VILLAGE OF BARRINGTON

a great place to live, work, and play

Annual Budget for Fiscal Year 2011

January 1, 2011 to December 31, 2011

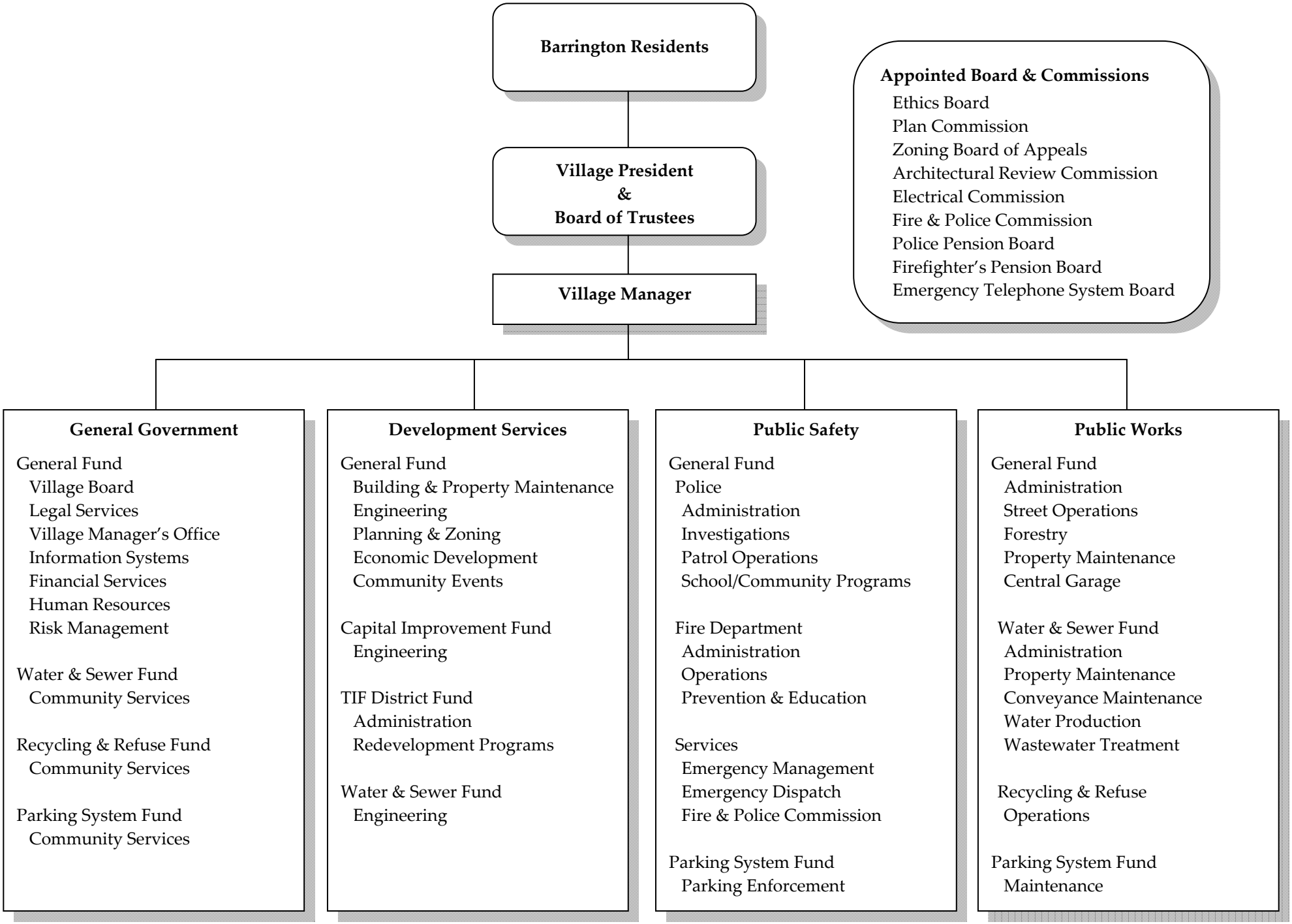
Public Safety Facility
400 North Northwest Highway
Barrington, Illinois 60010
(847) 304-3300

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

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

http://www.barrington-il.gov

Village of Barrington – 2011 Organization Chart



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GOVERNMENT FINANCE OFFICERS ASSOCIATION
Distinguished
Budget Presentation
Award
PRESENTED TO
Village of Barrington
Illinois
For the Biennium Beginning
January 1, 2009
President
Executive Director

Elected and Appointed Officials
As of November 22, 2010 – Budget Approval Date

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

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

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

November 22, 2010

Barrington Residents

Dear Residents,

Presented for your review and consideration is the Budget for the Village of Barrington, Illinois for Fiscal Year 2011. Two primary objectives are achieved through this document. First, the document establishes the framework for achieving the strategic objectives established by the Village Board. The strategic objectives are used to guide decision making during the budget process and ensure the programs and projects approved in the budget will effectively assist the Board in achieving its overall vision for the Community. Second, the budget document establishes a spending plan that provides for the continued provision of services and programs to the community. The Budget is developed and modified through an extensive review process involving the Village Board and Staff and reflects an ongoing commitment by the Village to ensure Barrington is a community that is a "great place to Live, Work and Play".

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

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

Review of Accomplishments during 2009 – 2010 Budget Period

The two year 2009 – 2010 budget cycle was one of the more challenging periods in the recent history of the Village. The economic difficulties faced by the United States and Illinois had a severe impact on the Village's revenue. This made it difficult to balance revenues and expenditures and led to many changes in the Village's operations during this period. Despite these challenges, the Village was able to maintain existing services and accomplish many objectives included in the original budget due to the dedication of Village Staff and the accumulated financial resources saved in previous budget cycles. Achievements in 2009 – 2010 include:

Productivity Enhancements

- Transitioned the Village's Police Department to a smaller force upon the cessation of the Village's contract to provide policing services to Inverness in May of 2009.
- Minimized the impact on Village services from the reduction in force of 13 Full-Time Equivalent positions at the end of 2008 by increasing productivity and embracing innovation.
- Purchased new financial and timekeeping software to enhance the productivity of Community & Financial Services Staff so they can accomplish the same amount of work with 2 fewer positions.

Financial Management

- Improved the Village's bond rating to AA+ (Standard & Poors), one notch below the highest possible rating of AAA.
- In September 2009, took advantage of low interest rates to issue bonds that refunded outstanding General Obligation debt at lower interest rates and saved taxpayers money on interest payments. In addition, bonds were issued for infrastructure improvements that allowed the Village to continue its infrastructure investments despite the decline in the Village's revenue base.
- Transitioned to an annual budget to minimize the uncertainty involved in estimating revenues and expenditures in the variable economic environment of recent years. Incorporated a Five Year Financial Forecast into the budget to provide a long-term projection of the Village's financial operations.
- Continued the Village's commitment to excellent financial management practices as demonstrated by the receipt of the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award, national recognitions of the Village's financial communications by the Government Finance Officer's Association (GFOA) of the United States.

Customer Service & Communications Improvements

- Redeveloped the Village's website to enhance communications and customer service and create a user friendly website that makes it easy for residents, businesses, and visitors to access information they want.
- Began implementation of a customer contact management system integrated into the website to provide enhanced services by tracking service requests from initial contact through completion.
- Replaced the North Commuter Parking Lot fareboxes at the Barrington Train Station to enhance customer service.
- Completed the purchase and installation of a new electronic community events sign on Main Street.

Economic Development & Community Events

- Returned the Art Fair to the Village, exposing Village businesses to many new potential customers and providing an entertaining event for Village residents.
- Actively marketed the Village at retail business trade shows to promote enhanced retail opportunities for the community.
- Created a Shopping & Dining Guide to promote Village businesses and continued to nurture the positive relationship between the Economic Development Department and Village businesses by developing programs to promote businesses and having meetings to listen to business concerns.
- Facilitated the opening of 29 businesses in the Village despite the economic headwinds by providing the Business Assistance Program, continuing the Broker Awareness Program highlighting available properties, and advising businesses on the requirements of the Village's development process.
- Adopted a new sign ordinance to ease compliance with regulations but maintain community standards.

Infrastructure Improvements

- Continued the Village's commitment to maintaining its infrastructure by repaving or reconstructing 4.27 total miles of streets (1.4 miles in 2009 and 2.87 miles in 2010). The Village also constructed or replaced 8,164 feet of water main and constructed, replaced, or lined 11,334 feet of sanitary sewer main. The Village also made upgrades to its Wastewater Treatment Plant and repaved the North Commuter Parking Lots at the Train Station.
- Completed the purchase, installation, and implementation of new communications equipment for Barrington public safety services from the Starcom Federal Grant received by the Village for 2009 and 2010. Using this grant, the Village was able to purchase new radios and communications equipment for the Police Department, Fire Department, and Barrington Hills Police Department. The radios and equipment will enable the three organizations to communicate on a shared frequency as needed and communicate on a statewide radio network used by federal, state, and local public safety agencies. The grant also provided a stand-alone redundant radio network if the primary network fails and enabled a private encrypted radio channel for the command staff.
- Investigated the causes of sanitary sewer surcharges in certain areas of the Village through smoke testing, video recording, and other means and repaired problems as they were located.

Organizational and Community Challenges in 2011

The overriding challenge for the Village of Barrington in 2011 will continue to be the difficult economic environment and the negative impact it is having on the Village's revenues and expenditures. The decline in revenues and increase in certain expenditures has made it extraordinarily difficult to keep the Village on a financially sustainable path. Between 2007 and 2010, Village revenues declined more than $2.6 million (9.75%) due to decreases in elastic revenues such as Sales Tax, Income Tax, and Investment Income and the loss of the Inverness Contract. These decreases have occurred in the same period in which investment losses from the stock market decline have eroded the public safety pension funds and caused tremendous increases in the required contributions from the Village. In 2008, the Village's contribution to the Pension Funds was equal to approximately $930,000 per year; in 2011 this increased to approximately $1,220,000, a $290,000 (31.18%) increase. At the same time, other benefit costs such as health insurance and worker's compensation insurance have continued to increase faster than general inflation.

The combination of the decline in revenues and increase in expenditures has severely has negatively impacted the Village's finances. Despite the budgetary and personnel reductions undertaken by the Village in 2008 and 2009, in 2011 the Village will not be able to fund its Street Improvement program at levels it was funded in prior years. The Village will also have to lower the amount it sets aside for future vehicle and equipment purchases to a level that is below the amount needed for full future replacements.

Despite these difficulties, unless another severe decline in revenues occurs, the Village will be able to continue providing services at current levels for the foreseeable future, as detailed in the Five Year Financial Forecast in Appendix I, pages 205 – 219. This is a positive development for the community as many other Illinois municipalities are contemplating service reductions due to the reduction in their revenue base. The maintenance of the Village's current services should help stabilize the community which is also feeling the impact of the economic downturn.

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

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

Strategic Goals and Performance Management

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

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

Village Management was tasked with developing objectives for each strategic goal and linking Department objectives to these organizational objectives. The organizational objectives and the Departments assigned to contribute to accomplishing each one are detailed below:

Ensure the Financial Sustainability of the Village.	
Organizational Objectives	Departments
• Identify opportunities to diversify and/or enhance the Village's revenue base.	Community & Financial Services
• Analyze methods for continuing to provide current types and levels of service at a lower cost.	Village Manager's Office, Community & Financial Services, Human Resources
• Encourage the development and redevelopment of the Village's commercial base.	Village Manager's Office, Economic Development

Identify and provide the type and level of municipal services desired by the residents.	
Organizational Objectives	Departments
• Protect the safety and well-being of residents and their property.	Village Manager's Office, Police Department, Fire Department
• Preserve and enhance the physical environment in the community.	Engineering & Building, Public Works
• Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.	Village Manager's Office, Human Resources

Analyze infrastructure improvement needs and develop plans to meet those needs.	
Organizational Objectives	Departments
• Provide for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, and properties.	Engineering & Building, Public Works
• Identify methods of financing capital infrastructure improvements, including grants, borrowings, and revenue sources.	Community & Financial Services, Engineering & Building

Sustain, and whenever possible, enhance resident's quality of life	
Organizational Objectives	Departments
• Encourage and promote strong educational, cultural, and recreational opportunities.	Village Manager's Office, Economic & Community Development
• Develop and maintain an excellent communications program.	Village Manager's Office, Economic & Community Development
• Develop diverse businesses and attractions to serve social and economic needs.	Village Manager's Office, Economic & Community Development

Goals and Objectives for the 2011 Budget

Progress toward achieving the strategic goals and organizational objectives will extend over many years and involve multiple policies, programs, and achievements. Throughout the 2011 budget, there are many goals and objectives that are intended to be achieved during the budget period and have been allocated funding in the approved budget. These goals and objectives are detailed below with those that will contribute towards some of the organizational objectives noted:

- Continue to develop plans for the redevelopment of the Hough and Main Street properties, including marketing the properties to developers and retailers (*contributes to Organizational Objectives - Encourage the development and redevelopment of the Village's commercial base*).
- Include a contingency in the 2011 General Fund operating budget of $175,000 (1.16% of total expenditures) to provide funding for emergencies, unexpected expenditures or opportunities, or revenue declines due to economic fluctuations. Any amount remaining in the contingency at the end of 2011 will be transferred to the Capital Improvement Fund or Pension Funds to enhance the Village's ability to fund its long-term liabilities. The allocation of the transfer to the Capital Improvement Fund or the Pension Funds will be determined in consultation with the Village Board at the end of the budget year.
- Complete the transition to Customer Relationship Management (CRM) software and incorporate it into the Village's website to enhance communication and customer service for residents, businesses, and visitors (*contributes to Organizational Objectives - Analyze methods for continuing to provide current types and levels of service at a lower cost; Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents; Develop and maintain an excellent external communication program*).
- Continue the Village's commitment to excellence in financial management by receiving the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting.

- Purchase necessary capital equipment to maintain the ability of operating Departments to provide services. Major capital purchases or improvements will include a Fire Apparatus, narrowbanding of the Village's radio communications, defibrillators for the Fire and Police Departments, Public Safety Building security equipment repairs and improvements, replacement of office furniture in Village Hall and the Police Department, and replacement of toughbook laptop computers for Police Squads.
- Explore the possibility of cooperation in service provision efforts, including outsourcing services or selling services to other communities. Outsourcing or selling services potentially reduces expenditures or increases revenues and leads to efficiencies in service provision (*contributes to organizational objectives - Analyze methods for continuing to provide current types and levels of service at a lower cost*).
- Cooperate with other organizations to promote groundwater sustainability in the region. Begin to develop strategies and policies to enhance groundwater sustainability in the Barrington community (*contributes to organizational objectives - Provide for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, and properties*).

The majority of these goals represent the continuation of the multi-year projects begun in previous budget cycles, including the redevelopment of the Hough-Main Properties, the transition to CRM software, the receipt of financial awards, and the purchase of capital equipment. However, the purchase of capital equipment is different from the previous year as the number and expense of items to be purchased is higher than in the last few years as the Village had decreased its equipment purchases in response to the recession. In 2011, with revenues projected to recover somewhat, many of the pieces of equipment that were deferred in previous years will be purchased.

The new goals included in the 2011 budget include establishing a budgeted central contingency, exploring the possibility of cooperation in service provision efforts, and cooperating with other organizations to promote groundwater sustainability in region. The first two goals relate to the Village's financial sustainability; the Village is changing its budgeting philosophy and establishing one central contingency rather than having contingency funds built into Department Budgets. This should help minimize Department budgets while providing resources for emergency situations. Exploring the possibility of outsourcing or providing services to other communities for a fee is intended to maximize the efficiency of Village operations and is in response to the challenges of a reduced revenue base.

The focus on groundwater sustainability is important for the long term sustainability of the community as Barrington draws its potable water from a shallow aquifer through water wells. A drought that occurred in 2007 and 2008 made this an issue for the Village to ensure its water resources were not depleted.

2011 Budget Summary

The total 2011 Budget includes $25,476,145 in estimated revenues, $30,729,334 in budgeted expenditures, and a Total Change in Fund Balances/Net Assets of negative $1,336,562.

- Revenues are estimated to increase $1,142,199 (4.69%) from the 2010 projection as every Fund is estimated to receive increased revenues. The General Fund receives the largest amount of revenue by a wide margin (61.13%), followed by the Water & Sewer Fund (19.17%), the Village Center TIF Fund (5.42%), and the Recycling & Refuse Fund (4.47%). The largest sources of revenue are Charges for Services (46.77%), Other Taxes (24.96%, includes Sales and Income Taxes), and Property Taxes (19.32%, descriptions and analyses of each Fund's large revenue sources can be found in the Analysis of Major Revenue Sources by Fund on Pages 54 - 70). Village revenues increased every year from 2004 to 2007 but decreased from 2008 through 2010 as a result of the recession and the negative impact it had on the Village's revenue base. The revenue estimate for 2011 represents the first increase in overall revenues for the Village in three fiscal years.

Summary of 2011 Revenues

	----- Governmental Funds -----				----- Enterprise Funds -----			
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	Total
Revenues								
Property Taxes	2,762,000	-	1,375,000	740,000	-	-	45,000	4,922,000
Other Taxes	6,110,000	250,000	-	-	-	-	-	6,360,000
Intergovernmental	125,500	250,000	-	-	-	-	-	375,500
Licenses & Permits	354,500	-	-	-	-	-	246,000	600,500
Charges for Service	5,364,620	296,200	-	-	4,690,500	1,134,000	430,000	11,915,320
Fines & Forfeitures	148,000	-	-	-	-	-	100,000	248,000
Village Property Use	420,000	-	-	-	-	-	7,500	427,500
Investment Income	253,325	40,750	7,000	4,000	35,000	1,000	20,000	361,075
Miscellaneous	35,000	30,500	-	40,000	157,750	3,000	-	266,250
Total Revenues	15,572,945	867,450	1,382,000	784,000	4,883,250	1,138,000	848,500	25,476,145

Historical Revenues by Fund

	2004	2005	2006	2007	2008	2009	2010	2011
Funds								
General	13,061,045	14,689,247	15,126,963	15,749,871	15,563,911	15,778,172	15,462,255	15,572,945
Capital Improvements	1,576,627	1,727,934	835,188	2,002,219	1,633,677	120,144	75,750	867,450
Debt Service	814,640	858,290	835,188	845,440	799,352	783,997	775,800	784,000
Village Center TIF	561,538	871,734	911,544	1,164,582	1,395,773	1,330,651	1,374,000	1,382,000
Water & Sewer	4,724,873	4,735,522	5,208,868	5,317,076	4,584,408	4,406,852	4,725,641	4,883,250
Recycling & Refuse	846,590	950,713	997,273	1,040,031	1,082,562	1,084,910	1,084,500	1,138,000
Parking System	707,328	797,094	803,901	842,177	830,395	1,241,202	836,000	848,500
Total Revenue by Fund	22,292,641	24,630,534	24,718,925	26,961,396	25,890,077	24,745,927	24,333,946	25,476,145
% Change/Previous Year	5.63%	10.49%	0.36%	9.07%	-3.97%	-4.42%	-1.66%	4.69%

- Total Expenditures in the 2011 Budget equal $30,729,334, an increase of $1,682,484 (5.79%) from projected expenditures in 2010. The increase in total expenditures is caused by increases in the General Fund, Village Center TIF Fund, Debt Service Fund, Water & Sewer Fund, and Recycling & Refuse Fund. The increase in the General Fund is primarily caused by increases for salaries and benefits. The increase in the TIF Fund is caused by redevelopment expenditures associated with several anticipated projects. The increase in the Debt Service Fund is caused by increases in debt service requirements. The Water & Sewer Fund will incur large capital expenses in 2011 and the Recycling & Refuse fund will be impacted by an increase in the contract for refuse collections. Capital Improvement and the Parking System Fund expenditures decrease as infrastructure improvements in the Funds decrease in 2011. Public Safety remains the largest portion of Villages expenditures (31.94%), followed by Capital Outlays (21.71%), Public Works (20.37%), and General Government (10.83%). The General Fund incurs the largest portion of expenditures (49.38%) since all public safety expenditures are in the General Fund budget. Water & Sewer is second in total expenditures (28.30%), although this Fund's expenditures are higher than in a typical year due to large capital expenses budgeted in 2011. Capital Improvements (6.84%) incurs the third largest expenditures, followed by the Village Center TIF Fund (5.73%) and Recycling & Refuse (3.79%).

Summary of 2011 Expenditures by Program

	----- Governmental Funds -----				----- Enterprise Funds -----			
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	Total
Expenditures								
General Government	2,767,407	-	-	-	151,450	66,000	343,120	3,327,977
Development Services	731,138	-	1,005,350	-	103,165	-	-	1,839,653
Public Safety	9,580,625	-	-	-	-	-	234,425	9,815,050
Public Works	2,093,460	-	-	-	2,822,790	1,099,887	242,250	6,258,387
Capital Outlay	-	2,100,449	-	-	4,570,200	-	-	6,670,649
Debt Service	-	-	755,500	1,012,540	1,049,578	-	-	2,817,618
Total Expenditures	15,172,630	2,100,449	1,760,850	1,012,540	8,697,183	1,165,887	819,795	30,729,334

Historical Expenditures by Fund

	2004	2005	2006	2007	2008	2009	2010	2011
Funds								
General	12,040,592	14,062,197	13,628,253	15,360,494	17,209,191	15,771,675	15,067,299	15,172,630
Capital Improvements	1,558,608	1,325,562	1,455,047	1,810,651	1,845,703	943,653	2,251,500	2,100,449
Debt Service	952,761	957,329	949,994	950,476	829,515	748,577	1,008,220	1,012,540
Village Center TIF	386,681	262,538	4,731,921	3,802,567	7,215,732	908,401	1,274,375	1,760,850
Water & Sewer	5,021,283	4,969,184	5,674,551	5,492,865	6,432,633	5,929,674	6,688,540	8,697,183
Recycling & Refuse	842,499	960,996	961,057	1,034,415	1,024,150	999,181	1,067,636	1,165,887
Parking System	806,697	783,556	737,876	900,793	937,202	766,738	1,689,280	819,795
Total Expenses by Fund	21,609,121	23,321,362	28,138,699	29,352,261	35,494,125	26,067,900	29,046,850	30,729,334
% Change/Previous Year	0.03%	7.92%	20.66%	4.31%	20.92%	-26.56%	11.43%	5.79%

Although total expenditures are larger than total revenues, a major portion of these expenditures ($6,670,649) will be incurred for expenses that will be capitalized and will not therefore be expensed on the income statement at the end of the year. The resources for most of these capital expenses will come from the 2009 bond proceeds which were issued for this purpose.

Total expenditures increased every year from 2004 to 2008 but then declined in 2009 as the Village reduced expenditures through a reduction in force and by controlling other expenditures in response to decline in revenue. A comparison of the increases in revenue versus the increases in expenditures demonstrates the difficulty the Village has faced in the last couple of years in balancing revenues and expenditures.

- Combined total Fund Balances and Net Assets are projected to decrease by $1,336,562 in 2011 as a large reduction in the Capital Improvement Fund Balance, combined with reductions in the Village Center TIF, Debt Service, Recycling & Refuse, and the Parking System Funds more than offset increases in the other Funds. The Capital Improvement Fund is incurring some large expenditures in 2011 but has accumulated a Fund Balance for those expenditures; the reduction in Fund Balance is expected and planned for (in future years the Fund Balance will increase, fluctuations are typical for Capital Improvement Funds). The Water & Sewer Fund holds the largest percent of Village assets as the investment into the infrastructure, facilities, and equipment for water and sewer operations is tremendous. The Capital Improvement Fund and the General Fund are the next largest Funds in terms of percent of total Village Assets (the TIF Fund was excluded as it has a negative Fund Balance).

