279,684	484,305	458,552	519,801	569,087	568,722	760,855	1,071,182	837,936	844,250
Intergovernmental	219,973	336,006	138,765	132,785	142,525	129,967	1,121,925	129,669	142,238	125,238
Charges for Services	5,120,518	5,081,317	5,294,184	5,573,006	1,637,842	1,638,797	1,854,364	1,734,641	1,618,629	1,523,148
Fines & Forfeits	132,724	164,417	159,669	190,971	140,990	138,644	86,885	101,968	105,360	115,951
Village Property Usage	444,648	462,223	457,454	527,644	580,029	566,457	579,682	452,329	425,205	408,705
Investment Income	44,020	65,525	131,958	183,027	200,544	286,716	324,166	261,626	423,085	465,812
Miscellaneous	77,688	404,321	205,257	216,295	308,465	366,347	260,999	320,720	333,317	197,903
Total Revenue	15,650,709	16,343,396	16,233,662	17,114,365	14,058,316	14,396,923	14,993,264	15,385,316	15,948,353	16,214,350
Expenditures										
General Government	3,121,523	2,779,361	2,641,870	2,933,310	2,724,321	2,780,767	2,716,628	3,312,021	3,586,284	3,729,255
Development Services	689,473	766,163	825,342	868,561	813,466	845,273	975,107	566,671	638,091	557,207
Public Safety	9,340,393	9,524,164	9,514,546	10,267,131	7,733,314	7,732,160	7,805,560	7,942,253	8,673,007	8,742,111
Public Works	1,814,493	1,988,131	1,882,351	1,971,213	2,019,492	1,968,700	1,993,430	1,976,240	2,239,150	2,278,896
Total	14,965,882	15,057,819	14,864,109	16,040,215	13,290,593	13,326,900	13,490,725	13,797,185	15,136,532	15,307,469
Excess of Revenues Over (Under) Expenditures	684,827	1,285,577	1,369,553	1,074,150	767,723	1,070,023	1,502,539	1,588,131	811,821	906,881
Other Financing Sources/(Uses)										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers Out	(655,000)	(1,200,000)	(1,275,000)	(965,000)	(2,700,000)	(1,000,000)	(1,425,000)	(1,100,000)	(680,000)	(905,000)
Sale of Property	-	-	-	-	-	-	-	-	-	-
Net Other Financing	(655,000)	(1,200,000)	(1,275,000)	(965,000)	(2,700,000)	(1,000,000)	(1,425,000)	(1,100,000)	(680,000)	(905,000)
Net Change in Fund Balances	29,827	85,577	94,553	109,150	(1,932,277)	70,023	77,539	488,131	131,821	1,881
Fund Balance - January 1	10,104,916	10,134,743	10,220,320	10,314,873	10,424,023	8,491,746	8,561,769	8,639,308	9,127,439	9,259,260
Fund Balance - December 31	10,134,743	10,220,320	10,314,873	10,424,023	8,491,746	8,561,769	8,639,308	9,127,439	9,259,260	9,261,141

Analysis of Sales Tax Receipts by Category

Sales Category	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	10 Year Average
General Merchandise	3,100	8,625	-	-	-	-	-	2,497	3,256	3,559	2,104
Food	290,271	281,797	310,163	389,654	428,727	523,983	504,847	534,970	551,781	547,125	436,332
Drinking & Eating Places	184,579	204,173	221,076	227,507	244,206	251,743	299,738	300,146	298,090	306,989	253,825
Apparel	97,006	53,749	43,323	41,448	20,944	31,933	11,404	5,621	6,744	11,665	32,384
Furniture, Household & Radio	148,556	176,289	233,261	135,335	115,998	51,888	54,755	54,862	44,177	59,094	107,422
Lumber, Building, Hardware	16,632	9,875	2,749	2,687	16,482	38,080	53,574	84,588	95,472	78,396	39,853
Automobile & Filling Stations	2,047,230	2,263,780	2,360,982	2,637,834	2,944,753	3,102,402	3,451,634	3,787,123	4,398,456	4,507,592	3,150,179
Drugs & Misc. Retail	484,599	545,430	563,032	581,807	582,997	466,395	465,921	466,671	441,593	458,088	505,653
Agriculture & All Other*	255,597	222,972	176,602	191,754	209,444	201,329	218,631	223,549	221,082	211,100	213,206
Manufacturers	34,443	32,253	33,137	31,659	55,854	41,100	34,606	26,464	22,883	24,496	33,690
Total Received	3,562,013	3,798,944	3,944,325	4,239,685	4,619,405	4,708,853	5,095,110	5,486,491	6,083,534	6,208,104	4,772,543