Summary of Changes in Fund Balances/Net Assets by Fund

	----- Governmental Funds -----				----- Enterprise Funds -----			
	General	Capital Improvement	Village Center TIF	Debt Service	Water & Sewer	Recycling & Refuse	Parking System	Total
Revenues	15,572,945	867,450	1,382,000	784,000	4,883,250	1,138,000	848,500	25,476,145
Operating Expenditures	15,172,630	-	1,005,350	-	3,077,405	1,165,887	819,795	21,241,067
Capital Expenditures	-	2,100,449	-	-	4,570,200	-	-	6,670,649
Depreciation Expenses	-	-	-	-	800,000	-	50,000	
Debt Service	-	-	755,500	1,012,540	1,049,578	-	-	2,817,618
Expenditures/Expenses	15,172,630	2,100,449	1,760,850	1,012,540	9,497,183	1,165,887	869,795	31,579,334
Less:								
Capitalized Expenses	-	-	-	-	4,250,000	-	-	4,250,000
Principal	-	-	-	-	516,627	-	-	516,627
Total Expenses	15,172,630	2,100,449	1,760,850	1,012,540	4,730,556	1,165,887	869,795	26,812,707
Change in Fund Balance / Net Assets Before Trnsfrs	400,315	(1,232,999)	(378,850)	(228,540)	152,694	(27,887)	(21,295)	(1,336,562)
Net Transfers	(375,000)	145,000	-	230,000	-	-	-	-
Change in Fund Balance / Net Assets	25,315	(1,087,999)	(378,850)	1,460	152,694	(27,887)	(21,295)	(1,336,562)
Beginning (Jan 1, 2011)	10,150,679	12,981,635	(5,448,237)	294,241	23,593,940	328,663	3,795,515	45,696,435
Ending (Dec 31, 2011)	10,175,994	11,893,636	(5,827,087)	295,701	23,746,634	300,776	3,774,220	44,359,873
Percent of Assets	20.28%	23.70%		0.59%	47.32%	0.60%	7.52%	

2011 Personnel Summary

In 2011, the number of Full-Time Equivalent (FTE) positions will decrease slightly as two part-time positions, previously budgeted at 1.50 FTE positions, were consolidated into one full-time position. The Village is reducing its workforce through attrition as long as the reduction will not have a negative impact on services. From 2008 to 2011, the Village reduced its workforce through attrition and reductions in force by 27.16 FTE positions (18.53%), from 146.59 FTE positions in 2008 to 119.43 FTE positions in 2011.

Personnel Summary by Fund and Program Area

	FY 2008	FY 2009	FY 2010	2009 - 2010 Change	FY 2011	2010 - 2011 Change
General Fund						
General Government	12.51	10.31	9.81	(0.50)	8.95	(0.86)
Development Services	9.76	6.62	6.62	0.00	7.08	0.46
Public Safety	80.20	76.45	67.45	(9.00)	68.10	0.65
Public Works	13.29	11.70	11.70	0.00	10.73	(0.97)
General Fund Total	115.76	105.08	95.58	(9.50)	94.86	(0.72)
Capital Improvement Fund						
Development Services	0.00	0.00	0.00	0.00	0.75	0.75
Capital Improvement Fund Total	0.00	0.00	0.00	0.00	0.75	0.75
Village Center TIF Fund						
Development Services	0.00	0.00	0.00	0.00	0.65	0.65
Village Center TIF Fund Total	0.00	0.00	0.00	0.00	0.65	0.65
Water & Sewer Fund						
General Government	1.60	1.60	1.60	0.00	1.48	(0.12)
Development Services	2.00	2.81	2.81	0.00	0.85	(1.96)
Public Works	17.94	12.74	12.74	0.00	13.55	0.81
Water & Sewer Fund Total	21.54	17.15	17.15	0.00	15.88	(1.27)
Recycling & Refuse Fund						
General Government	0.55	0.56	0.56	0.00	0.66	0.10
Public Works	0.94	0.99	0.99	0.00	1.12	0.13
Recycling & Refuse Fund Total	1.49	1.55	1.55	0.00	1.78	0.23
Parking System Fund						
General Government	0.57	0.93	0.93	0.00	0.91	(0.02)
Public Safety	5.60	4.85	4.85	0.00	3.70	(1.15)
Public Works	1.63	1.87	0.87	(1.00)	0.90	0.03
Parking System Fund Total	7.80	7.65	6.65	(1.00)	5.51	(1.14)
Total Village Employees	146.59	131.43	120.93	(10.50)	119.43	(1.50)
Employees by Program Area						
General Government	15.23	13.40	12.90	(0.50)	12.00	(0.90)
Development Services	11.76	9.43	9.43	0.00	9.33	(0.10)
Public Safety	85.80	81.30	72.30	(9.00)	71.80	(0.50)
Public Works	33.80	27.30	26.30	(1.00)	26.30	0.00
Total Village Employees	146.59	131.43	120.93	(10.50)	119.43	(1.50)

- The Village reduced its workforce to respond to the decline in revenues caused by the 2008 – 2009 recession and the loss of the contract to provide police protection services to the Village of Inverness. The reduction in the workforce was achieved through a combination of a reduction in force at the end of 2008, early retirements in the Police Department, and not filling open positions in 2009 and 2010.
- The reduction in FTE positions has been most dramatic in the General Fund as it was most directly affected by the decline in revenues and the termination of the contract to provide police services to Inverness. The loss of the Inverness contract resulted in a large reduction in the Police Department workforce from 2009 to 2010. At the end of 2008, a reduction in force of 13 positions (11.55 of which were from the General Fund) was implemented to offset the loss in revenues that resulted from the recession of 2008 – 2009. In addition, the Village has chosen to not replace several positions that became vacant in 2009 and 2010, including the Deputy Police Chief, the Central Garage Supervisor, and one part-time Public Service Officer.
- Several changes occurred in the General Fund, resulting in a cumulative reduction of 1.50 FTE positions. These changes included:
  - Added 2 part-time Development Planners
  - Eliminated 1 full-time Development Planner
  - Eliminated part-time Public Service Officer
  - Eliminated Deputy Police Chief
  - Eliminated 2 part-time Zoning Coordinators
  - Added 1 full-time Zoning Coordinator
  - Reallocated portions of the Records Assistants positions from Parking Fund to General Fund
- The reduction in positions in the Water & Sewer and Parking System Funds in 2011 resulted from a reallocation of position duties.
- The reduction of 1.14 FTE positions in the Parking System Fund is a result of the elimination of a part-time Public Service Officer position that became vacant towards the end of 2010 and the reallocation of positions in response to a change in operations in the Fund.

Conclusion

The 2011 Budget is the result of considerable discussion and careful deliberation by the Village Board and Staff. The preparation, review and deliberation of the budget require a significant time commitment from the organization. The level of commitment demonstrated throughout this process by the Village Board and Staff is greatly appreciated by Community & Financial Services Staff and ensures the successful completion of the budget process. I would like to extend a special note of thanks to Financial Services Staff, Allison Chmelik, Assistant Director and Heather McGovern, Accountant, who were instrumental in the completion of this document. The Budget is optimistic about the future but conservative in its revenue estimates. Most of all, this Budget is the result of a process in which the opportunities and challenges facing the Village have been carefully assessed, documented, and addressed to facilitate the accomplishment of the strategic objectives of the Board.

Jason Hayden
Director of Community & Financial Services and Village Treasurer

Brief History

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

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

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

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

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

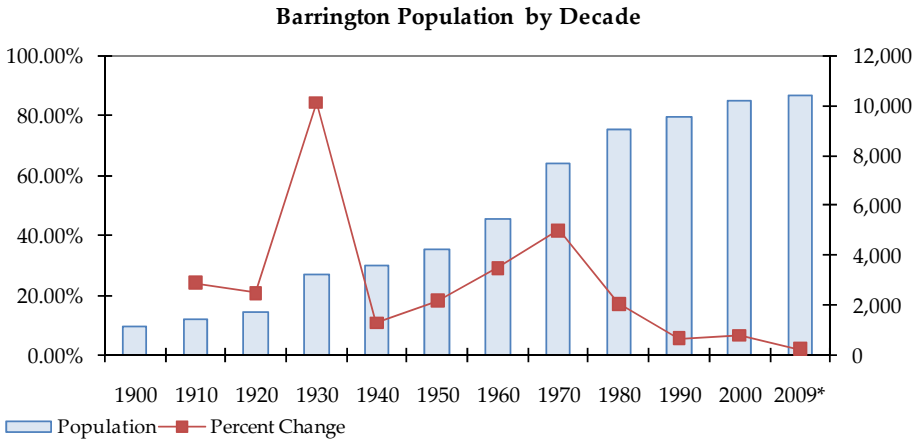
In the last decades of the 19th century the City of Chicago grew from a promising prairie town to a great pivotal hub of commerce and industry. As Chicago became more prosperous, the desire for suburban living led to major population growth both in the countryside and in the Village of Barrington. In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

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

In the last couple of decades Barrington has continued to be the urban hub of a large 72 square mile region that includes several other incorporated municipalities, many that share the Barrington name, these include Barrington Hills, Deer Park, Inverness, Lake Barrington, North Barrington, and South Barrington. The total population of the area is 38,411 with Barrington (10,168) comprising 27% of the total population but only 6.5% of the total land area (5.1 square miles). Barrington is a mixture of active commercial areas such as the Downtown, Northwest Highway, and the Shops on Lageshulte combined with quiet residential neighborhoods. The Village is also home to some fairly large corporate facilities including the Pepsico Gatorade Sports Science Institute, General Electric Healthcare, and Recon Optical Incorporated. As a residential community, the Village has many amenities including two large parks, a couple of pocket parks, a recently renovated recreation center, a library, the commuter train station, and many bike trails. The Barrington region is full of forest preserves, lakes, and walking and biking trails. The Village has matured into a vibrant place that provides its residents with employment opportunities, recreational opportunities, and beautiful neighborhoods. Barrington is also recognized as a Tree City USA community and has held this distinction for twenty-four consecutive years.

Barrington Demographics

The Village's population has been increasing relatively slowly since 1990, with a total increase during the last two decades of approximately 800 residents. As illustrated in the chart below, Barrington experienced the most rapid growth in population during the decades of the 1920s, 1960s, and 1970s. As of the date of this document, the most recent census information for Barrington is from the 2000 census when the Village's population was 10,168. This population was based on a total of 3,767 households in the Village, including 2,797 family households (composed of a group of related individuals) and 970 non-family households (composed of either unrelated persons or one person). The total number of households increased by 278 (7.97%) from the 1990 census. During the decade of the 1990s, the total population of the Village increased 6.61%. The average household size in the Village was 2.70 and the average family size was 3.20; in comparison the average Illinois household size in the 2000 census was 2.63 and the average Illinois family size was 3.23.



The Department of the Census estimates that the Village's population has grown to 10,388 as of 2009, an increase of 220 residents or 2.16% since 2000. The Department of Census makes this estimate by analyzing records such as birth and death certificates, federal tax returns, Medicare enrollments, and immigration records. The 2010 census results will be released in early 2011.

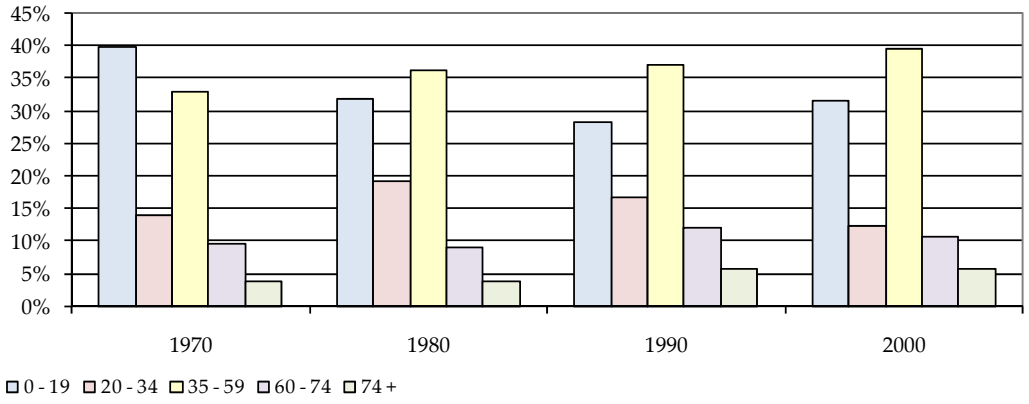
The Village's population in 2000 was composed largely (96.16%) of Caucasians who were not of Hispanic or Latino ethnicity. The next largest racial group in the community was Asian-Americans who comprised 2.01% of the total population followed by persons who were multi-racial at 1.08% of the population. Overall, there were slightly more females than males residing in the community.

Population Composition

Race/Ethnicity/Gender	Number	Percent
Caucasian	9,778	96.16%
African-American	63	0.62%
American Indian, Eskimo, Aleut	13	0.13%
Asian or Pacific Islander	204	2.01%
Other/More than One Race	110	1.08%
Total Population	10,168	100.00%
Hispanic/Latino Origin	237	2.33%
Male	4,829	47.49%
Female	5,339	52.51%

The median age of the Village's population in the 2000 census was 38.6 years, an increase of 7.5 years over the median age of 31.1 years reported in the 1970 census. The largest segment of the population in 2000 consisted of people aged 35 to 59 and the proportion of persons in this age category has been increasing since the 1970s. However, the second largest age group was persons who were 0 to 19 years of age. This is consistent with a family oriented community as persons in the primary child rearing ages of 35 to 59 combined with their children comprise more than 70% of the Village's total population.

Age Distribution of Population



In the 2000 census, slightly more than 58% of Village residents 25 years of age or older have attained a college degree, including 24% who have a graduate or professional degree. This is much higher than Illinois or national averages (26.1% and 24.4%, respectively). Another 22% of residents who are age 25 or older have attended some college or attained an Associates degree. Slightly more than 94% of Village residents 25 or older have their high school diploma (or equivalent), this is also much higher than the State and National averages (81.4% and 80.4% respectively).

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

Unemployment Rate Comparison

	2006	2007	2008	2009
Barrington	2.60%	3.00%	3.80%	6.20%
Chicago-Naperville-Joliet MSA	4.50%	4.90%	6.20%	10.00%
Illinois	4.60%	5.10%	6.40%	10.10%
United States	4.60%	4.60%	5.80%	9.30%

Employment by Sector

Race/Ethnicity/Gender	Number	Percent
Agriculture, Forestry, Fishing & Hunting, Mining	14	0.30%
Construction	134	2.89%
Manufacturing	723	15.62%
Wholesale & Retail Trades	736	15.90%
Transportation & Warehousing, Utilities	132	2.85%
Information	269	5.81%
Finance, Insurance, Real Estate, Rental & Leasing	607	13.11%
Professional, Scientific, Management	830	17.93%
Educational, Health & Social Services	785	16.95%
Arts, Entertainment, Recreation, Accommodation	180	3.89%
Public Administration	90	1.94%
Other Services	130	2.81%
Total Employment	4,630	100.00%

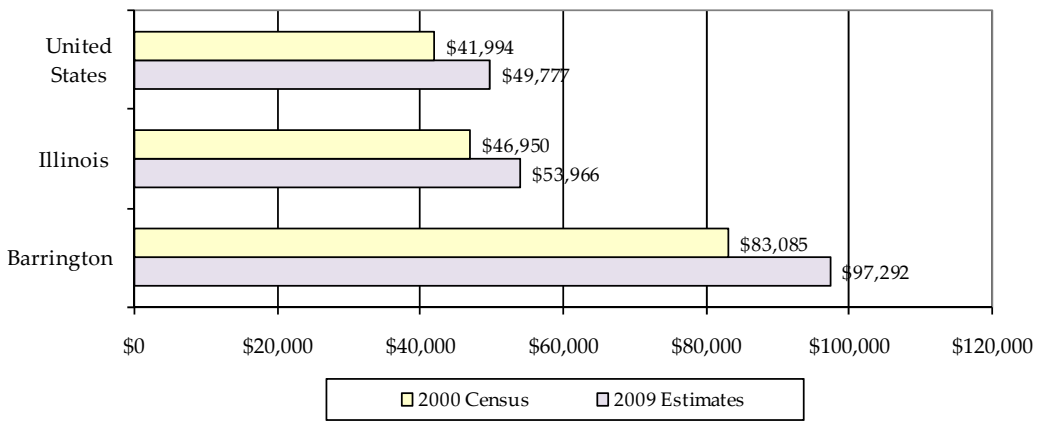
Those Barrington residents who are employed tend to work in white-collar or service sector jobs. As demonstrated in the Employment by Sector Table, the 2000 census found that approximately 64% of Village residents are employed in one of these four sectors of the economy:

- Wholesale and Retail,
- Finance, Insurance, Real Estate, Rental & Leasing;
- Professional, Scientific, and Management;
- Educational, Health, and Social Services.

The educational achievements, low number of unemployed, and type of employment for residents probably explain the very low number of Barrington residents who live in poverty. In the 2000 census, only 2.3% of households and 3.1% of individuals in the community had incomes below the poverty line. Fifty-five (55%) percent of family households living in poverty were families with a female head of household (no husband present) with children under the age of 18.

In terms of income, as illustrated in the Comparison of Median Income Chart below, both household and family income levels in Barrington are high when compared to National and State averages. The median household income of Barrington was $83,085 in the 2000 census, which was $36,135 (76.96%) higher than the average for Illinois and $41,091 (97.85%) higher than the national average. The median annual household income for Barrington in 2010 is estimated at $97,292, considerably higher than the median income for households in Illinois or the United States.

Comparison of Median Income



Schools and Education

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

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

Transportation

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

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

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

Government Services, Culture, and Recreation

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

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

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

Local government service statistics as of December 31, 2009 are provided on the following pages.

Municipal Operations Statistics by Function/Program

	2003	2004	2005	2006	2007	2008	2009
Public Works							
Forestry							
Number of Parkway Trees Planted	N/A	N/A	200	238	160	118	30
Number of Parkway Trees Trimmed	807	937	1,145	1,346	69	442	173
Fleet Services							
Number of Vehicles Maintained	72	73	73	74	74	75	74
Preventative Maintenance Services	190	174	232	205	194	163	124
Public Safety							
Fire							
Number of Fire Calls	1,000	1,144	1,371	1,297	1,590	1,455	1,336
Number of EMS Calls	1,464	1,670	1,569	1,748	1,819	1,856	1,867
Number of Training Hours	6,719	9,826	8,239	14,799	13,181	67,213	16,920
ISO Rating (Village/District)	4/5	4/5	4/5	4/5	4/5	4/5	4/5
Police							
Part I Crime	266	274	274	317	273	209	133
Calls for Service	10,611	13,957	13,675	20,069	13,217	13,820	12,266
State Tickets Issued	N/A	N/A	5,057	4,983	4,567	4,775	4,464
Parking Tickets Issued	8,313	7,656	7,590	6,892	6,528	6,653	3,734
Number of Arrests	572	789	817	838	675	784	551
Number of Accident Reports	901	908	839	812	928	748	633
Number of Investigations Conducted	932	925	865	955	724	373	268
Community Development							
Number of Building Permits Issued	554	646	703	653	646	502	498
Number of Building Inspections	2,134	2,509	2,854	2,747	2,582	1,954	1,532
Highways and Streets							
Sidewalk Replaced/Installed (sq. ft.)	N/A	N/A	16,788	13,837	13,150	5,148	5,080
Annual Street Rehab Program (lin ft)	8,650	10,395	8,295	8,790	9,720	6,000	6,963
Crack Sealing (lbs. installed)	30,000	30,000	30,000	30,000	30,000	0	10,000
Water and Sewer							
Water Main Breaks	65	38	38	27	32	20	35
Hydrants Flushed	N/A	934	946	961	961	952	961
Water Meters Replaced	N/A	700	850	1,118	1,052	538	394
Average Water Produced Daily	1,567,545	1,628,391	1,799,386	1,674,636	1,570,230	1,718,000	1,408,370
Average Daily Consumption	1,207,071	1,571,391	1,754,690	1,399,783	1,354,408	1,390,810	1,105,066
Sanitary Sewer Televising (feet)	N/A	N/A	N/A	12,000	12,700	30,413	14,350
Sanitary Sewer Repairs	N/A	2,199	725	1,096	1,400	1,200	0

Capital Asset Statistics by Function/Program

	2003	2004	2005	2006	2007	2008	2009
Police Stations	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Stations	2.0	3.0	3.0	3.0	3.0	3.0	3.0
Public Works							
Streets (miles)	74.00	74.00	74.00	74.00	74.00	74.00	74.00
Sidewalks (miles)	26.50	26.50	26.75	27.24	27.24	27.24	33.84
Streetlights	824	824	824	824	824	824	824
Water and Sewer							
Water Mains (miles)	86.00	86.00	88.00	88.00	88.00	88.00	88.00
Fire Hydrants	N/A	934	946	961	961	961	961
Sanitary Sewers (miles)	62.00	62.00	64.00	64.00	64.00	64.00	66.00
Sanitary Manholes	N/A	N/A	N/A	913	913	913	1,823

General Statistical Information

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

Municipal Services and Facilities

Miles of Streets	
State	25
County	2
Village	47

Ten Largest Water/Sewer Users:	Gallons	Percent of Metered Water
Pepsico	19,249,000	4.77%
The Garlands	12,536,000	3.11%
Barrington High School	7,978,000	1.98%
Barrington Park District	6,956,000	1.72%
Good Shepherd Health	4,436,000	1.10%
Governors Park	4,371,000	1.08%
Weatherstone/Irrigation	2,877,000	0.71%
Motor Werks	2,426,000	0.60%
Greencastle	2,396,000	0.59%
Fast Eddie's Car Wash	1,831,000	0.45%
Total	65,056,000	16.13%
Total Gallons Billed	403,349,000	

Recreation and Cultural:	
Number of Parks	5
Park Area in Acres	203
Number of Libraries	1
Library Statistics:	
Number of Volumes	278,758
Audio Recordings	18,624
Video Recordings	19,565
Periodicals (Subscriptions) (Not Including Those Available On-line)	397
Registered Borrowers	38,214
Circulation	978,703
Employees (Library)	
Full-time	43
Part-time	44

General Statistical Information

Elections		
Number of Registered Voters		6,708
Number of Ballots Cast in Last Municipal Election		1,821
Percentage of Registered Voters Voting in Last Municipal Elections		27.15%
Bond Rating		
Debt Certificates, Series 2007	(Moody's)	Aaa
Taxable General Obligation Bonds Series 2009	(Standard & Poor's)	AA+
(Waterworks and Sewerage & Capital Improvements Alternate Revenue Sources)		
General Obligation Refunding Bonds Series of 2009A	(Standard & Poor's)	AA+
General Obligation Refunding Bonds Series of 2009B	(Standard & Poor's)	AA+
(Waterworks and Sewerage Alternate Revenue Source)		

Data Sources:

Village of Barrington reports from the following departments:
- Financial Services
- Public Works

Barrington Head Librarian

Barrington Park District Personnel

Village of Barrington Deputy Village Clerk

GUIDE TO USING THE BUDGET DOCUMENT

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

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

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

This budget is a financial plan relating proposed Village services for 2011, to the estimated means of financing them. It is prepared on a basis sufficient to accommodate accounting, legal, and management requirements. The following descriptions provide information about how to use each section of the document to understand the Village's budget for 2011.

Table of Contents and Index

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

Transmittal Letter

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

Introduction to Barrington

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

The Budget Process and Public Involvement

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

completed, is also included in this section. This section also describes the extent of resident involvement in the budget process.

The Basis of Budgeting

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

Financial and Budgeting Policies

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

Evaluation of Financial Condition

It is important to understand the Village's financial condition at the beginning of the budget period in order to effectively evaluate the Village's operations and finances in 2011. This section provides a synopsis of economic events and how they have impacted the Village's finances. This section also investigates the Village's financial condition at the beginning of the 2011 Budget period by displaying financial ratios, providing brief explanations of the ratios and their meaning, and comparing the Village to other comparable communities.

Revenue Descriptions, Historical Trends, and Projections

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

Financial Summary Tables and Budgets by Fund

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

The Budgets by Fund section follows the Financial Summary Tables. Each Budget by Fund includes a written budget summary and tables that present the estimated revenues, operational and capital expenditures/expenses, transfers, and changes in Fund Balance (or Net Assets for the Enterprise and Fiduciary Funds) for the period from 2008 through 2011. The written budget summary includes a written summary of the revenues, expenditures, transfers, and changes in Fund Balance that will occur in the budget period. The information about each Fund's finances is presented in tables that display the 2008 actual, 2009 actual, 2010 revised budget, 2010 nine month actual, a 2010 projected actual, and the 2011 Budget in a six-column format. The tables can be used as tools to analyze the financial impact of the authorized budget on each accounting fund. The basis of presentation in each accounting fund is dependent on the measurement focus of each fund (described in the Basis of Budgeting section on Pages 27 – 28 for a complete description of the measurement focus for each fund).

Budgets by Department

The 2011 Budget includes Department summaries which provide an overview of all of the functions of the Village. There are 72 budgetary units which comprise the total expenditures/expenses for the Village. A budgetary unit is defined as a series of accounts that combined, represent total expenditures related to a particular function of the Village. For example, Financial Services includes multiple accounts for all of the expenses related to the management of the Village's finances, including all accounting and budgeting functions. A Department, which is utilized as a management tool by the Village, combines multiple budget units into a related functional area that is intended to accomplish a portion of the Village's core functions. An example is the Police Department, which includes five budget units: Police Administration, Investigations, Patrol Operations, School & Community Programs, and Parking Enforcement that combined accomplish the Village's core function of ensuring public safety by preventing and resolving criminal activities. Departments can be part of a single accounting fund, such as the Fire Department which is only in the General Fund, or can be part of multiple funds, such as Community & Financial Services which is part of the General Fund, the Water and Sewer Fund, the Recycling and Refuse Fund, and the Parking Fund. The format for the Departmental Summaries includes:

- Mission and Strategic Objectives – Provides information about the long-term overall objective of the Department, why it was created, and what it is trying to accomplish by providing services to residents.
- General Information – Provides background information about the Department; discusses any major challenges facing the Department in the current budget program; displays the Divisions included in the Department; and provides a brief overview of the services provided by the Department to the community.
- Objectives for 2011 – 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 2010 – Illustrates the objectives established in the 2009 – 2010 Biennial Budget; describes the extent to which the Department accomplished each objective; and discusses the reasons certain objectives, if applicable, were not accomplished. This section also provides descriptions of additional accomplishments realized during the 2009 – 2010 time period.
- Budget Analysis – Provides an overview of the expenditures and funding sources for each Department. The description provides details about major changes in each Department budget as well as a description of the funding sources for Department expenditures.
- Departmental Staffing Analysis – Provides a description and a chart of the number of staff in each Department, the change over time, and the number of staff assigned to each Division.
- Budget Unit Descriptions – Each Department includes multiple budget units that focus on a particular subset of Departmental responsibilities. The final section of each Departmental summary includes budget unit summaries that provide a brief overview and a table displaying the budgeted expenditures/expenses in 2011.

Capital Improvements

The Capital Improvements section begins by providing an overview of Village capital improvements and an illustration of the Village's capital improvement revenues and expenditures from 2009 through 2016. The section continues by describing each capital improvement program area (i.e., Street and Highway Improvements), and discussing the work that will be performed and highlighting the projects that will occur in each program area. Each program area description illustrates the expenditures and funding sources for the projects that will occur during the budget period and describes the potential effect of these projects on the Village's operational budgets. Service area descriptions also include a projection of expenditures and funding through 2016 and a projection of projects that will be completed during this period of time.

Legal Budget Documents

This section includes the Ordinance adopting the document, the legal budget document that is submitted to Cook and Lake Counties, the Official Village Compensation Plan for 2011, and a supporting schedule of expenditures for Property Tax Levies.

Appendices

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

Glossary

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

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

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

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

THE BUDGET PROCESS

The Village's annual budget includes the authorization and documentation of the estimated revenues, expenditure budgets, and operating transfers for all Accounting Funds subject to appropriation for each fiscal year beginning January 1 and ending December 31. The Village's budgetary operations are governed under the provision of the Budget Act as established by Illinois Statute (65 ILCS 5/8-2-9.1 to 9.11). The budget process is coordinated by the Director of Community & Financial Services under the direction of the Village Manager. In accordance with the Budget Act, the Village is required to adopt an annual budget document prior to the beginning of the year in which the expenditures/expenses occur. The Village adopts expenditure budgets for governmental funds, enterprise funds, and Pension Trust Funds. An expenditure budget is not adopted for the Village's agency fund, the Escrow and Deposits Fund. The following pages provide a description of the budget process as well as 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 end of May. Departments finalize their budget requests and submit them to the Community & Financial Services department in June. The annual resident survey measuring outcomes in the community is conducted in June. A tentative budget is completed by the beginning of August and Department Heads meet with the Village Manager and the Director of Community & Financial Services to discuss their respective Department's budget requests. Adjustments necessary to balance the budget and/or more effectively meet the objectives established by the Board are initiated during this review process. The tentative budget document is then finalized and presented to the Village Board for review in late September/early October. At the beginning of November, copies of the proposed budget are available for public review and comment at Village Hall, the Barrington Area Public Library, and on the Village's website.

Adoption of the Budget

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

Amendments and Transfers

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

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

Budget Calendar

Description of Activity	Completion Date
Committee of the Whole Goal Setting Workshop.	Feb 27, 2010
Revenue estimate completed by Community & Financial Services.	Apr 30, 2010
Revenue Estimate Reviewed with Village Board	May 3, 2010
Projected personnel expenditures completed by Community & Financial Services and Human Resources and submitted for review to Village Manager.	Jun 25, 2010
Budget request sheets, issue papers, department narratives and supporting documents issued to all Department by Community & Financial Services.	Jul 2, 2010
Budget request sheets, issue papers, department narratives and supporting documents completed and returned to Community & Financial Services	Jul 30, 2010
Completion of data entry of Department budget requests and generation of budgets for funds, departments, and divisions.	Aug 6, 2010
Discussion of departmental budget requests between Village Manager, Director of Community & Financial Services and Department Heads	Aug 16 - 20, 2010
Letters sent to non-profit organizations with instructions for requesting funding from the Village, with a due date of August 31, 2010.	Aug 13, 2010
Strategic Plan and Financial Policies Reviewed with Village Board	Sep 7, 2010
Proposed 2011 Budget submitted to the President and Board of Trustees	Sep 27, 2010
Submission of Fire Department Budget to the cost Control Advisory Review Board.	Sep 13, 2010
Conduct Resident Survey about Village services and quality of life	Sep 1 – 30, 2010
Committee of the Whole Budget meetings.	Oct 2 – Oct 9, 2010
Village Board establishes tentative dates for the public hearing on the 2011 budget. Board also establishes dates for the adoption of the budgets	Oct 27, 2008
Proposed budget available for public inspection at Village Hall, the Barrington Library and on the Village Web Site	Nov 1, 2010
Proposed Fire Department Budget presented to the Barrington-Countryside Fire Protection District Board	Nov, 2010
Public hearings before the Village Board on the Annual Budget, Village Board adoption of the Annual Budget	Nov 22, 2010
Production of Printed Budget Document.	Nov 22 – Feb 1, 2010
Deadline to file approved budget for 2011. Certified copy of the Ordinance and Certificate of Estimate of Revenues must be filed with each County Clerk (must be filed no later than 30 days after passage of the Budget by the Board).	Dec 23, 2010
Deadline to send printed budget document to GFOA for review under the Distinguished Budget Awards Program.	Feb 28, 2011

BASIS OF BUDGETING

The Village's budget process is governed by the provisions of the Budget Act as established by Illinois Statute (65 ILCS 5/8-2-9.1 to 9.11). The financial portion of the Legal Budget for the Village of Barrington is presented in three parts starting with the Revenue Estimate by Fund on Pages 173 – 181, continuing with the Expenditure Budget by Fund on Pages 182 – 197, and ending with the Summary of Transfers by Fund on Pages 198 – 199. The revenue estimate for all accounting funds is presented on an account level basis (i.e., each individual revenue source is presented in the Estimate). The revenue estimate is organized by accounting fund, then by revenue source grouping (i.e., Property Taxes), and then by individual revenue source (i.e., General Corporate Property Tax).

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

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

To enhance the reader's understanding of the Village's budget, the Legal Budget is presented in several formats throughout the document. These formats include the Budget Summary Information on Pages 71 – 76; the Fund Summaries beginning on Page 77 which include tables that summarize the revenues, expenditures, transfers, and changes in fund balance or net assets for each fund; Department budget sections beginning on Page 105 which include tables that summarize budgeted expenditures and funding sources at both the Department and the budget unit levels. The presentation of expenditures/expenses for each budgetary unit (please review the Guide to Using the Budget Document on Pages 21 – 24 or the Glossary on Pages 249 – 255 for an explanation of a budgetary unit) is reflected on a gross budgetary basis. This means that included within each budget unit are all costs, including benefit costs and any interfund charges related to that unit. In order to associate costs with services, expenditures for pensions and other fringe benefits are budgeted by unit percentage and allocated to the appropriate department.

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

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

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

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

Non-Appropriated Accounting Funds

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

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

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 in preparing the budget and managing the Village's fiscal affairs throughout the budget period. The policies are reviewed during the budget process and modified as appropriate to accommodate changing fiscal conditions, environmental challenges, and Village Board policy initiatives.

Budget Policies

1. The fiscal year of the Village of Barrington will begin on January 1 of each calendar year and end on December 31 of the same calendar year. All accounting and budgeting functions of the Village will occur in conjunction with this fiscal time period.
2. The Budget will be prepared on a basis consistent with Generally Accepted Accounting Principals (GAAP). Any exceptions to preparing the budget on a basis consistent with GAAP will be disclosed in the Basis of Budgeting Section (located on Pages 27 – 28 of this document).
3. The Budget Officer of the Village, prior to November 1 of the forthcoming budget year will submit to the Village Board a budget document that includes the Legal Budget and the following supplementary information:
    a. A transmittal letter describing the previous budget period's accomplishments, the Village's strategic goals, and the non-strategic organization wide budget period goals. The Transmittal Letter should also provide a summary of the revenues, expenditures, changes in Fund Balance or Net Assets, and changes in Personnel included in the proposed budget.
    b. An estimate of all revenues for each Fund, prepared on a realistic basis at the account level and taking into account all available information. The revenue estimate will be conservative but avoid underestimating revenues for the forthcoming budget period (recognizing that an underestimate may lead to unnecessary reductions in programs and services and an overestimate may lead to an expansion of services and programs that cannot be supported with available resources).
    c. A section that describes major revenue sources, illustrates historical trends, and establishes projections that form the basis for the revenue estimate. This section will also include an analysis of the assumptions underlying each projection.
    d. An accounting of expenditures/expenses in each Fund by Department and budget unit according to categories established for operating expenditures. The Legal Budget will include two previous years of actual expenditures, the current amended annual budget, a nine-month actual for the current fiscal year, a projected actual for the current fiscal year, and the budget approved for the forthcoming budget year.
    e. Specific objectives for every operating Department. These objectives will be consistent with strategic organizational goals as described in the transmittal letter and will be explicitly linked to these goals in an explanatory paragraph.
    f. A Capital Improvements section that describes each major category of projects, analyzes the work to be performed in the budget period, illustrates the expenditure budget for the budget period, and forecasts future capital project funding needs.
4. The annual Budget submitted to the Village Board will include a balanced budget, as defined by Village Policy in each Fund. The transmittal letter will highlight and explain any circumstances in which a budget in any Fund is not balanced.

5. Public hearings for each fiscal year of the Biennial Budget will be held before the Village Board. The public hearing format will provide Village residents with the opportunity to express their opinions regarding estimated revenues, proposed fee or tax increases, and proposed expenditures/expenses. Residents will have the opportunity to express their reasons for wishing to increase or decrease any expenditures/expenses. The notice of public hearing will be published in newspapers circulating in the community not less than seven days in advance of the date of the public hearing (ILCS 5/8-2-9.9).

6. The Budget Document will be published in a format that satisfies all criteria of the Government Finance Officer's Association Distinguished Budget Program. The final budget document will be published no later than 90 days following the adoption of the budget and will be made available to the public on the Village's web site.

7. The Budget Officer of the Village may approve the transfer of money between accounts within an Accounting Fund at his/her discretion as long as these transfers do not result in a change to the total expenditure amounts included in the approved budget for the respective Accounting Fund. If it becomes necessary to make a change that impacts total expenditures budgeted in a particular Fund, the change can only be made following the approval, by a two-thirds vote of the members of the Corporate Authorities then holding office (65 ILCS 5/8-2-9.6), of an Ordinance amending the budget for the respective Accounting Fund.

Minimum Fund Balances and Balanced Budgets

1. The Village will avoid the appropriation of fund balance for recurring operating expenditures. If at any time the utilization of a fund balance to pay for operating expenditures is necessary to maintain the quality or level of current services, an explanation of the circumstances of the utilization of fund balance and the strategy to arrest the future use of fund balance will be included in the Transmittal Letter.

2. If appropriation of fund balance for recurring operating expenditures occurs in more than one year or if an accounting fund falls below the minimum fund balance requirement, the Village Board will hold a special session as part of the Budget process to discuss the long term financial prospects for the accounting fund that is having problems. As part of this special session, the Village Budget Officer will be required to submit a plan for balancing revenues and expenditures in the Fund to the Board. This plan must present realistic options for arresting the deterioration in the fund balance, including the possibility of personnel and service reductions if necessary to balance revenues and expenditures.

3. The Village will maintain a minimum Unassigned General Fund Balance that is sufficient to provide financial resources for the Village in the event of an emergency or the loss of a major revenue source. Therefore, the Village has set the minimum Unassigned Balance for the General Fund at an amount equal to three months of General Fund operating expenditures. Any General Fund Balance that the Village has designated as a contingency reduces the amount of Unassigned Balance that must be maintained in accordance with this policy (the formula is: Three months budgeted operating expenditures – any General Fund Balance designated as a contingency).

4. No minimum Unassigned Fund Balance has been established for the Capital Improvement Fund but the Fund will only expend the amount available from the combination of the Unassigned Fund Balance, revenues, or transfers for capital projects. The minimum Assigned Fund Balance is equal to the amount needed to replace vehicles and equipment as determined by the Vehicle & Equipment Replacement maintained by the Village. 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 2008 equalized assessed value of the Village, this limit was equal to $21,191,002.

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 that the TIF Fund will have a negative Unassigned Fund Balance because capital projects within the Fund will require more resources in the beginning than have been accumulated. The TIF Fund, in order to pay for these capital projects, may receive

loans from other accounting funds of the Village and these loans will lead to a negative Fund Balance until they are repaid by the TIF Fund.

6. No minimum Fund Balance is set for the Debt Service Fund. The Fund collects Property Tax Revenue for the payment of General Obligation Bonds that have been authorized by referendum. The amount of Property Tax collected is set at the time the General Obligation Bonds are issued and is directly tied to the amount needed to pay the debt related to the bonds during any particular fiscal year. Therefore there is no need to set a minimum Fund Balance as the Property Tax revenue should always offset expenditures in the Fund.

7. The minimum Unrestricted Net Assets for the Enterprise Funds is established at three months of operating expenditures. Enterprise fund revenues are traditionally stable and predictable; establishing a minimum fund balance of three months operating expenditures should provide sufficient security for operating activities in these Funds.

8. The Pension Trust Funds minimum fund balances are established by actuarial projections. The Village will strive to provide enough resources to fully fund current estimates of future pension liabilities.

9. The definition of a balanced budget for each accounting fund for which budget appropriations occur shall be:

    a. General Fund – A General Fund balanced budget is determined by the positive or negative results of the Unassigned Fund Balance. The expenditures associated with General Fund operating activities are supported by the revenues and accumulated resources of this category of Fund Balance. Increases or decreases in this Fund Balance category are indicative of the General Fund's ability to support continuing operations.

    b. Capital Improvement Fund – A balanced budget in the Capital Improvement Fund is determined by whether the Unassigned Fund Balance remains above $0. The Capital Improvement Fund cannot expend resources it does not have so ensuring capital projects do not exceed the Unassigned Fund Balance combined with revenue and transfers is critical to ensuring the overall financial health of the Village.

    c. Tax Increment Financing Fund – A balanced budget in the TIF Fund is determined by the Fund's ability to provide resources for anticipated projects. An analysis of a balanced budget for the TIF Fund must therefore focus on the cash balance of the Fund and its ability to provide funding for future projects.

    d. Debt Service Fund - A balanced budget in the Debt Service Fund has been established by Village Policy as a positive Net Change in Fund Balance (i.e., a Net Change in Fund Balance greater than $0). A positive Net Change in Fund Balance indicates that the Fund is receiving sufficient revenues to pay the Village's obligations.

    e. Water & Sewer Fund - A balanced budget in the Water and Sewer Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than $0, the Fund's budget is considered to be balanced.

    f. Recycling & Refuse Fund - A balanced budget in the Recycling and Refuse Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than $0, the Fund's budget is considered to be balanced.

    g. Motor Vehicle System Parking Fund - A balanced budget in the Motor Vehicle Parking System Fund is determined by the positive or negative change in Net Assets. The budgeted Change in Net Assets is indicative of the Fund's ability to generate sufficient resources to meet operating and non-operating expenses. If the Change in Net Assets is equal to or greater than $0, the Fund's budget is considered to be balanced.

Revenues

1. To ensure the Village's continuing financial health, the Village will strive to maintain a diversified and stable revenue system so that fluctuations in any one revenue source will not have a devastating effect on the Village's ability to continue providing services.
2. The Village shall utilize property taxes as a "stop gap" Revenue source. For each tax levy, the Village will determine the level of service it wishes to provide to its residents and the cost of providing this level of service. The cost of those services will be compared to projected revenues, excluding property tax. The shortfall between projected revenues and estimated expenditures is the amount to be considered for the property tax levy.
3. The Village will establish user charges and fees at a level that attempts to recover the full cost of providing the service, including the construction, rehabilitation, and maintenance of the capital assets necessary to provide the service..
4. User Fees, particularly utility rates, should identify the relative costs of serving different classes of customers.
5. The Village will consider rates and fees charged by comparable units of local government providing similar services when establishing user charges and fees.
6. The Village will attempt to maximize its financial resources by investing excess funds in a manner that provides the highest investment return while maintaining the maximum security of invested funds and meeting the daily cash flow demands of the Village. The Village will invest funds in a manner conforming to Illinois Statute and local regulations governing the investment of public funds. The rules and regulations required by Statute are detailed in the Village's Investment Policy which was adopted by the Village Board on December 3, 1999 and is included in this document in Appendix V on Pages 237 – 241.

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 these 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 Services budgets necessary to continue to provide quality and level of services to residents. To attract and retain quality employees, the Village will maintain a compensation and benefits package that is competitive with other public sector employers.
4. The Village will provide sufficient resources to train Employees and thereby develop the specialized knowledge and expertise necessary to maintain and improve the quality of Village services.
5. The Village will strive to adopt new technologies and techniques that will allow the Village to maintain and improve the level of services provided to residents while maintaining or reducing (if possible) its workforce. To achieve this objective, the Village will investigate, fund, and implement information and communication technology solutions that allow for the automation of functions.

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

I. Personnel Services
Salaries
Benefits

II. Operations
Professional Development
Contractual Services
Commodities
Programs
Miscellaneous

III. Capital Expenditures
Contractual Services
Capital Outlays

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

Capital Projects

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

Debt

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

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

Financial Reporting

1. Following the conclusion of the fiscal year, the Village will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB). The CAFR shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.
2. Included as part of the CAFR shall be the opinion prepared by independent certified public accountants designated by the Village Board to audit the Village's financial statements.
3. The Village will capitalize projects in compliance with the Capitalization Policy established in conjunction with the conversion of the Comprehensive Annual Financial Report to the GASB Statement #34 format (this Policy is included in this document in Appendix IV on Pages 234 – 237).
4. On a continual basis, the Community & Financial Services Department will prepare and present to the Committee of the Whole month end financial reports that will include revenue and expenditure summaries for each Fund and a cash and investment report for each Fund. These reports will not necessarily be presented to the Committee at the end of the month on which they report (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 month in a fiscal year.

Evaluation of Financial Condition

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

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

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

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

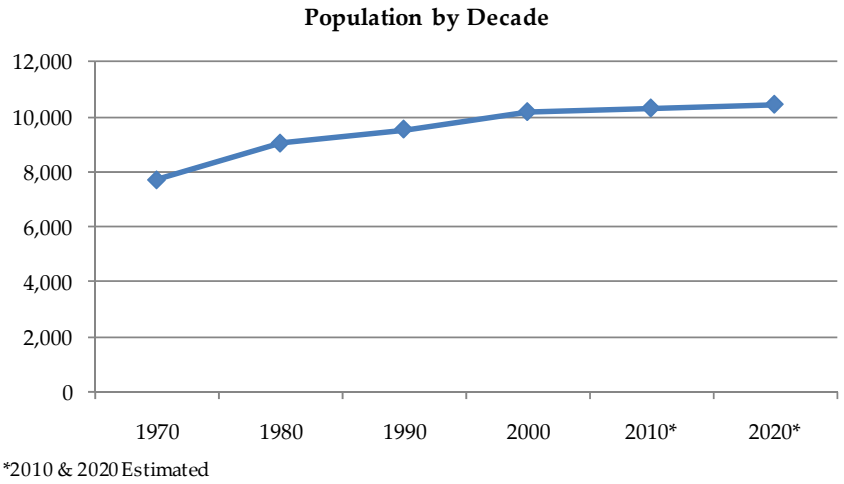
Multiple indicators are provided for each one of these categories to provide sufficient information to analyze the Village's underlying financial condition. Each individual indicator is rated on a one to five star system (with five stars being the best) in order to provide an understanding of how the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

Community Needs and Resource Indicators

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

Population Change by Decade, 1970 - 2020

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



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

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

Performance Rating: ★★★★★

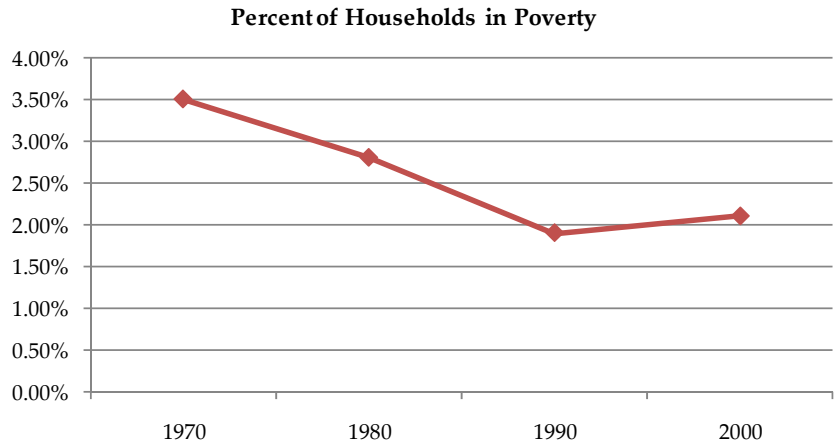
Analysis: The Village's Population has been increasing at a sustainable pace over the past two decades. The 1970s were the last decade in which the population increased at a rate greater than 10%. The Village anticipates a continuation of this slow pace of growth in population over the next couple of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

Percent of Poverty Households, 1970 - 2000

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

Measurement: Measured by U.S. Census results.