Analysis of Percent of Total

General Merchandise	0.09%	0.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.05%	0.05%	0.06%	0.04%
Food	8.15%	7.42%	7.86%	9.19%	9.28%	11.13%	9.91%	9.75%	9.07%	8.81%	9.14%
Drinking & Eating Places	5.18%	5.37%	5.60%	5.37%	5.29%	5.35%	5.88%	5.47%	4.90%	4.94%	5.32%
Apparel	2.72%	1.41%	1.10%	0.98%	0.45%	0.68%	0.22%	0.10%	0.11%	0.19%	0.68%
Furniture, Household & Radio	4.17%	4.64%	5.91%	3.19%	2.51%	1.10%	1.07%	1.00%	0.73%	0.95%	2.25%
Lumber, Building, Hardware	0.47%	0.26%	0.07%	0.06%	0.36%	0.81%	1.05%	1.54%	1.57%	1.26%	0.84%
Automobile & Filling Stations	57.47%	59.59%	59.86%	62.22%	63.75%	65.88%	67.74%	69.03%	72.30%	72.61%	66.01%
Drugs & Misc. Retail	13.60%	14.36%	14.27%	13.72%	12.62%	9.90%	9.14%	8.51%	7.26%	7.38%	10.60%
Agriculture & All Other*	7.18%	5.87%	4.48%	4.52%	4.53%	4.28%	4.29%	4.07%	3.63%	3.40%	4.47%
Manufacturers	0.97%	0.85%	0.84%	0.75%	1.21%	0.87%	0.68%	0.48%	0.38%	0.39%	0.71%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Analysis of Change from Previous Year

General Merchandise	100.00%	178.21%	-100.00%	0.00%	0.00%	0.00%	0.00%	100.00%	30.40%	9.31%	
Food	-11.30%	-2.92%	10.07%	25.63%	10.03%	22.22%	-3.65%	5.97%	3.14%	-0.84%	
Drinking & Eating Places	20.17%	10.62%	8.28%	2.91%	7.34%	3.09%	19.07%	0.14%	-0.68%	2.99%	
Apparel	75.46%	-44.59%	-19.40%	-4.33%	-49.47%	52.47%	-64.29%	-50.71%	19.98%	72.97%	
Furniture, Household & Radio	8.09%	18.67%	32.32%	-41.98%	-14.29%	-55.27%	5.53%	0.20%	-19.48%	33.77%	
Lumber, Building, Hardware	26.05%	-40.63%	-72.16%	-2.25%	513.40%	131.04%	40.69%	57.89%	12.87%	-17.89%	
Automobile & Filling Stations	11.01%	10.58%	4.29%	11.73%	11.64%	5.35%	11.26%	9.72%	16.14%	2.48%	
Drugs & Misc. Retail	34.51%	12.55%	3.23%	3.33%	0.20%	-20.00%	-0.10%	0.16%	-5.37%	3.74%	
Agriculture & All Other*	-16.68%	-12.76%	-20.80%	8.58%	9.23%	-3.87%	8.59%	2.25%	-1.10%	-4.52%	
Manufacturers	-2.17%	-6.36%	2.74%	-4.46%	76.42%	-26.42%	-15.80%	-23.53%	-13.53%	7.05%	
	10.17%	6.65%	3.83%	7.49%	8.96%	1.94%	8.20%	7.68%	10.88%	2.05%	

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Appendix VII – 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 33⅓ percent of market value.

Expenditure – This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Fiduciary Funds – Funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be sued to support the government's own programs.

Fiscal Year – A twelve-month period that the annual operating budget applies at the end of which a determination of financial position and results of operations is carried out by the government.

Fixed Assets – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Full Faith and Credit – A pledge of the general taxing power of a government to 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