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



Performance Rating: ★★★★★

Analysis: The Village has very few households below the poverty line. In addition, there has been a declining trend in the number of these households in the Village in the past three decades. This reflects the increasing wealth of the residents in the community as the median household income in the 2000 census was $102,120 which is 76.96% higher than the State of Illinois median income and 97.85% higher than the National median income.

Percent Change in Equalized Assessed Value

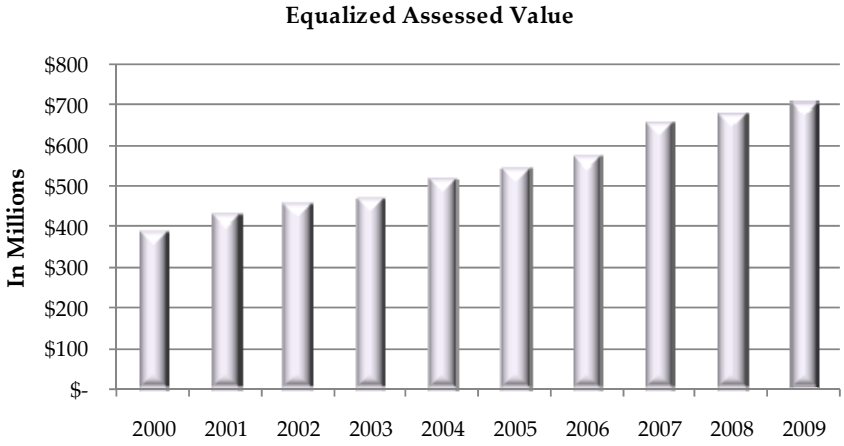
Positive changes in the Equalized Assessed Value (EAV) of a community indicate property values in the community are continuing to increase. This is an important indicator of the community's ability to generate resources for municipal services. Growth in the EAV is also indicative of a healthy community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

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

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

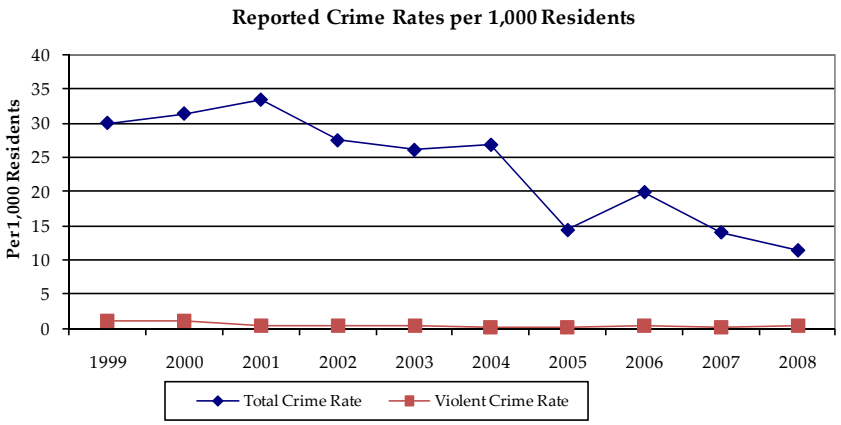
Performance Rating: ★★★★★

Analysis: In the past ten years the equalized assessed value of property in the Village has increased 80.5% from approximately $456 million to $706 million (an average increase of 5.40% per year, higher than the rate of inflation). This indicates a strong demand for property in the Village. Even in 2009, one of the worst years for the real estate market in generations, the Village's EAV increased by $27 million.



Crime Rate

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



Measurement: The Crime Rate is measured from the Village's Police Department Statistics.

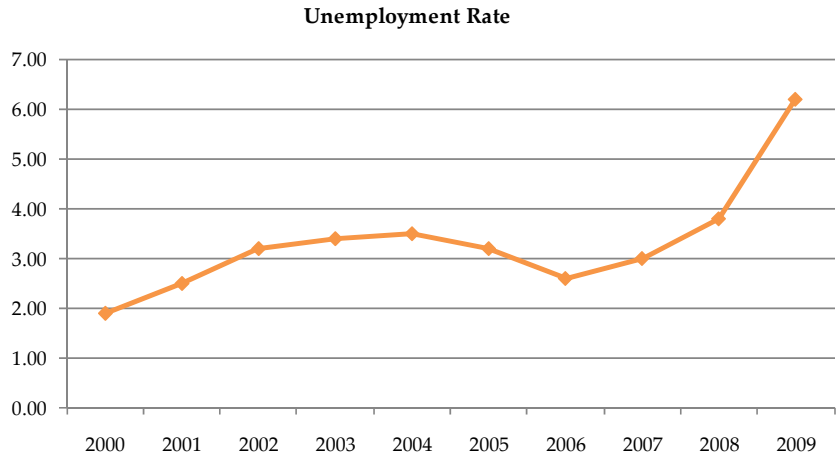
Warning Signs: An increase in the number of misdemeanor or felony offenses.

Performance Rating: ★★★★★

Analysis: In 2008, the Village's overall crime rate, at 11.39 incidents per 1,000 residents, is very low and represents an 18.75% drop from 2006. Criminal activity in Barrington is much lower than the 2008 Illinois average of 35 crimes per 1,000 residents (this is more than three times higher than the rate in Barrington). In addition, violent crime in the Village is rare with less than 1 incident per 1,000 residents per year in every one of the past ten years except for 1999 and 2000. The low crime rates are an indicator of the overall social and economic health of the community. Although the total crime rate increased slightly in 1999, 2000, 2001, and 2006, the violent crime rate remained very low and the overall crime rate declined significantly from 2001.

Unemployment Rate

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



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

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

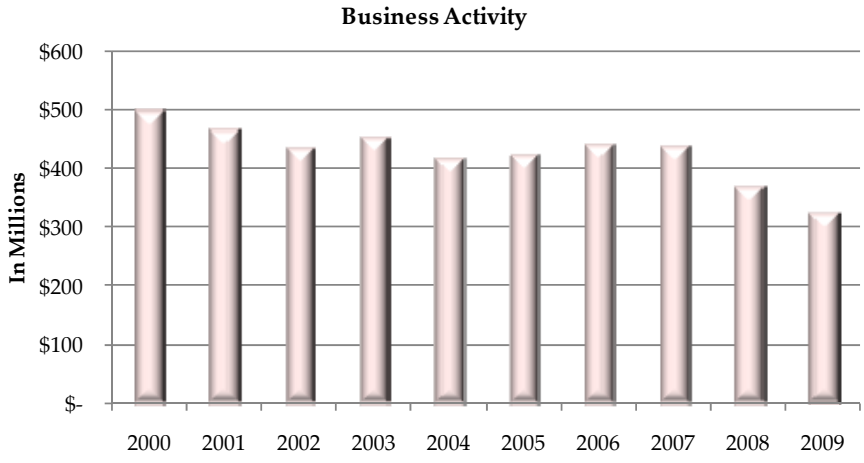
Performance Rating: ★★★★★

Analysis: The unemployment rate in the Village is much lower than either State of Illinois or National averages (10.05% and 9.28% respectively in 2009 as compared to the Village's rate of slightly more than 6.00%). However, Village residents have been affected by the economic turbulence of the last few years and the unemployment rate for residents has increased from approximately 3.00% in 2007 to more than 6.00% in 2010. Although property values have increased and income levels of residents on average remain relatively high when compared to State or National averages, this upward trend in unemployment is an indicator of a growing number of residents facing economic challenges.

Business Activity

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

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



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

Performance Rating: ★★

Analysis: In the 1990s, businesses were able to continuously increase the amount of business activity in the Village. However, from 2000 to 2010, business activity in the Village has been negatively impacted by the turbulent economy and be development in the areas surrounding the Village. In 2001 and 2002, business activity declined due to the recession that occurred during those years. From 2003 through 2007, business activity remained within a narrow range but then declined again in 2008 and 2009 as a result of the most recent recession. The performance rating for this indicator is low because the Village seems to have experienced a structural decline in the economic activity in the community. The trend since 2000 has been a lower level of economic activity in the Village and this has negative consequences for the Village and the community.

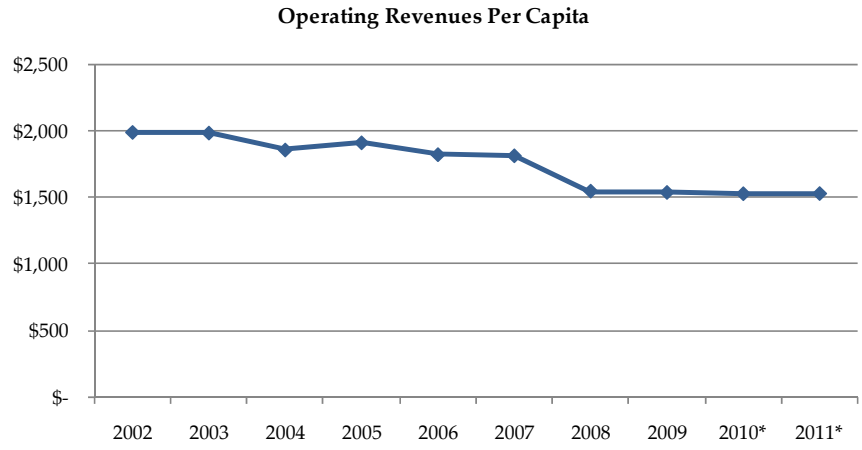
Revenue Indicators

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

Village Revenues per Capita

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

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



*2010, 2011 projected, dollars indexed to 2000 via Chicago MSA CPI

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

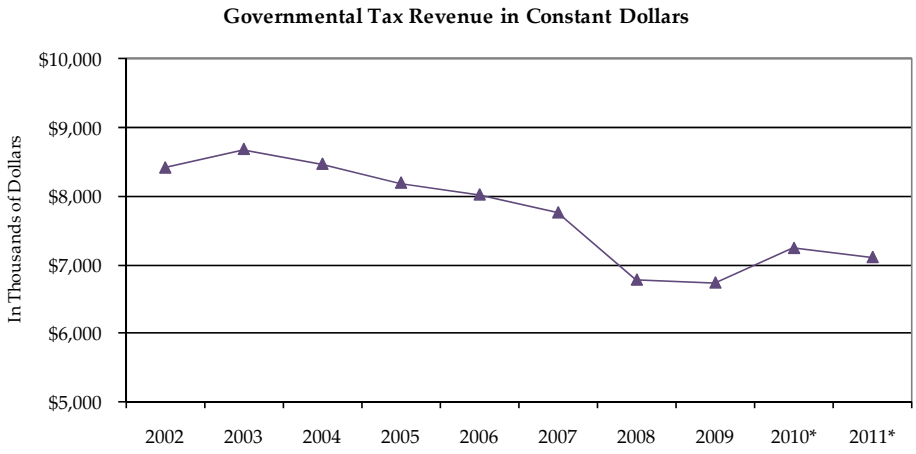
Performance Rating: ★★★

Analysis: As demonstrated in the graph, Village revenues per capita have decreased since 2002, from approximately $2,000 per resident in 2002 to approximately $1,500 per resident in 2011 (according to the 2011 revenue estimate). Although total Village revenues have increased from 2002 to 2010, once the effect of inflation and population increases are factored in, actual Village revenues are not keeping pace with inflation. This is indicative of the economic challenges the Village has faced since 2002 as the Village's receipt of elastic revenues, especially sales tax, has been significantly reduced when compared to 2000.

Tax Revenues in Constant Dollars, Governmental Funds

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

Measurement: This ratio is measured by summing all of the tax revenue received in the Governmental Funds (i.e., General, Capital Improvement, TIF, and Debt Service) for the past ten years.



*2010, 2011 projected, dollars indexed to 2000 via Chicago MSA CPI

These totals are adjusted to a constant dollar basis and indexed to the year 2000 by using the Chicago Area Consumer Price Index produced by the U.S. Department of Labor.

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

Performance Rating: ★★★

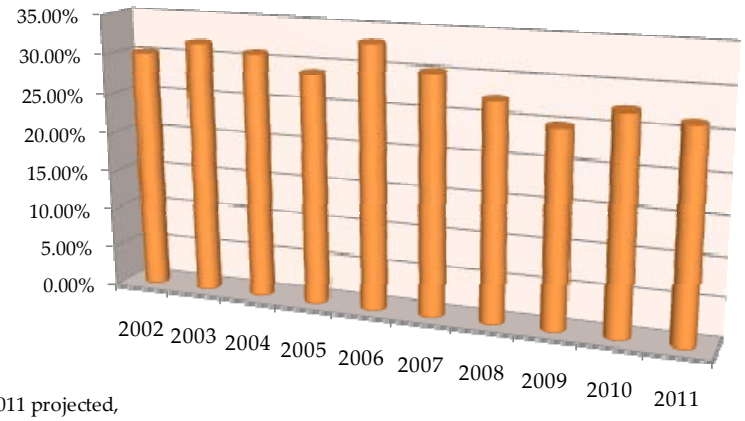
Analysis: Total tax revenues (only Governmental Funds receive tax revenues) decreased from 2002 to 2009 when adjusted for inflation and population increases. This decrease has been primarily caused by the stagnation of the Village's elastic tax revenues such as Sales Tax and Income Tax. In 2010, this trend was broken as the Village generated more tax revenue from the increase in the Village's Utility Taxes. However, without a corresponding increase in some elastic revenue sources such as Sales Tax or Income Tax, the trend of tax revenue in constant dollars decreasing is likely to continue as the purchasing power of the revenue the Village receives is eroded due to inflationary pressures.

Elastic Revenues as a Percent of Total Revenues, Governmental Funds

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

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

Elastic Revenue % of Total Revenue



*2010, 2011 projected,

Warning Signs: The goal of the Village should be to maintain a stable percentage of elastic revenue sources as a portion of total revenues over time. An increase in the percent of elastic revenue sources as a portion of total revenues means that the Village is becoming more reliant on volatile revenue sources that may contract suddenly. A decrease in the percent of elastic revenue sources as a portion of total revenues may indicate financial stress if the decrease is in response to economic events. A decrease may also indicate a structural decline in the Village's elastic revenue sources and this would mean that the Village is becoming more dependent on inelastic revenues. An enhanced reliance on inelastic revenues can be detrimental because they do not expand rapidly in response to economic events and this decreases the Village's ability to offset increasing operating costs in times of economic inflation.

Performance Rating: ★★★

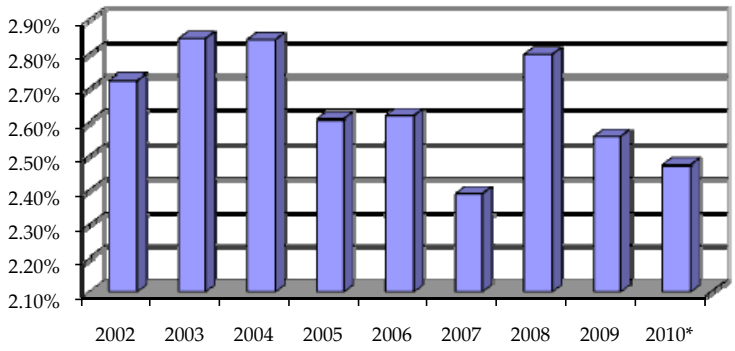
Analysis: Elastic revenues as a percent of total revenues have declined since the early part of the 2000s as several of the Village's elastic revenue sources have decreased in that time period. An average rating for this ratio is appropriate as the Village has maintained relative stability from 2007 to 2011 and the decrease in elastic revenues

has not had a negative impact due to the low inflationary environment that has occurred during this time period. However, if there is not an increase in elastic revenues when the economy begins to improve, there may be a real negative impact on the Village's long term finances as the ability to offset larger increases in salaries and benefits will be depleted due to the lack of increases in elastic revenues such as Sales Tax.

Special Revenues as a Percent of Total Revenues, Governmental Funds

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

Special Revenues as a Percent of Total Revenues



*2010 and 2011 Revenues are estimated

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

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

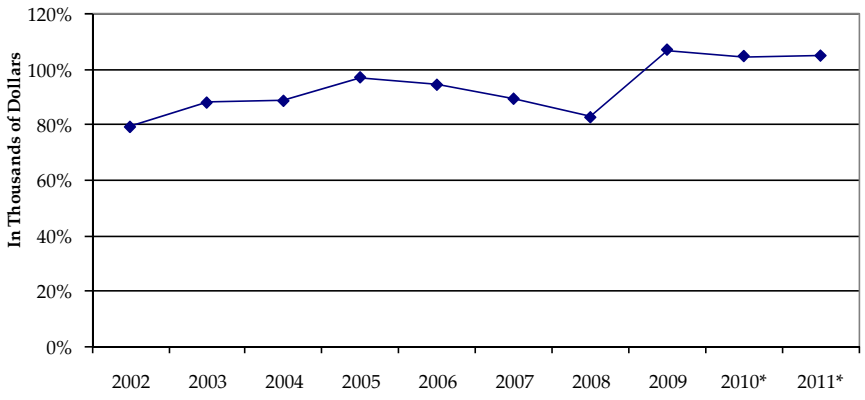
Performance Rating: ★★★★

Analysis: Special revenues as a percent of total revenues have been decreasing since 2003. The Village's receipt of special revenues has fluctuated during this period but other revenue sources have fluctuated more rapidly. This indicates that a smaller portion of the Village's overall revenues are restricted in terms of their use and this is a positive trend for the Village.

User Charges by Operating Expenses, Enterprise Funds

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

Enterprise Funds - User Charges by Operating Expenses



*2010 and 2011 are projected

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

Warning Signs: A decreasing trend (i.e., user charges are offsetting less and less operating expenses over time) is indicative of future challenges and may indicate the need to generate additional revenue to ensure the future viability of the

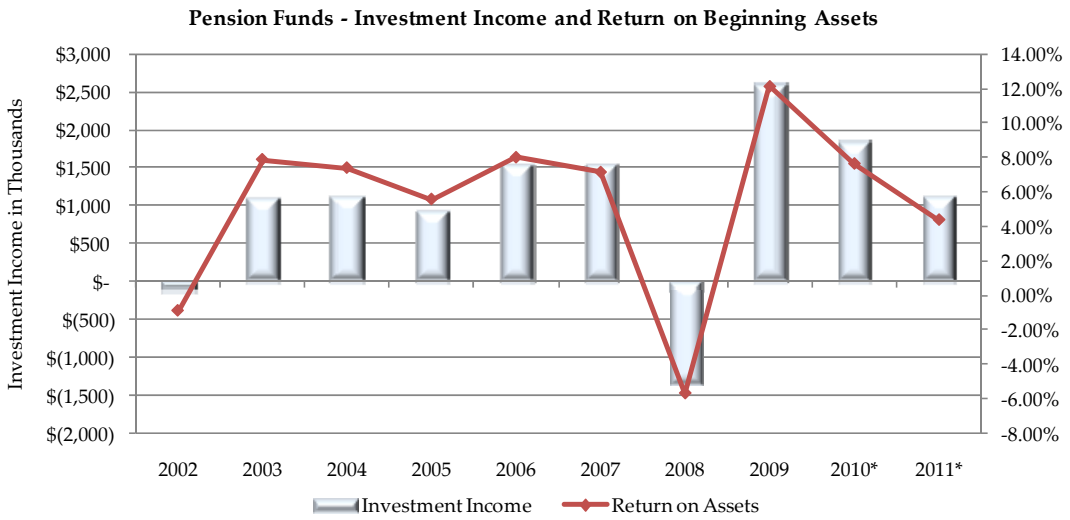
enterprise operation. Keeping this indicator above 100% is important because investments in capital infrastructure have to be financed by the Enterprise Funds and Depreciation Expense (which is a measure of the amount the Village should be investing in its capital infrastructure each year) is incorporated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

Performance Rating: ★★★★

Analysis: This ratio has improved since 2009 and will remain above 100% in both 2010 and 2011. Prior to 2009, however, the Village was spending more than it was generated in operating revenues which was a negative trend.

Investment Income and Return on Beginning Assets, Pension Funds

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



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

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

Performance Rating: ★★

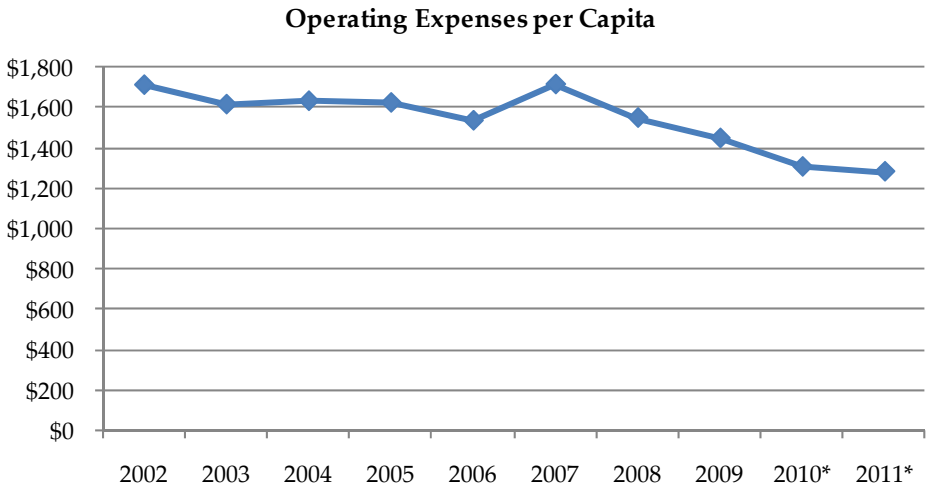
Analysis: The early part of this decade was a tough investment environment for the Pension Funds. In 2002, the Pension Funds actually had a negative return which negatively impacted the percent the Village must contribute to ensure the Pension Funds are fully funded in the future. However, from 2003 to 2007, the pension funds investment returns were fairly positive but not sufficient to make up for the losses in 2002. In 2008, the investment return was significantly negative due to the decline in the stock market which had a tremendous impact on pension's assets invested in stocks. In 2009 and 2010, the Pension Funds are projected to have strongly positive returns but it will be very difficult to make up for the losses incurred in 2008. This ratio is rated at only two stars due to the negative performance from 2008 and the difficulty in making up for those losses.

Expenditure Indicators

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

Operating Expenditures per Capita

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



*2010, 2011 Projected, dollars indexed to inflation via Chicago MSA CPI

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

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

Performance Rating: ★★★

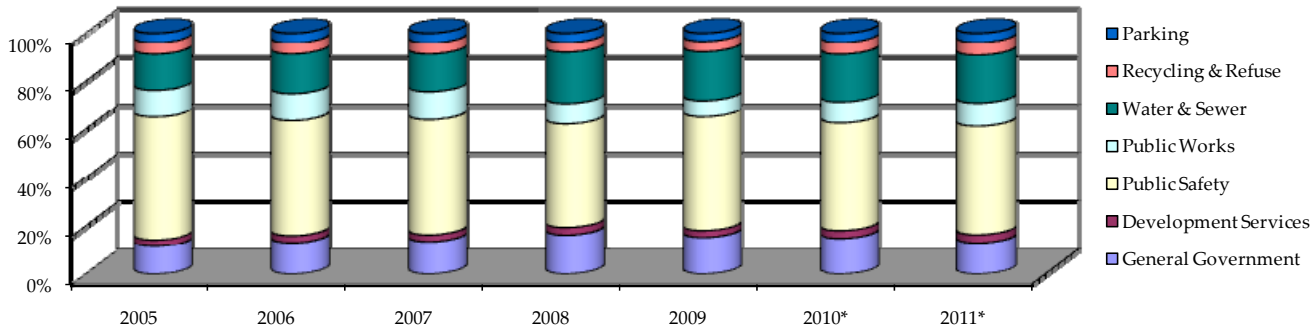
Analysis: Operating expenditures per capita, adjusted for inflation, remained somewhat stable from 2003 through 2006 before increasing dramatically in 2007. In 2007, expenditures per capita increased significantly as a result of the costs associated with the purchase of land in the TIF district, the fight against the EJ&E railroad acquisition, the purchase of several vehicles and the costs associated with several capital projects. Expenditures have been decreasing since 2007, which was the peak of expenditures, as the causes of the spending in 2007 have dissipated. In addition, the Village has actively worked to reduce its expenditures in response to the decrease in revenue experienced during the 2008 – 2009 recession.

Operating Expenditures by Function

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

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

Operating Expenditures by Function



Warning Signs: Substantial increases or decreases in any one year or a sustained trend of increases or decreases in any function. Shifts in expenditures from one function to another, especially if expenditures shift towards general government, may indicate that the Village is having a difficult time meeting all of its obligations and is shifting resources to more high priority areas.

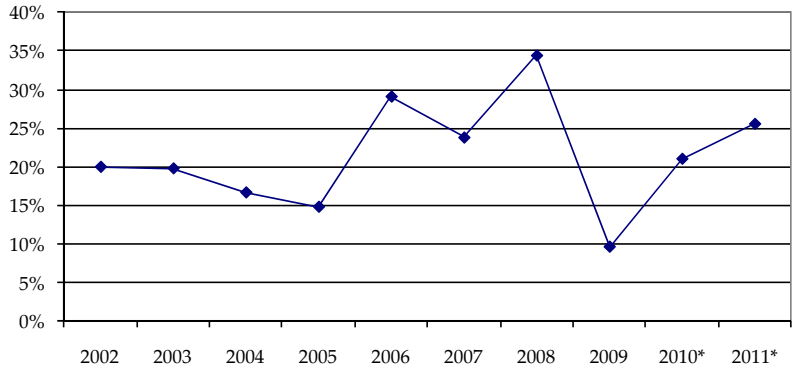
Performance Rating: ★★★

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

Capital Expenditures as a Percent of Total Expenditures

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

Capital Expenditures as a Percent of Total Expenditures



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

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

Performance Rating: ★★★★

Analysis: In general, the Village maintains a high level of funding for capital projects; this has been enabled by the passage of the utility and telecommunications taxes which increased the resources available for capital projects. Prior to the passage of these taxes, there was no dedicated revenue source for capital projects and the Village had a difficult time maintaining an adequate level of resources for capital projects.

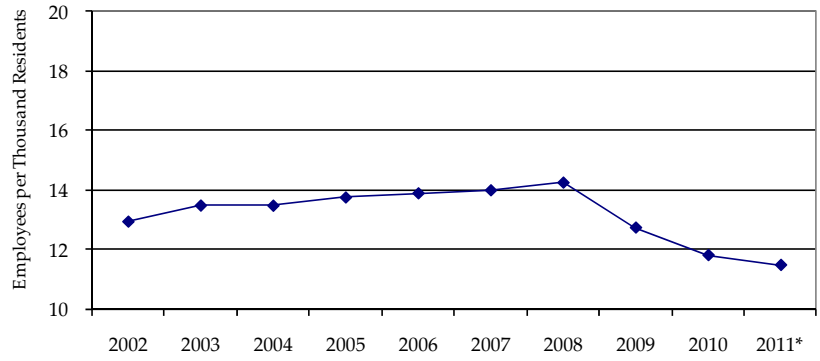
Employees per Capita

The employees per capita statistic ratio is an important indicator of operating expenditures as 70% of the Village's costs are typically personnel related. If the employees per capita increases, this may indicate difficulty in

balance revenues and expenditures in the future unless new revenue sources are obtained to finance the additional employees.

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

Full-Time Equivalent Employees Per Capita



2011 is the authorized personnel in the budget.

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

Performance Rating: ★★★

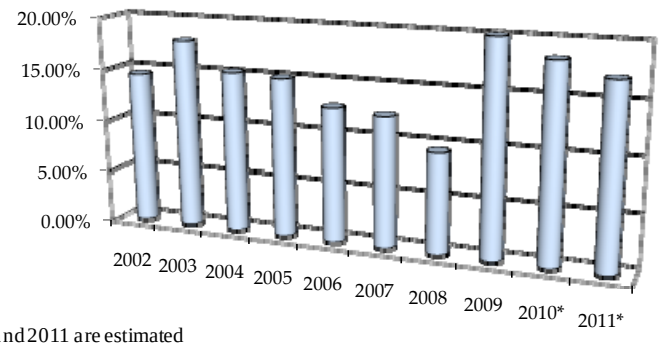
Analysis: This ratio remains relatively constant from 2002 to 2011 but a decrease occurs in each year from 2009 to 2011. A reduction in force occurred in 2009 to compensate for a decrease in revenue due to the recession and the loss of the contract to provide police services to the neighboring Village of Inverness. Additional small reductions occurred in 2010 due to the elimination of several open positions.

Fixed Costs as a Percent of Net Operating Expenditures/Expenses

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

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

Fixed Expenditures/Expenses as a Percent of Total



* 2010 and 2011 are estimated

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

Performance Rating: ★★

Analysis: Fixed costs were typically between 10% to 15% of total expenditures/expenses from 2002 through 2008, providing the Village with the ability to respond to changes in revenues by reducing variable costs. However, these costs increased significantly in 2009 and remain elevated in 2010 and 2011 due to increases in debt service and in pension obligations. As a result, the Village's performance ratio is rated as only two stars due to the increase in fixed costs for the Village.

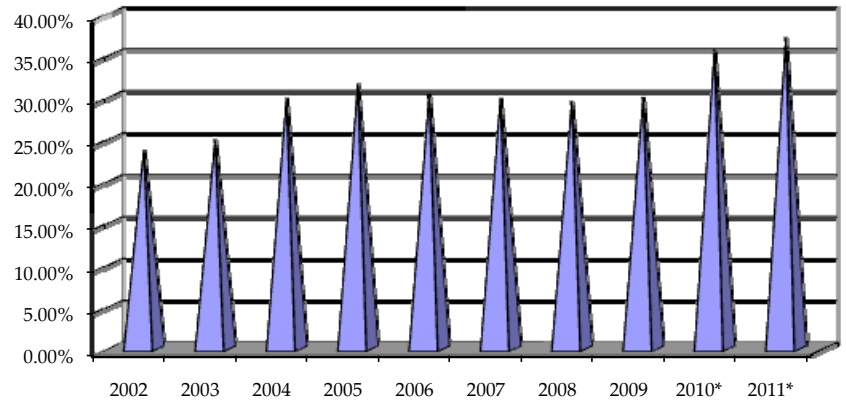
Fringe Benefits as a Percent of Salaries

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

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

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

Fringe Benefits as a Percent of Salary Costs



*2010 and 2011 are estimated

Performance Rating: ★★

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

Operating Position Indicators

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

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

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

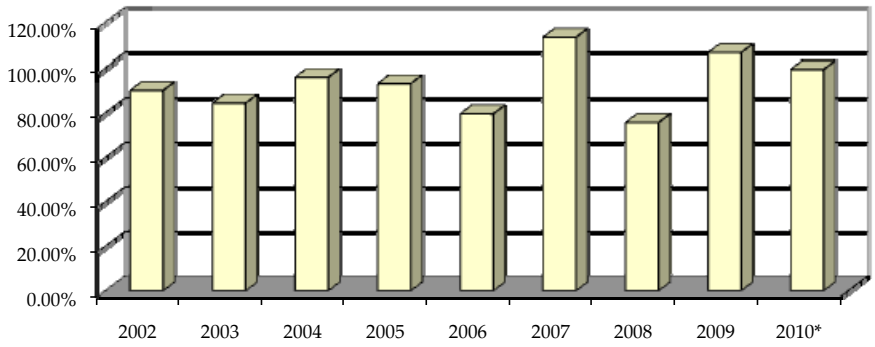
Measurement: Total Governmental Fund Unassigned Fund Balances divided by total Governmental Fund revenues.

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

Performance Rating: ★★★★

Analysis: Unassigned Fund Balance as a percent of Net Operating Revenue has remained relatively stable throughout the period with decreases occurring in 2006 and 2008. However, the Village has a very healthy level of Governmental Fund Balance (never falls below 60% of annual revenues and is usually significantly above 80% of annual revenue) which provides sufficient resources to respond to emergencies or the loss of a major revenue source.

Governmental Fund Balance as a Percent of Revenues



*2008 is estimated, 2009 and 2010 are budgeted

Operating Income in Constant Dollars, Enterprise Funds

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

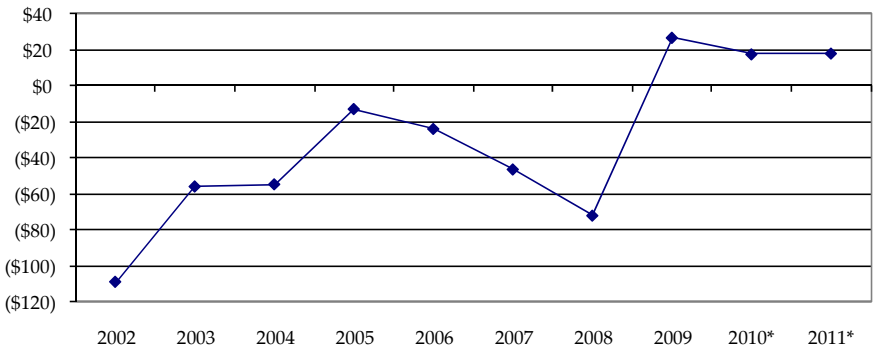
Measurement: Operating revenues less operating expenses in constant dollars

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

Performance Rating: ★★★

Analysis: Operating income per capita in constant dollars for the Enterprise

Operating Income Per Capita - Enterprise Funds



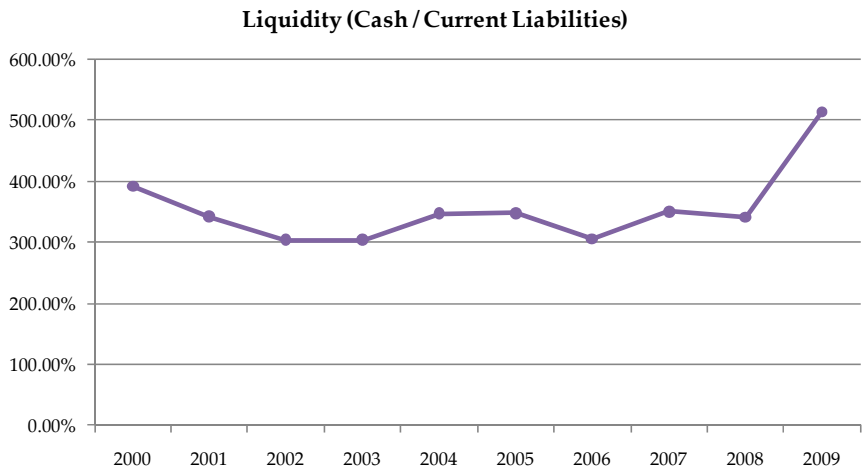
*2010, 2011 Projected, dollars indexed to inflation via Chicago MSA CPI

Funds has steadily improved from 2002. The period from 2002 to 2008 included several large, non-capital projects that produced deficits in operating income during this time period (including the train station renovation and the rehabilitation of water and sewer mains). However, the Village has improved significantly since 2009 and this is a positive trend for the future viability of the enterprise funds.

Village Liquidity

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

Measurement: Cash and short term investments less current liabilities



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

Performance Rating: ★★★★

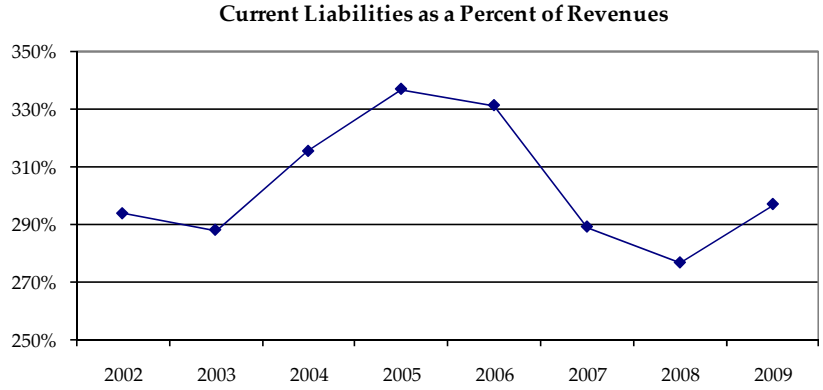
Analysis: The Village has a high level of liquidity and this is reflected by the Village's ability to meet current operating expenditures without having to resort to short-term borrowing, especially in recent years. Many local governments in Cook County engaged in short term borrowing in recent years due to the decrease in revenues combined with delays in property tax payments. The Village has been able to easily meet its operating expenses without having to resort to short term borrowing due to its high level of liquidity.

Debt Indicators

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

Current Liabilities as Percentage of Net Operating Revenues

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



Measurement: Current liabilities divided by net operating revenues

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

Performance Rating: ★★★★

Analysis: This ratio declined from 2002 to 2003, and then began increasing in 2004. In 2005 it peaked at approximately 335% and has begun to decline again. The Village's current liabilities as percent of revenues has always remained above 275% which means that Village revenues were always close to or more than three times the amount of its liabilities.

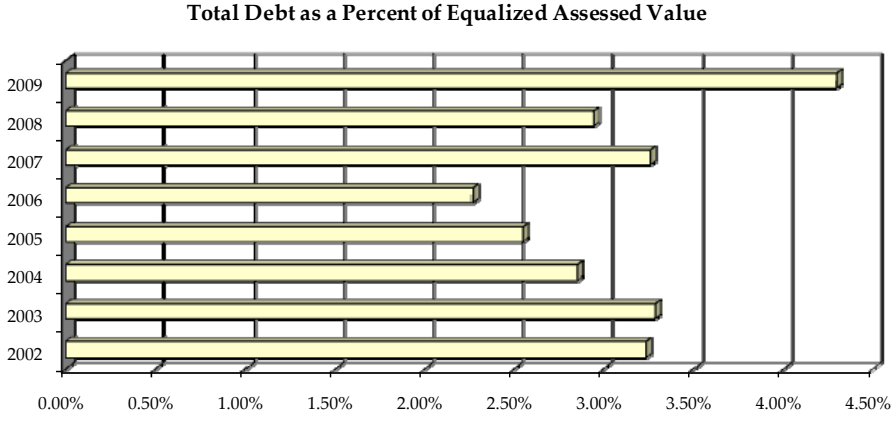
Long Term Debt as a Percent of Assessed Valuation

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

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

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

Performance Rating: ★★★

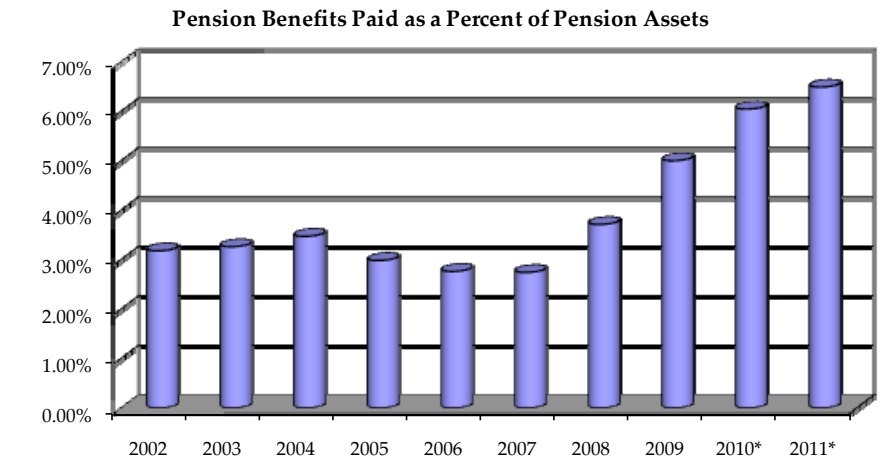


Analysis: Bonded debt as a percent of equalized assessed value is restricted by State statute to a maximum of 8.625% (please review Appendix B: Legal Debt and Schedules of Existing Debt). The Village issued debt in 1998 and 1999 for Village Hall and the Public Safety Building, in 2002, 2003 and 2004 for the construction of an iron removal facility for the water system, in 2007 for TIF Projects, and

in 2009 for capital projects in the Capital Improvement Fund and the Water & Sewer Fund and for refunding of the 1998 and 1999 bonds. The Village has no plans to issue debt in the foreseeable future and therefore this ratio should decrease over the next couple of years.

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

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



*2010 and 2011 areestimated

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

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

Performance Rating: ★★★

Analysis: Payments as a percent of assets remain relatively low but the increases in the trend of increases since 2009 is an early warning sign of future challenges. The increases are caused by higher benefit payments as more Village employees retire from service combined with losses in pension assets due to negative investment returns. 2009 was a key year for this statistic because many employees retired as a result of the reduction in force (caused by the reduction in revenues from the recession) and the loss of the Inverness contract.

Comparative Indicators

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

Ten Point Test of Financial Condition

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

Measurement: Explained in the following chart.

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

Performance Rating: ★★★

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

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

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

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

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

Once the revenue projections have been completed and accepted by the Village Board, they are used to set expenditure budget limits for the operating departments. This process of projecting revenues and setting spending limits based on those projections is a key component to maintaining fiscal discipline. A balance between conservatism and optimism must be maintained to avoid overspending if revenues are lower than anticipated but also avoid denying operating departments the resources they need to provide services to residents.

Projections of major revenue sources for each accounting fund are included in the following pages. The Village considers a revenue source to be major if it provides a Fund with a minimum of 10% of its total financial resources or generates more than $500,000 in revenue. A description of each revenue source is provided and an analysis of the basis for each projection is detailed. Trend information for the previous seven years for each revenue source is provided along with a projection for the 2011 budget year. Each revenue source is then further projected for fiscal years 2012 to 2016 to provide the revenue basis for the Five Year Financial Projection (Included in the budget document as Appendix I on Pages 205 – 219).

Economic Analysis and Assumptions

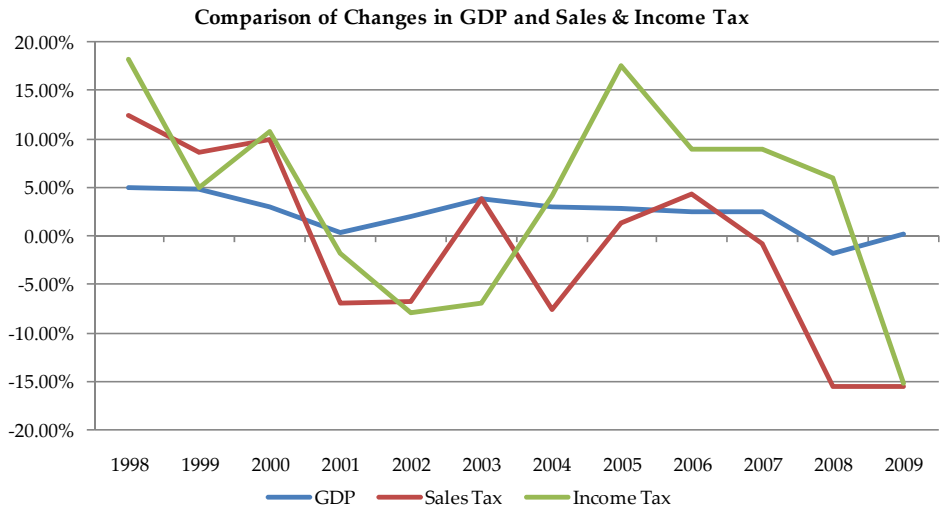
There can be little argument that the previous ten (10) years, from 2000 to 2009, has been one of the most tumultuous economic periods in the history of the United States. The decade began with the last gasps of the incredible bull stock market of the late 1990s which propelled stocks to unprecedented valuations. These extreme valuations led to the bear market of 2001 to 2003 in which the stock market declined anywhere from 40% to 60% (depending on the market). The stock market decline combined with the terrorist attacks of September 11, 2001, had a significant impact on the real economy and led to a recession and slow economic recovery from 2001 to 2004. In response, the Federal Government and Federal Reserve Bank began a series of economic stimulus programs including reductions in the federal tax rate and the federal funds rate (the federal fund rate is the basis for the majority of interest rates on consumer loans).

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

The crisis and collapse of large organization led to extreme fear and a virtual cessation of activity in the credit markets. The severe restriction in lending activity began to severely impact the real economy. Large and small businesses as well as consumers could no longer access credit and this led to an extreme slow down in consumption. As a result, from the fall of 2008 through 2009 job losses spiked and the unemployment rate went to 10% at the end of 2009. The United States endured a severe recession the likes of which had not been encountered for many decades.

In the last two quarters of 2009, the economy began to recover as the extreme fiscal and interest rate stimulus policies of the Federal Government and Federal Reserve Bank began to take effect. The economy grew at a 5.7% rate in the last quarter of 2009 and continued to grow throughout 2010. However, the ongoing recovery in 2010 has been relatively slow and uneven, with periods of slow growth such as from May to September, 2010. The majority of forecasts portend a continued slow recovery in the unemployment rate and sluggish consumer spending continuing through the end of 2011. It is likely the Federal Government and Federal Reserve Bank will continue the stimulus policies through the end of 2010 to ensure a robust economic recovery has taken hold before the withdrawal of economic stimuli.

Economic events are extremely consequential for the Village's finances because some of the Village's largest revenue sources are very elastic, including Sales Tax and Income Tax. An elastic revenue source expands or contracts as a result of external economic events. The elasticity of these revenues is demonstrated in the chart on the following page by plotting the change in the Gross Domestic Product of the United States with the percent change in the Village's receipt of Sales and Income Taxes. Although there is not an exact correlation, the chart clearly demonstrates that declines in the rate of growth of the nation's GDP lead to decreases in two of the major revenue sources of the Village. As a result, the ability to fund ongoing operations in the General Fund from operating revenues is predicated upon continued growth in the overall economy of the United States and the State of Illinois. Assessing the impact of economic growth on the Village's revenue sources is one of the keys to successfully projecting future revenues due to the relationship between economic growth and these major Village revenue sources.



The following economic assumptions are built into the revenue projections for 2011 and for the five-year financial forecast, these assumptions are based on current economic forecasts:

- Economic growth of 2% in 2011 and averaging 2.5% from 2012 to 2016;
- An increase in Interest rates at the end of the 2011 to approximately .50% and continuing to increase through 2012 and 2013 until rates hit 2.5% at the end of 2013. Average interest rates of 2.5% from 2013 to 2016;
- An average increase in the Consumer Price Index of 2.5% from 2011 through 2016;
- A slow reduction in the unemployment rate to approximately 6% by 2014.

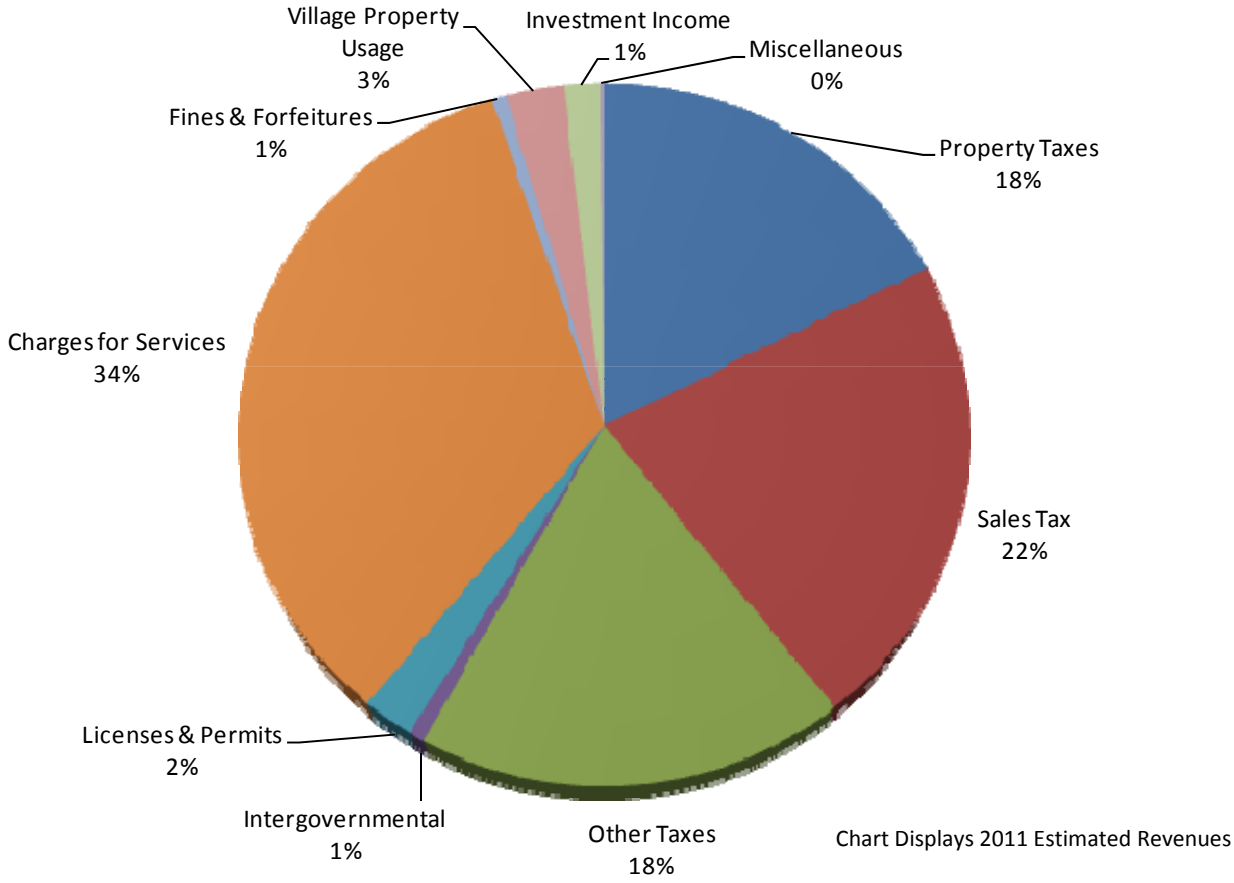
These assumptions impact the Village's projected revenues and five year financial forecast in a number of ways. The projected economic growth leads to a forecast of increases in both Sales and Income Taxes from 2011 through 2016 until both of these revenue sources return to pre-recession levels in 2016. The increase in interest rates is important for the Village's ability to earn interest on its cash assets. The Village has significant cash assets and interest earnings can be a significant revenue source when interest rates are normalized. The assumption of increasing interest rates impacts the Village's forecast for interest earnings.

The assumed increase in CPI and the reduction in the unemployment rate impacts both revenues and expenditures. The CPI increase and unemployment reduction is projected to impact Sales and Income Tax as more employed people combined with higher prices will have a positive impact on both income and consumption, leading to increases in these revenues. These two assumptions also impact the Village's Five Year Financial

Forecast because these trends will also have an impact on the Village's personnel costs and are therefore built in to the personnel projections for the next five years.

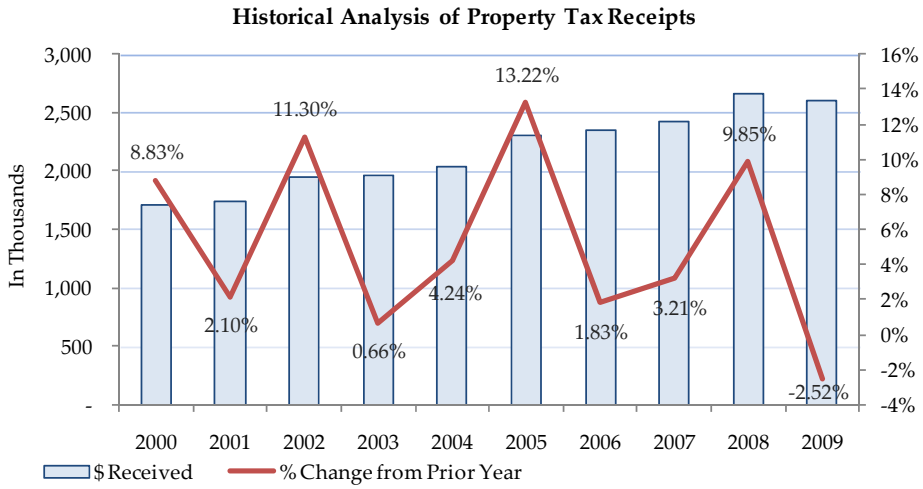
General Fund

The General Fund is the largest Fund of the Village, receiving the largest amount of revenue from the widest variety of sources and types. The pie chart below demonstrates the variety of revenue sources received by the General Fund with the four largest sources being Charges for Services, Sales Tax, Property Taxes, and Other Taxes. The revenue sources discussed in the following pages comprising 89% of total General Fund revenues and include Property Taxes, Sales Tax, Utility Taxes, Income Tax, Licenses & Permits, the Barrington-Countryside Fire Protection District Intergovernmental Agreement, Intefund Charges, Village Property Usage, and Investment Earnings.



Property Taxes

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



The Village's receipts of property taxes have steadily increased over time, as demonstrated in the Historical Analysis of Property Tax Receipts Chart. In 2000, the Village received approximately $1.708 million in property taxes and this increased to $2.596 million in 2009. The increases during this period are a combination of the annual allowable increase (the lesser of the CPI or 5%) and development in the community. Barrington has been fortunate to have steady but moderate development in the community throughout the past ten years. In particular, the Garlands of Barrington, a retirement living community, has added significantly to the Village's property tax base.

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

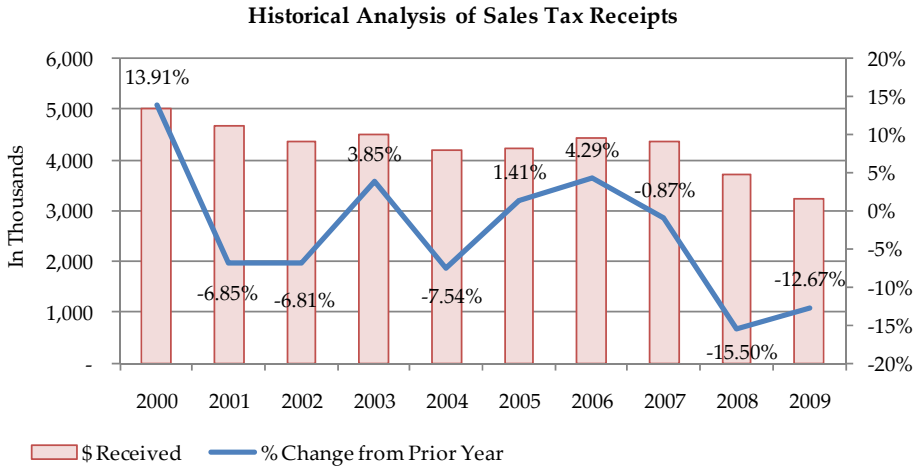
Projected Property Tax Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	2,424,595	2,663,475	2,596,463	2,679,250	2,757,000	2,792,000	2,852,000	2,912,000	2,972,000	3,037,000
% Change	3.11%	8.97%	-2.58%	3.09%	2.82%	1.25%	2.10%	2.06%	2.02%	2.14%
Projection Range										
High				2,938,896	3,024,925	3,067,700	3,131,200	3,197,200	3,263,200	3,334,200
Low				2,549,427	2,623,038	2,654,150	2,712,400	2,769,400	2,826,400	2,888,400

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 the general government functions of the Village, it is not designated for any particular purpose. Sales tax revenue is extremely elastic and is subject to increases or decreases as a result of economic activity in the Village, which in turn is influenced by the regional and national economic trends.

The Village's sales tax reached its peak in 2000, when receipts equaled $5.014 million. Sales tax declined in 2001 to $4.670 million as a result of the recession in the early 2000's. During the period from 2002 to 2007, the Village's sales tax was stagnant and receipts were between $4.000 and $4.500 million throughout the six year period. The recession that began in December of 2007 had a severe negative impact on sales tax and revenue decreased in 2008 to $3.702 million (a 15.50% decrease) with a further decrease to $3.229 million (a 12.67% decrease) in 2009. The stagnation (from 2002 to 2007) and then decline in sales tax revenue (in 2008 and 2009) has had a particularly negative impact on the Village's finances when analyzed against the increases in costs for the Village's operations. In general, the Village's costs have increased between 5% and 7% during this period, in order to maintain the same purchasing power the Village's sales tax should have increased by this much each year. Instead, this revenue source has declined to its current levels due to the difficult economic times, thereby negatively impacting the Village's ability to finance its operations.



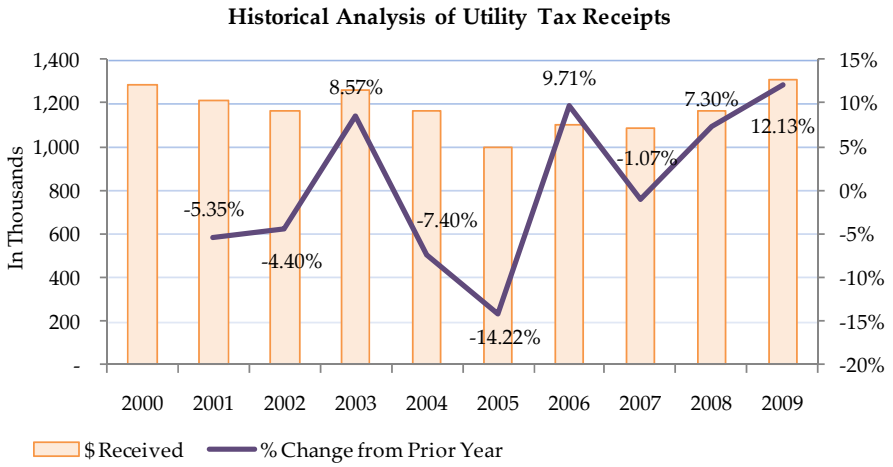
The projection for future revenues is for a steady increase back to the level of the mid 2000's (approximately $4.000 to $4.500 million) by 2014. This corresponds to the majority of economic forecasts and the Village's assessment of future economic conditions. The actual/projected row indicates the estimated or projection amount in the 2011 budget and the 2012 to 2016 five year financial plan. The projection range provide an expected maximum and minimum range within which revenues are likely to occur unless an extraordinary circumstance occurs.

Projected Sales Tax Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	4,381,733	3,702,421	3,229,464	3,250,000	3,400,000	3,550,000	3,750,000	4,000,000	4,250,000	4,400,000
% Change	-0.88%	-18.35%	-14.65%	0.63%	4.41%	4.23%	5.33%	6.25%	5.88%	3.41%
Projection Range										
High					3,562,500	3,720,000	3,927,500	4,187,500	4,450,000	4,612,500
Low					3,075,000	3,210,000	3,395,000	3,625,000	3,850,000	3,975,000

Municipal Utility Taxes

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



With the exception of 2005, utility tax revenues have remained within a fairly predictable range of approximately $1.1 to $1.2 million for the entire ten year period. Utility taxes have been a fairly reliable revenue source but have not increased over time. As a result, on an inflation weighted basis, this revenue source is actually decreasing over time, especially with personnel and construction costs increasing faster than the rate of inflation. With this in mind, and in response to the economic downturn in 2008 and 2009, the Village Board increased the utility tax rates to their current level effective July 1, 2009. In previous years, the Village's rates were equal to 3.5% of the monthly utility bill. This rate increase explains the increase in revenue in 2009 and the projected increase in 2010 when the first full year of the rate increase will be recognized.

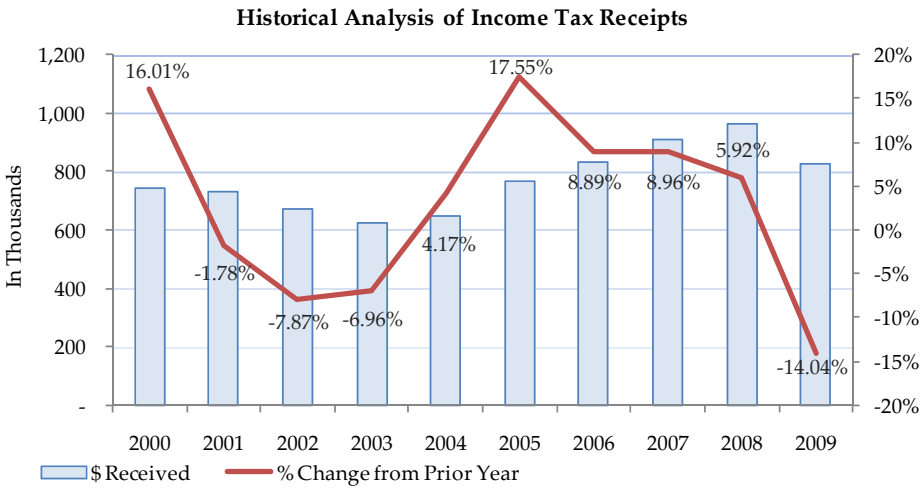
The projection for future revenues is based on the projection for utility tax revenue in 2010. Due to the past history of fairly stable revenues, with no real increases, the Village is predicting this revenue source will stabilize at approximately $1.525 to $1.535 million from 2010 through 2016. Revenues are likely to vary in a range of approximately $75,000 to $100,000 around the projected level of revenue.

Projected Utility Taxes Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	1,085,338	1,164,602	1,305,882	1,525,000	1,535,000	1,535,000	1,535,000	1,535,000	1,535,000	1,535,000
% Change	-1.07%	7.30%	12.13%	16.78%	0.66%	0.00%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High					1,573,125	1,573,375	1,573,375	1,573,375	1,573,375	1,573,375
Low					1,496,875	1,496,625	1,496,625	1,496,625	1,496,625	1,496,625

Income Tax

The State of Illinois assesses a 3% tax on the annual income of residents and businesses in the State. The income tax is paid through payroll taxes and by individuals and businesses in April of each year. The State shares 10% of the total income taxes received with municipalities on a per capita basis. In the previous ten years Barrington has received between $600,000 and $1,000,000 from the State based on the per capita formula. As demonstrated in the Historical Analysis of Income Tax Receipts Chart, Income Tax receipts by the Village are very sensitive to economic events. The State's receipt of this revenue is strongly correlated with corporate profits and individual incomes and increases or decreases in response to the economic environment. Barrington's receipt of this revenue varies along with the State's Income Tax receipts due to the formula for sharing this income being calculated on a percentage basis. The Village does not designate a particular purpose for Income Tax revenue; it is treated as general revenue and utilized to support services in the General Fund.



In analyzing historical receipts, the Village's receipt of Income Tax has varied with the economic conditions in the State and Nation. In 2000, Income Tax receipts were equal to $742,000 but declined for the next three years as the recession of 2001 to 2003 took a toll on corporate profits and individual incomes. In 2004, Income Tax began a five year period of increases as the economic conditions in the State and Country improved and corporate profits and individual incomes increased. In 2009, Income Tax declined fairly dramatically and will likely continue this decline into 2010 as economic conditions have been unfavorable to profits and income.

In terms of the future projection, Income tax lags behind the actual economic conditions so it will probably be 2012 before the Village will see increases in this revenue source. The future projection is conservative as it only shows modest increases from 2012 through 2016. However, the best case scenario is higher in percentage terms than other revenue projections because Income Tax can increase significantly if the economy improves. The worst case scenario is significantly lower than other revenue projections because the Governor of Illinois has proposed lowering the municipal share of Income Tax receipts by 1/3, which would have a severely negative impact on the Village's receipts and would reduce this revenue source by approximately $250,000.

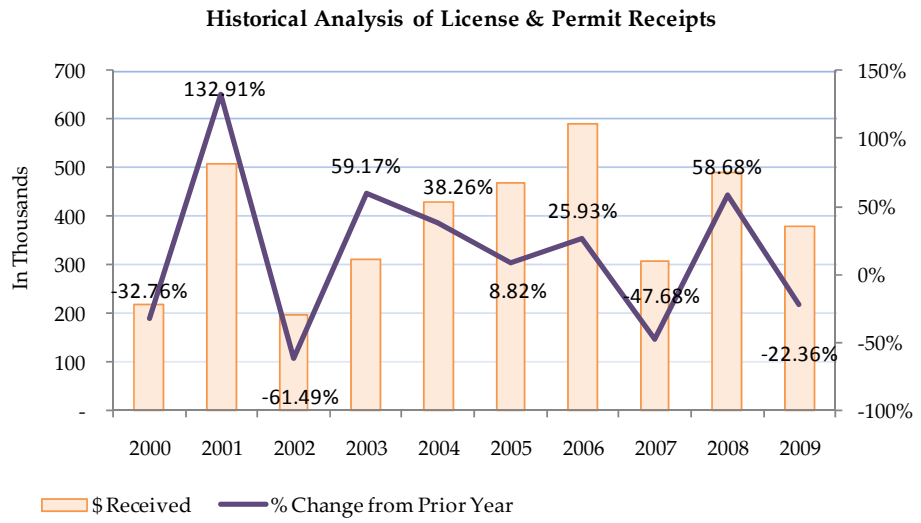
Projected Income Tax Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	907,704	961,415	824,461	750,000	750,000	775,000	800,000	825,000	850,000	850,000
% Change	-158.80%	5.59%	-16.61%	-9.93%	0.00%	3.23%	3.13%	3.03%	2.94%	0.00%
Projection Range										
High				791,223	787,500	812,500	838,750	865,000	891,250	892,500
Low				708,777	712,500	737,500	761,250	785,000	808,750	807,500

Licenses and Permits

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

All of these activities require a permit or license for which the Village charges a fee. As illustrated in the Historical Analysis of License and Permit Receipts graph, this revenue source has some significant variations on an annual basis. These variations are based on increases or decreases in the Village's receipt of Building, Zoning, and Planning permit revenues. When there is a lot of development activity occurring in the Village, Building, Planning, and Zoning permit revenues can provide significant revenues. These permit types are based on a percentage of the value of the development activity that is occurring, therefore large developments can generate significant revenues for the Village. This causes large variations in revenue making this revenue source somewhat difficult to predict. The other types of revenues, business and miscellaneous permits are fairly predictable. The Village utilizes this revenue source to support the services necessary to provide the regulation of the related activity (for instance, Building Permit revenues are used to fund the Building and Property Enforcement Division of Development Services).



The projection for future revenues indicates a stable but steady increase from the $320,000 estimate to be received in 2010 to $379,500 in 2016. Currently there are no large developments that have been proposed for the foreseeable future in Barrington and therefore no significant spikes in this revenue are anticipated. Instead, the Village anticipates the steady increase in revenue as the economy recovers and more building activity begins to occur in the Village.

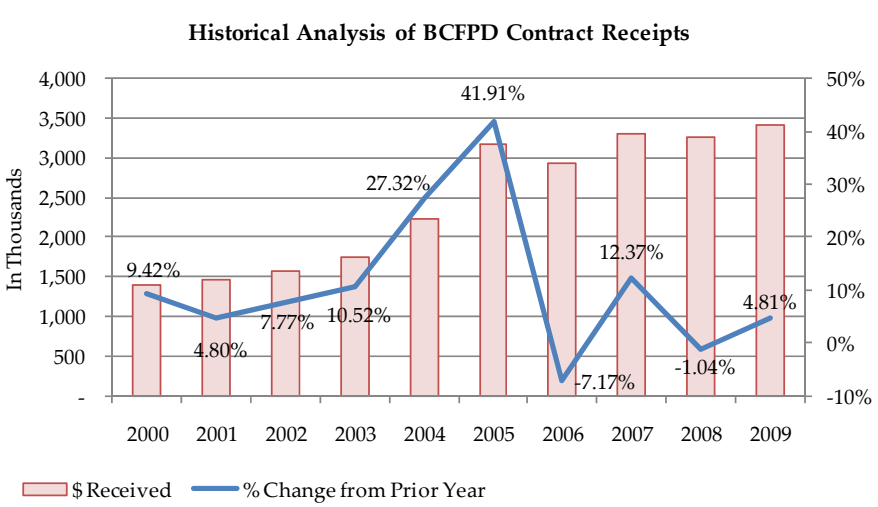
Projected Licenses & Permits Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	308,884	490,148	380,561	320,000	344,500	344,500	364,500	364,500	379,500	379,500
% Change	-71.84%	58.68%	-22.36%	-15.91%	7.66%	0.00%	5.81%	0.00%	4.12%	0.00%
Projection Range										
High					352,500	353,113	373,113	373,613	388,613	388,988
Low					336,500	335,888	355,888	355,388	370,388	370,013

Barrington-Countryside Fire Protection District Intergovernmental Agreement

The Village of Barrington has a contract to provide fire suppression and prevention and emergency medical services to the Barrington-Countryside Fire Protection District (BCFPD). BCFPD is a fire protection district that encompasses a 48 square mile area surrounding the Village of Barrington. The Village and District have a long history of cooperating in providing fire and emergency medical services to residents of the Village and surrounding area. The provision of these services by a single organization, the Village, provides cost benefits to both the Village and the District through consolidation and sharing of administrative and equipment expenses. The revenue received by the Village from the District is based on a cost sharing formula that incorporates the number of stations and the area served by the Department. Based on this formula, the District pays approximately two-thirds of the labor cost for the operations staff but splits the cost of the management staff, commodities and contracts, and equipment with the Village, 50% Village and 50% District.

The Village's receipt of revenues from the BCFPD contract has increased substantially over the past ten years as the number of personnel and the size of the budget in the Fire Department has increased in response to the District's opening of two fire stations in the areas outside the Village. The increase in personnel was necessary to adequately staff the fire stations and reduce response times to residents in the District. In the past couple of years, on average, approximately 38% of the costs for the Fire Department are paid by the Village with the remaining 62% paid by the District. This has been shifting over time as the District increases its services it is also incurring more of the cost for the Department. In 2009, total expenditures in the Fire Department were equal to $5,222,941 with the District paying $3,390,047 (64.91%) of the costs and the Village paying $1,832,894 (35.09%) of the costs.



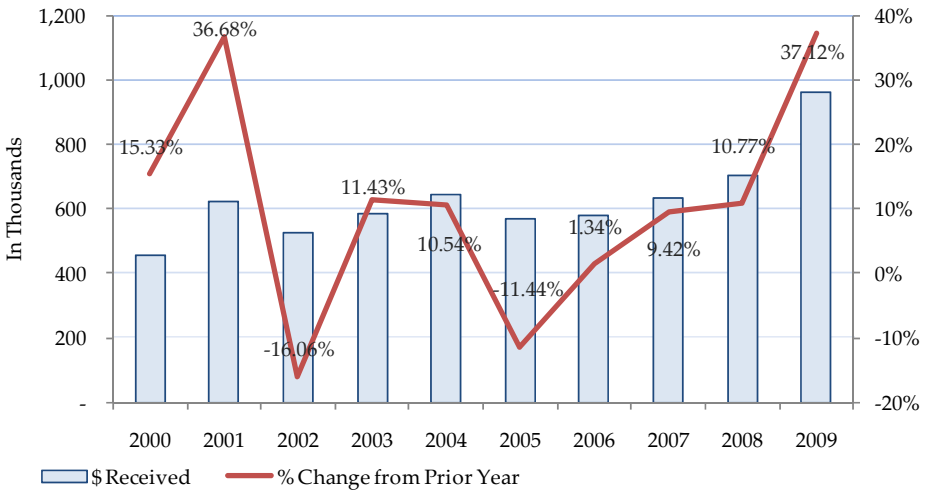
The projection for this revenue source in the future is for a continuation of the percentage of costs seen in 2009, approximately 65% District and 35% Village. The future revenues utilize the Fire Department's projected 2011 budget and divide the cost according to the percent noted in the preceding sentence. This procedure was also applied for future revenue projections.

Projected BCFPD Contract Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	3,297,294	3,262,906	3,419,777	3,452,000	3,540,000	3,681,750	3,854,879	4,019,673	4,191,434	4,375,473
% Change	82.09%	-1.05%	4.59%	0.93%	2.49%	3.85%	4.49%	4.10%	4.10%	4.21%
Projection Range										
High					3,712,600	3,858,750	4,038,967	4,212,417	4,392,418	4,585,045
Low					3,194,800	3,327,750	3,486,704	3,634,185	3,789,467	3,956,330

Interfund Charges

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



The General Fund revenues from this source are based on a percent of the expenditures in the Budget units that are providing services. The Water and Sewer Fund pays the General Fund an Interfund Charges that is based on 25% of the total costs of the Village Board, Village Manager's Office, Information Systems, Financial Services, Human Resources, Risk Management, and Central Garage budgetary units. The Water & Sewer Fund also pays 5% of the total cost of the Dispatch Services budget. Recycling and Refuse pays an interfund charge equal to 3.5% of the costs of the budgetary units and the Parking System pays an Interfund Charge equal to 4.5% of the costs. Based on these formulas, Interfund Charge revenue has ranged from $456,000 in 2000 to $962,000 in 2009. The large spike in revenues in 2009 was the result of the transfer of some vehicles from the General Fund to the Water & Sewer Fund and was therefore an anomaly.

The projection for this revenue source in 2011 and future years is for an estimated increase of close to 2% each year in conjunction with the projection for future increases in the expenditures of the budgetary units for which the three accounting funds are reimbursing the General Fund. The range for the projection is fairly small with a potential 1% higher or lower than the projection as the revenues are fairly predictable unless there is an unexpected spike in budget unit expenditures.

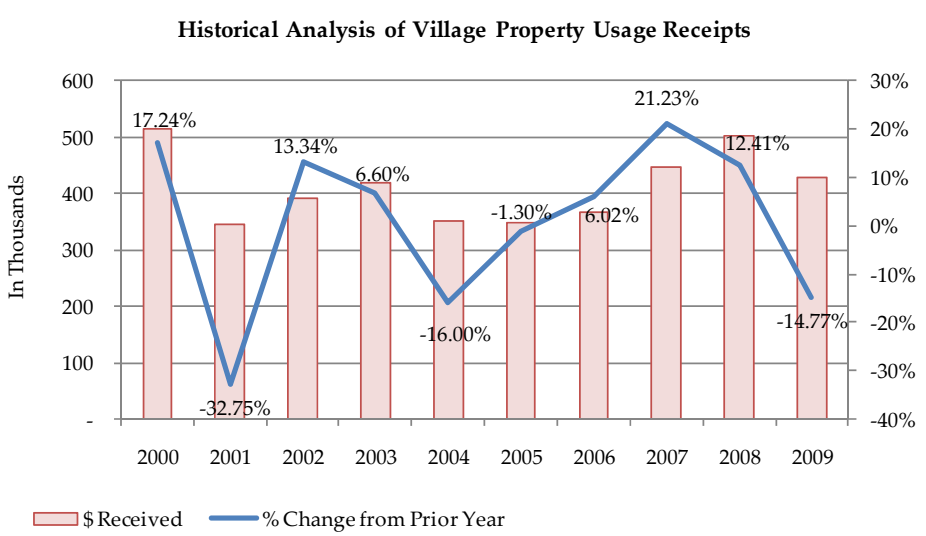
Projected Interfund Charges Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	633,400	701,613	962,048	1,064,036	944,220	959,000	978,000	997,000	1,017,000	1,038,000
% Change	-270.88%	9.72%	27.07%	9.59%	-12.69%	1.54%	1.94%	1.91%	1.97%	2.02%
Projection Range										
High				1,073,656	954,860	968,442	987,590	1,006,780	1,026,970	1,048,170
Low				1,054,416	933,580	949,558	968,410	987,220	1,007,030	1,027,830

Village Property Usage

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

This revenue source ranges from a high of $515,000 in 2000 to a low of $427,000 in 2009. 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 improvement which increases the revenues received in one year from this source. The Village's receipt of the right of way payment from cable companies is based on a percent of revenues and therefore increases in conjunction with increases in subscriber revenue.



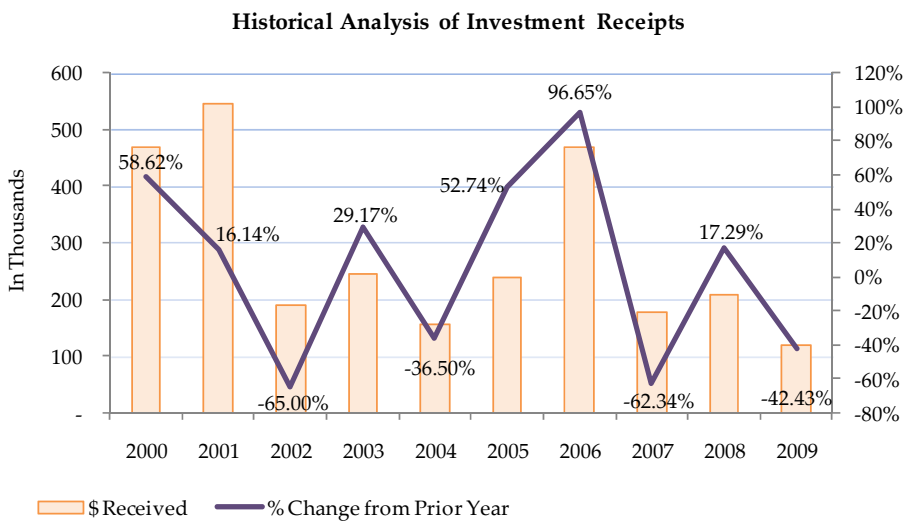
The revenue projection is stable in 2011 with increases of 5% and 10% for 2012 and 2013 respectively. Stable revenues are anticipated again from 2014 through 2016. This projection is based on the Village building a cellular equipment shelter for the water tower located in a subdivision on the south side of Barrington. The construction of this shelter will be completed towards the end of 2011 and therefore should provide additional revenues from the three to five cellular companies that could be located on the water tower. Besides this one time increase in revenues, the Village is projecting stable revenues from this source with a relatively predictable range of 5% above or below the projection.

Projected Village Property Usage Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	445,874	501,215	427,184	415,000	415,000	440,000	490,000	490,000	490,000	490,000
% Change	-32.42%	11.04%	-17.33%	-2.94%	0.00%	5.68%	10.20%	0.00%	0.00%	0.00%
Projection Range										
High					435,750	460,750	512,000	514,500	514,500	514,500
Low					394,250	419,250	468,000	465,500	465,500	465,500

Investment Income

The Village has a relatively large Fund Balance in the General Fund (projected at $10.1 million at the end of 2011) and is therefore able to earn significant revenues from investing the fund balance. The Village is prevented from investing in risky assets such as the stock market by Illinois Statute but is able to invest in Government Securities, Certificates of Deposit, and local government investment pools. In addition, the General Fund Balance Assigned for Insurance is invested on the Village's behalf by the Intergovernmental Risk Management Association (IRMA) or the Intergovernmental Personnel Benefit Cooperative (IPBC), both of which have the ability to make some investments in the stock market and thereby generate greater returns.



This revenue source ranges from a high of $545,000 in 2001 to a low of $119,000 in 2009. This is a highly variable revenue source with the variability being caused by changes in interest rates in the overall economy. The Village has traditionally purchased government securities with laddered maturities but in 2009 all of the securities were called by the various agencies as they refinanced to take advantage of the low interest rates. The Village has reinvested the principal from these called securities into Certificates of Deposit but at much lower interest rates. Unfortunately, investment earnings in the General Fund have been less during the 2000's due to the low interest rate environment that has existed for the majority of the decade. During the 2000s, the General Fund has had a Fund Balance larger than in previous decades but has unable to turn that balance into investment income due to the low interest rates.

The projection for this revenue source is for a sharp increase in revenues in 2011, with steady increases of between 5% and 8% in revenues from 2012 through 2016 as interest rates increase along with the improving economy. The projection is based on the assumption that interest rates will increase slightly in 2011 and the Village's insurance investments will generate very positive returns. This same assumption underpins the projection for the 2012 to 2016 revenues. The range of high and low values for the projection is fairly wide (20% of projected revenue) due to the historical variability of the revenues.

Projected Investment Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	176,921	207,510	119,468	204,175	253,325	268,325	283,325	303,325	328,325	353,325
% Change	-83.87%	17.29%	-42.43%	70.90%	24.07%	5.92%	5.59%	7.06%	8.24%	7.61%
Projection Range										
High					294,160	318,990	336,990	359,990	388,990	418,990
Low					212,490	217,660	229,660	246,660	267,660	287,660

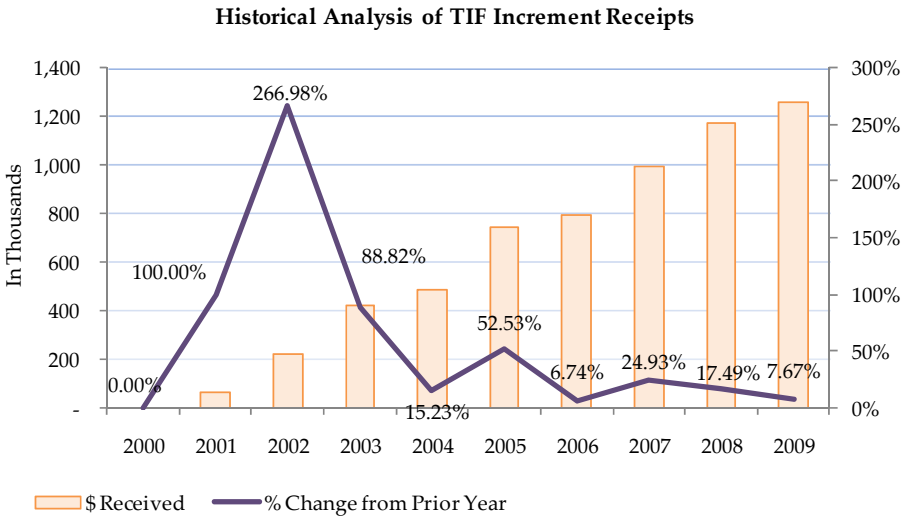
Tax Increment Financing (TIF) Fund

The Village's TIF District was established in 1999 and incorporates a substantial portion of the Village's central business district. The District provides the Village with the ability to encourage redevelopment and reuse of the properties in the District by providing incentives to bridge the gap between the costs of development in the District and costs of development for a Greenfield development project. The District also provides the Village with the resources necessary to upgrade the infrastructure in the District. The TIF increment revenue profiled below is equal to 96.91% of total revenues in the Fund as estimated for the 2011 Budget.

TIF Increment (Property Taxes)

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

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



The projection for future years is based on the forecast for continued increases in property values in the TIF District through 2016. However, the best case scenario incorporates potential revenues that could be recognized in the District if one of the redevelopment projects in the District occurs. The proposed project at the corner of Hough and Main Streets would substantially increase the real estate valuation in the TIF District and would lead to a large increase in TIF Increment revenue for the District.

Projected TIF Increment Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	995,159	1,169,320	1,258,895	1,275,000	1,350,000	1,375,000	1,400,000	1,425,000	1,450,000	1,475,000
% Change	-9.29%	17.50%	7.66%	1.28%	5.88%	1.85%	1.82%	1.79%	1.75%	1.72%
Projection Range										
High					1,413,750	1,442,500	1,468,750	1,495,000	1,521,250	1,547,500
Low					1,318,125	1,341,250	1,365,625	1,390,000	1,414,375	1,438,750

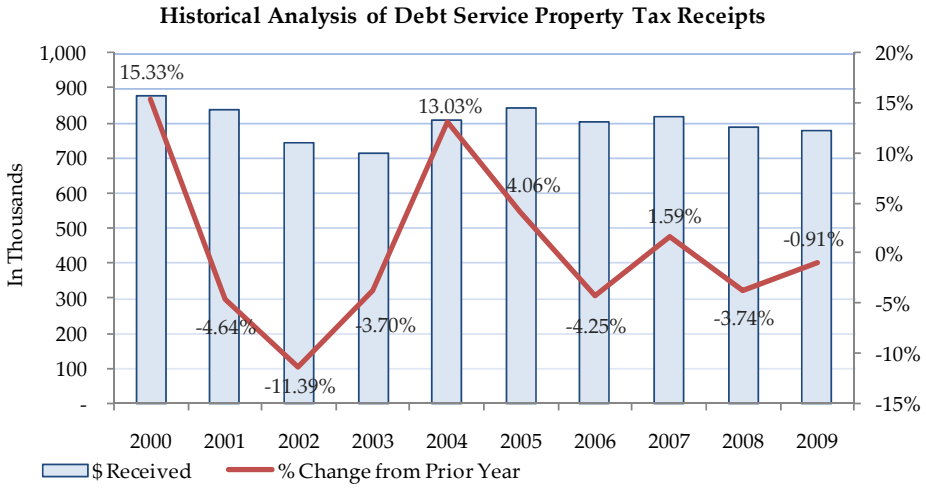
Debt Service Fund

The Village's Debt Service Fund is utilized to pay the debt service on bonds issued for governmental, non-TIF and non-enterprise Fund projects. The Fund pays debt service on one General Obligation Refunding Bond and one Alternate Revenue Bond. The property tax revenue profiled below is equal to 88.35% of total revenues in the Debt Service Fund as estimated for the 2011 Budget.

Property Taxes

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

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



The projection for future years is based on the debt service schedule for the 2009 refunding bond. There is a dip in revenue in 2011 as the refunded bond schedule decreases but then begins increasing again in 2012. The range of variability around the projected amounts is very small because this is a predictable revenue source and the Village traditionally receives 99% or 100% of its entire property tax levy.

Projected Debt Service Property Tax Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	817,753	787,204	780,077	765,000	740,000	773,000	783,000	783,000	788,000	798,000
% Change	-187.27%	-3.88%	-0.91%	-1.97%	-3.38%	4.27%	1.28%	0.00%	0.63%	1.25%
Projection Range										
High				772,801	747,650	780,400	790,730	790,830	795,830	805,880
Low				757,199	732,350	765,600	775,270	775,170	780,170	790,120

Water & Sewer Fund

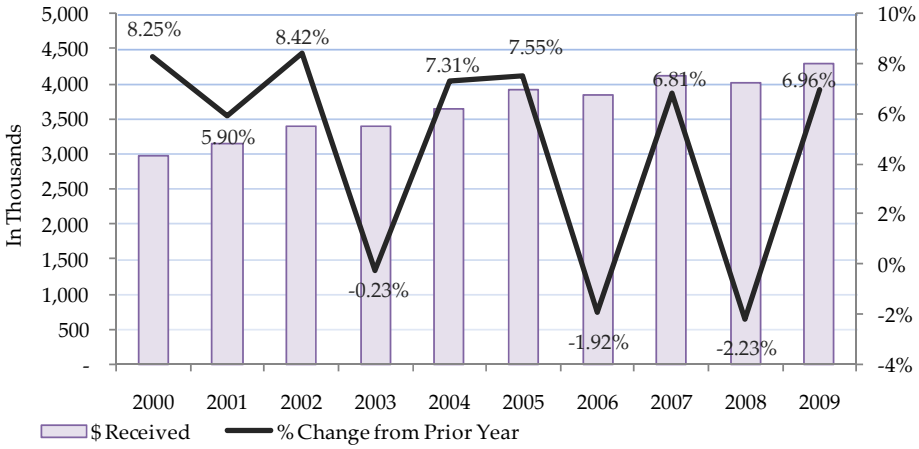
The Village's Water & Sewer Fund provides water and wastewater treatment services to residents of the Village as well as customers in surrounding communities. These services are funded by charges for services to the users of the water and wastewater treatment services. The revenues of the Fund support 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 (96% in the 2011 Budget) from charges for the water and sewer services. Service users include all residences and businesses in Barrington as well as several subdivisions of Inverness and Barrington Hills. The residential rate for service in 2010 is $7.89 per 1,000 gallons of consumption with a minimum charge of $22.12 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 almost $3.0 million in 2000 to $4.3 million in 2009. Consumption has remained relatively constant during this period, fluctuating around 400,000,000 gallons per year with 2007 being a high consumption year (451,000,000 gallons consumed) due to drought conditions in the Barrington area. The total number of gallons billed in 2009 equaled 403,349,000. Despite lower consumption in 2009, more revenue was received by the Village due to a rate increase of 8% that took effect January 1, 2009. The increases in this revenue source over the past decade are largely attributable to rate increases with the notable exception of 2007 when consumption was high. However, the Village has been inconsistent in applying rate increases and this is evident in the chart as several years show relatively flat or decreased revenues when no rate increases went into effect and consumption declined.

Historical Analysis of Water & Sewer Charges for Service Receipts



The projection for future revenue for the Water & Sewer Fund indicates a steady increase in revenues of approximately 2.5% per year through 2016. This is the result of a change in philosophy toward rate increases by the Village. Beginning in 2011, instead of raising rates erratically and in large increments (e.g., 8% increase in 2009), the Village will begin raising rates on an annual basis in amounts that are consistent with increases in inflation. Assuming consumption remains relatively constant, the steady rate increases should produce the projected revenues. However, the range of revenues has been set at 5% higher or lower than the projection to provide for the possibility of spikes or dips in consumption.

Projected Water & Sewer Charges for Service Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	4,101,488	4,009,982	4,289,092	4,475,000	4,576,000	4,690,400	4,807,660	4,927,852	5,051,048	5,177,324
% Change	6.81%	-2.23%	6.96%	4.33%	2.26%	2.50%	2.50%	2.50%	2.50%	2.50%
Projection Range										
High				4,689,455	4,799,750	4,919,200	5,042,180	5,168,235	5,297,441	5,429,876
Low				4,260,545	4,352,250	4,461,600	4,573,140	4,687,469	4,804,655	4,924,772

Recycling & Refuse Fund

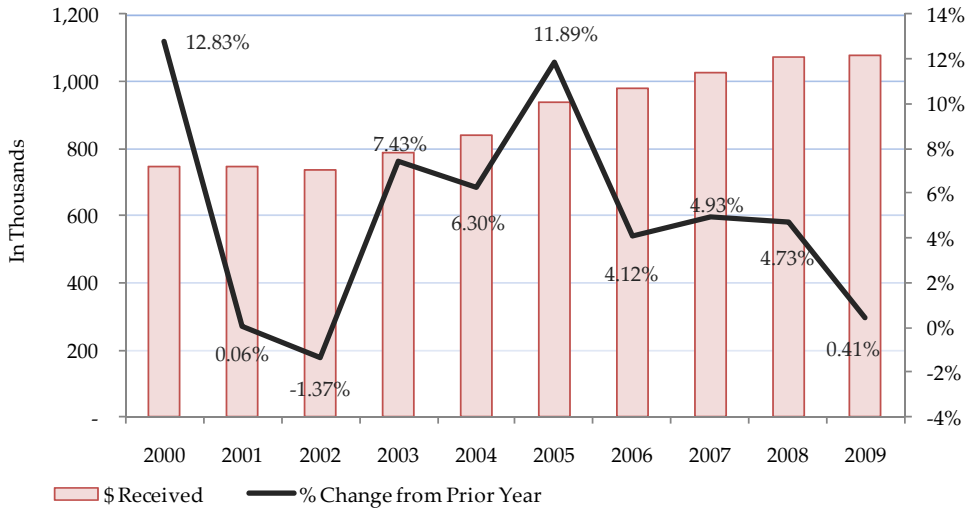
The Village's Recycling & Refuse Fund provides recycling and refuse collection and disposal services to residents of the Village. These services are funded by user charges. The revenues of the Fund support the administration and operations necessary to provide the services.

Charges for Services

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

As demonstrated in the Historical Analysis of Recycling & Refuse Charges for Service Receipts Chart, revenues have been steadily increasing from approximately $745,000 in 2000 to a little less than $1.1 million in 2009. The majority of the increases in revenue are the result of increases in rates tied to increases in the cost of providing the services. The Village contracts for both collection and disposal services and sets rates for customers that are intended to offset the cost of the services. As demonstrated in the chart, rates were held relatively stable from 2000 to 2003 and increased from 2004 through 2008 as the cost of the service provider contracts increased. The number of customers for the services has remained relatively constant throughout the ten year period at approximately 3,400.

Historical Analysis of Recycling & Refuse Charges for Service Revenue



The projection for future years indicates 5% increases in 2011 and 2012 followed by approximately 3% increases in years thereafter. The Village is negotiating a new contract with the service provider that collects recycling and refuse and anticipates a higher cost in the future. The rate increases programmed into the revenue projection are intended to provide sufficient resources to offset the increased costs. The rate increases should increase revenue to approximately $1.2 million in 2012. The projection range is estimated to be 2.5% higher or lower than projected revenues as the number of customers is relatively stable making the projection of revenues fairly predictable.

Projected Recycling & Refuse Charges for Service Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	1,026,944	1,075,482	1,079,893	1,080,000	1,134,000	1,191,000	1,226,000	1,263,000	1,301,000	1,340,000
% Change	-73.26%	4.73%	0.41%	0.01%	5.00%	5.03%	2.94%	3.02%	3.01%	3.00%
Projection Range										
High				1,106,997	1,161,000	1,219,350	1,255,775	1,293,650	1,332,575	1,372,525
Low				1,053,003	1,107,000	1,162,650	1,196,225	1,232,350	1,269,425	1,307,475

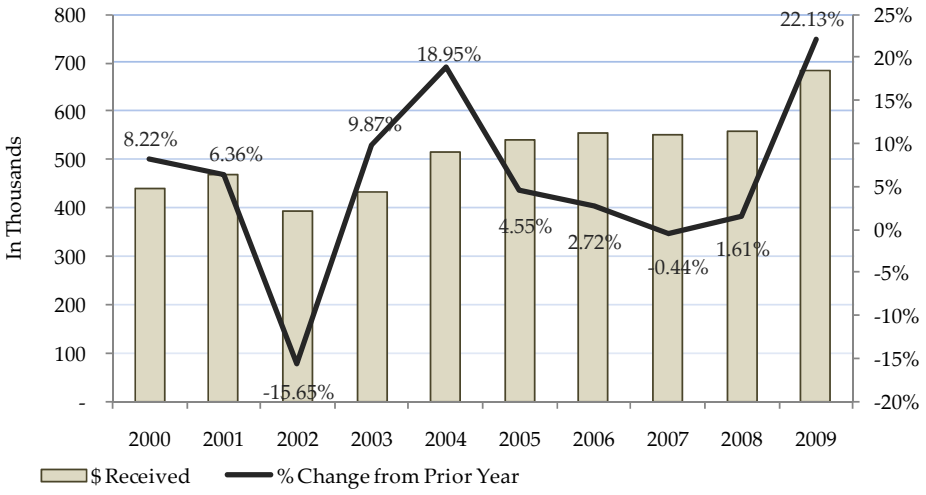
Parking System Fund

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

Charges for Services and Permits

The Parking System Fund receives the majority of its funding from parking permits or charges for services from users who wish to park in the commuter train station parking lots. There are two ways the Village charges these users, on a quarterly basis via a parking permit or on a daily basis via fareboxes located at the train station. In 2009, an average of 876 cars parked at the Village's commuter parking facilities. The fare for parking on a daily basis is $3.00 per day with a quarterly parking permit costing $180 per quarter. The Village also charges for overnight parking at $10 per night.

Historical Analysis of Parking Charges for Services & Permit Receipts



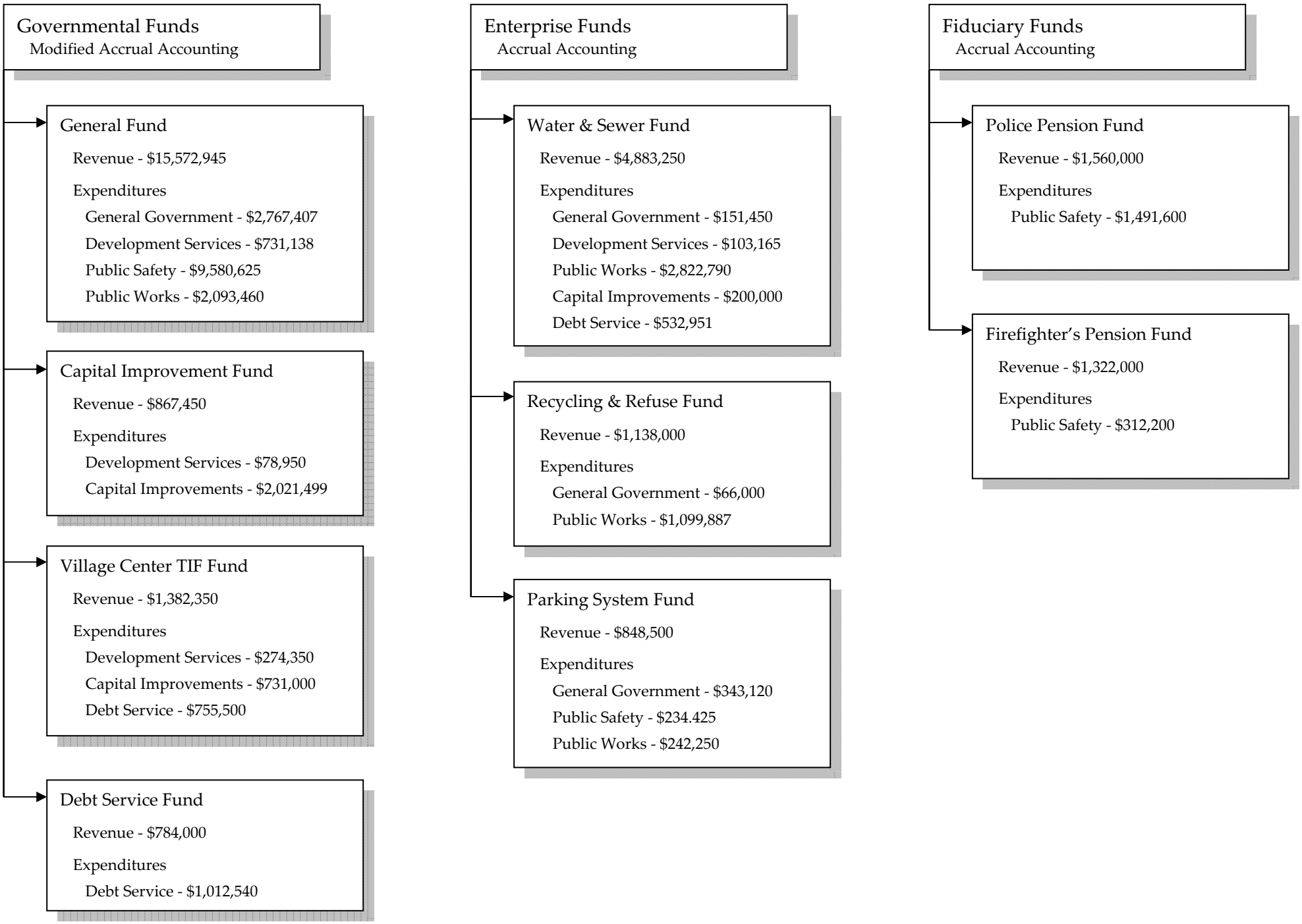
As demonstrated in the Historical Analysis of Parking Charges for Service and Permits Receipts Chart, revenues are relatively stable except for those years when the Village increases its parking charges causing spikes in revenue. In 2000, the Village received approximately $440,000, this increased to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

The projection for future years indicates stable revenues from 2011 through 2016 as no future rate increases are anticipated. The projection range is at 5% to provide for the possibility of increases or decreases in the use of the Village's commuter parking facilities. One of the major projects the Village anticipates happening in the future is the construction of a parking deck at the commuter train station. If this does occur, the number of parking spaces available would increase substantially thereby providing additional revenue.

Projected Charges for Services and Permit Revenue

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Actual/Projected	551,110	559,979	683,912	676,000	676,000	676,000	676,000	676,000	676,000	676,000
% Change	-0.44%	1.61%	22.13%	-1.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Projection Range										
High				710,196	709,800	709,800	709,800	709,800	709,800	709,800
Low				641,804	642,200	642,200	642,200	642,200	642,200	642,200

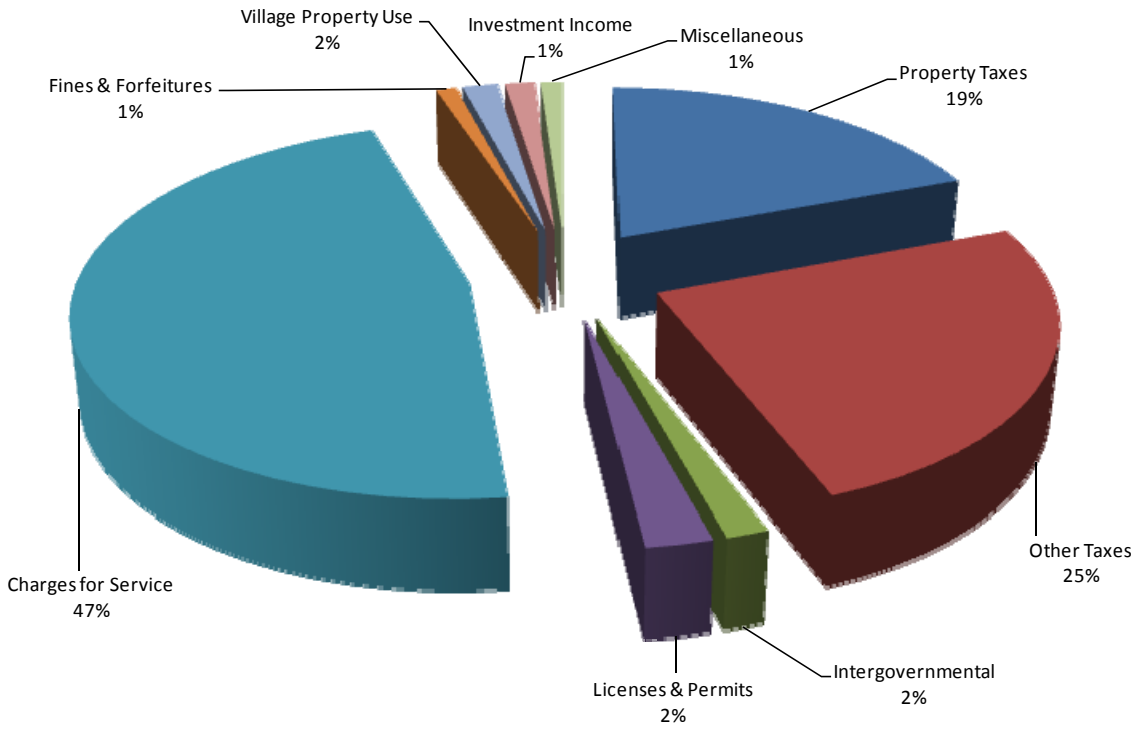
Village of Barrington, Illinois - Fund Structure for 2011 Budget



2011 Budget Summary Information

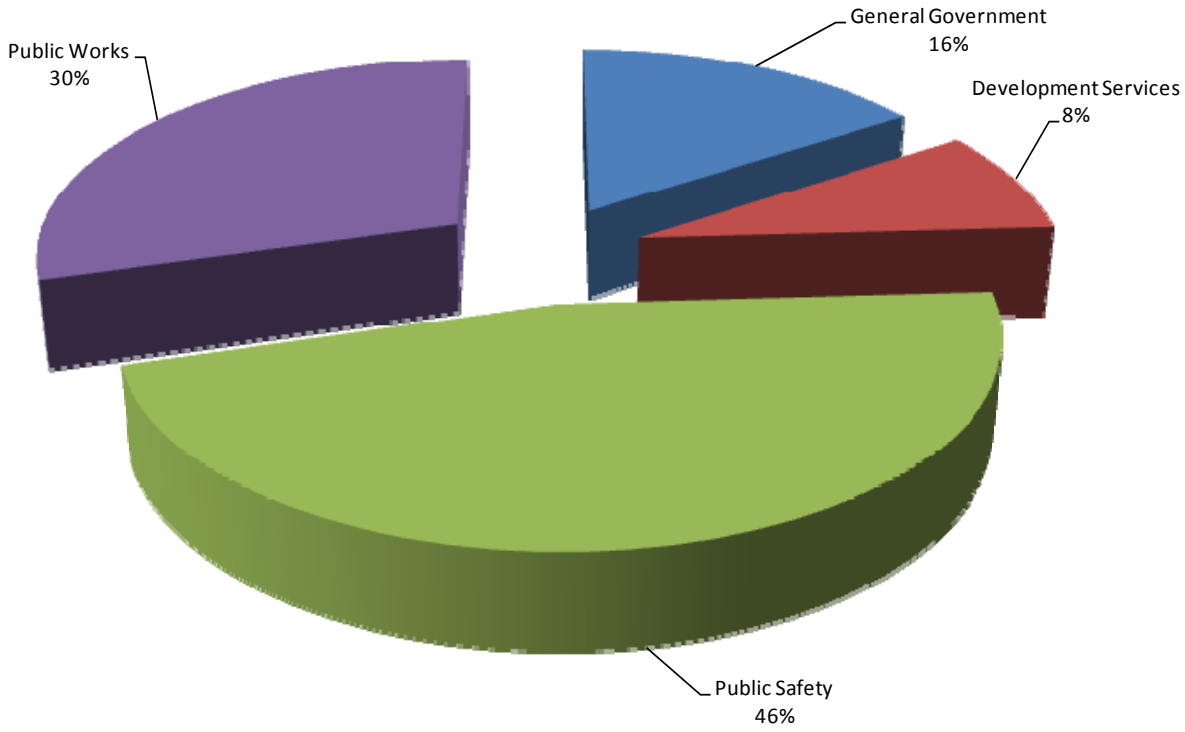
The following pages provide a summary of the Village's finances assuming the projections for revenues and expenditures included in the 2011 budget are accurate. The pie charts that follow provide an overview of the revenues and expenditures on a Village wide basis and can be used as a quick reference for the Village's financial operations. The final chart provides information about the Village's projected ending pension assets which will be used to provide benefit payments to retirees, a major liability of the Village. The Schedules of Revenues, Expenditures, and Changes in Fund Balances in this section and in the following Fund Summaries are formatted to mirror the Comprehensive Annual Financial Report (CAFR) to facilitate comparisons between the budget document and the CAFR.

Distribution of Village Revenues



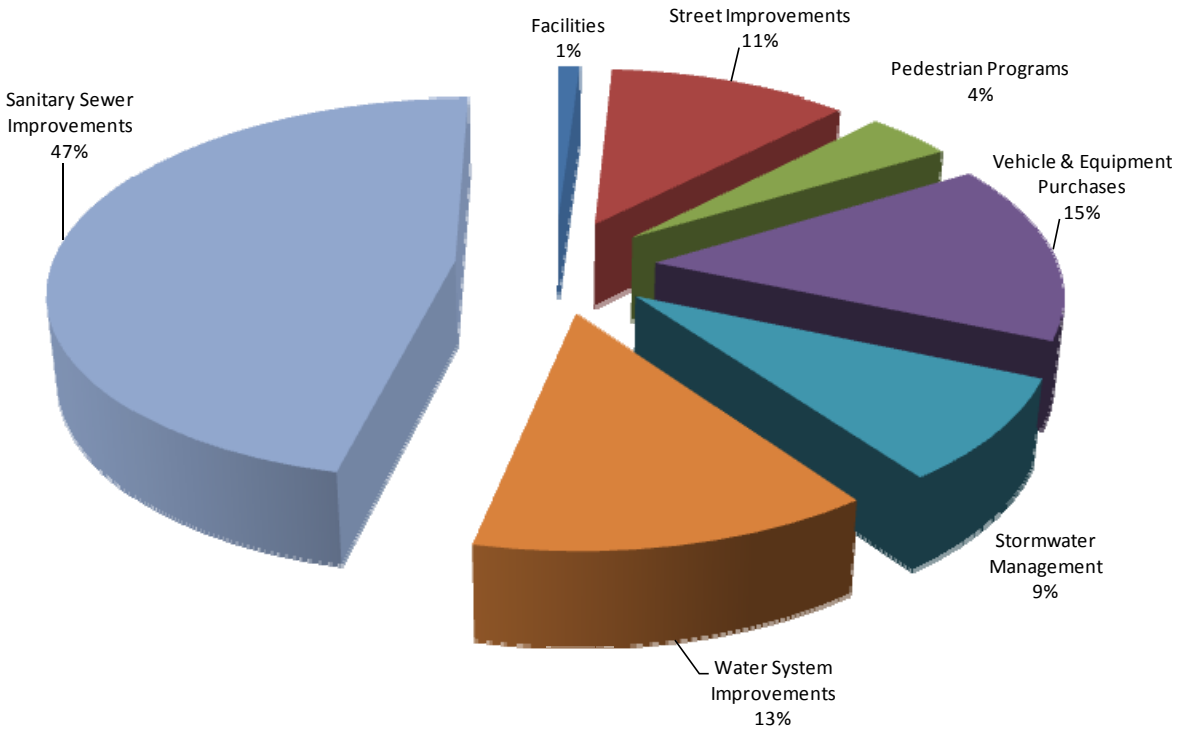
Total 2011 Village Revenues – $25,476,145

Operating Expenses by Category



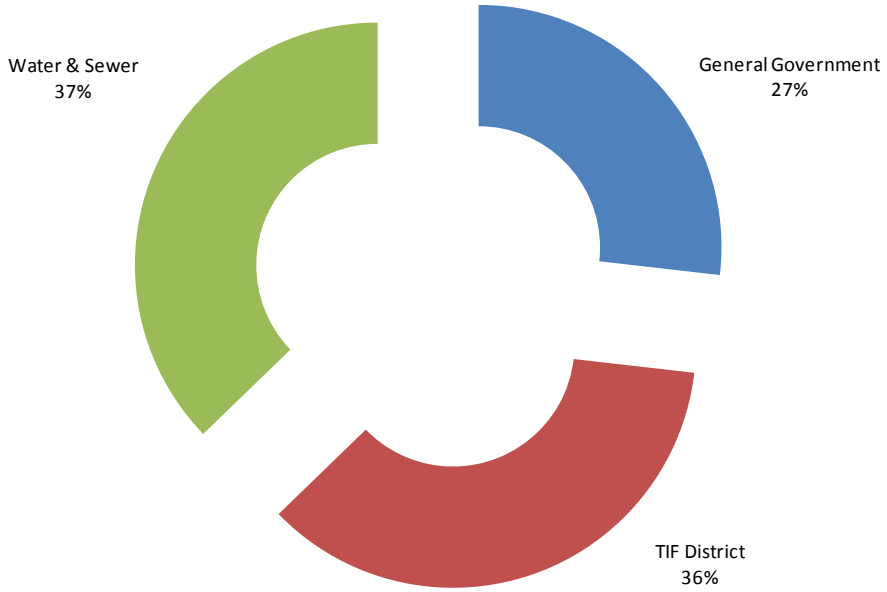
Total 2011 Operating Expenses – $21,174,017

Capital Expenses by Type



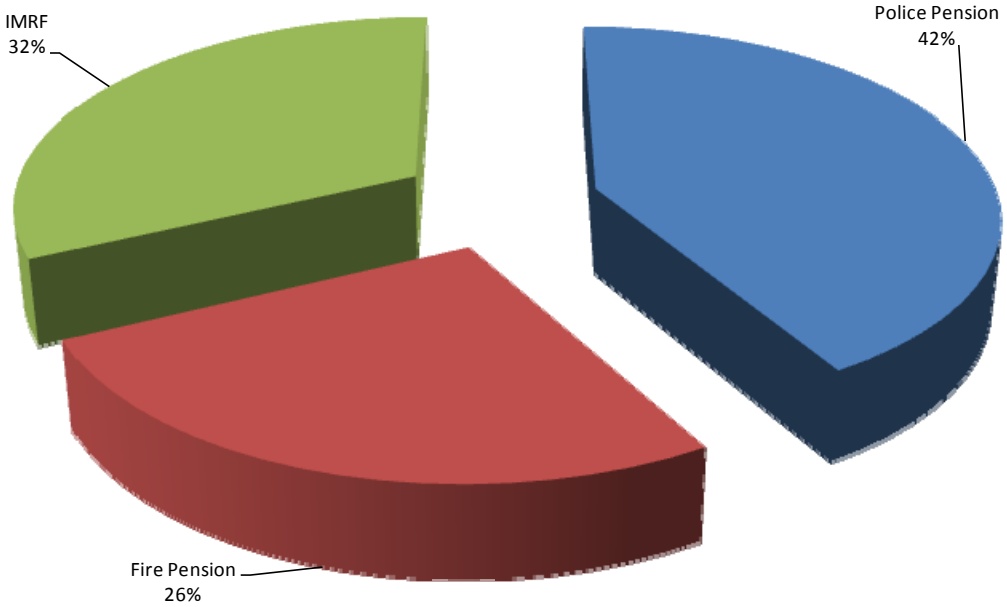
Total 2011 Capital Expenses – $6,737,699

Types of Debt Service Expenses



Total 2011 Debt Service Expenses – $2,817,618

Projected Pension Assets at End of 2011



Total 2011 Ending Pension Assets – $38,950,258

Village of Barrington, Illinois
Scehdule of Revenues, Expenditures, and Changes in Funds Balances - Governmental Funds
As Budgeted for the Fiscal Year Ended December 31, 2011

	General	Debt Service	Capital Improvements	Village Center TIF	Total Governmental Funds
Revenue					
Property Taxes	2,762,000	740,000	-	1,375,000	4,877,000
Other Taxes	6,110,000	-	250,000	-	6,360,000
Intergovernmental	125,500	-	250,000	-	375,500
Licenses & Permits	354,500	-	-	-	354,500
Charges for Services	5,364,620	-	296,200	-	5,660,820
Fines & Forfeits	148,000	-	-	-	148,000
Village Property Usage	420,000	-	-	-	420,000
Investment Income	253,325	4,000	40,750	7,000	305,075
Miscellaneous	35,000	40,000	30,500	-	105,500
Total Revenues	15,572,945	784,000	867,450	1,382,000	18,606,395
Expenditures					
Current					
General Government	2,767,407	-	-	-	2,767,407
Development Services	731,138	-	-	1,005,350	1,736,488
Public Safety	9,580,625	-	-	-	9,580,625
Public Works	2,093,460	-	-	-	2,093,460
Capital Outlay	-	-	2,100,449	-	2,100,449
Debt Service					
Principal Retirement	-	755,000	-	395,000	1,150,000
Interest & Fiscal Charges	-	257,540	-	360,500	618,040
Total Expenditures	15,172,630	1,012,540	2,100,449	1,760,850	20,046,469
Excess/(Deficiency) of Revenues Over/(Under) Expenditures	400,315	(228,540)	(1,232,999)	(378,850)	(1,440,074)
Other Financing Sources/(Uses)					
Transfers In	-	230,000	375,000	-	605,000
Transfers Out	(375,000)	-	(230,000)	-	(605,000)
Bond Proceeds	-	-	-	-	-
Net Change in Fund Balances	25,315	1,460	(1,087,999)	(378,850)	(1,440,074)
Beginning Fund Balance	10,119,873	294,241	12,291,635	(5,448,237)	17,257,511
Ending Fund Balance	10,145,188	295,701	11,203,636	(5,827,087)	15,817,437

Village of Barrington, Illinois
Statement of Revenues, Expenditures, and Changes in Net Assets - Enterprise Funds
As Budgeted for the Fiscal Year Ended December 31, 2011

	Water & Sewer Fund	Recycing & Refuse Fund	Parking System Fund	Total Enterprise Funds
Operating Revenues				
Licenses & Permits	-	-	246,000	246,000
Charges for Service	4,558,000	1,134,000	430,000	6,122,000
Fines & Forfeitures	-	-	100,000	100,000
Village Property Usage	-	-	7,500	7,500
Miscellaneous	7,500	3,000	-	10,500
Total Operating Revenues	4,565,500	1,137,000	783,500	6,486,000
Operating Expenses				
Administration	1,005,400	66,000	343,120	1,414,520
Operations	2,072,005	1,099,887	476,675	3,648,567
Capital Outlay	200,000	-	-	200,000
Total Operating Expenses	3,277,405	1,165,887	819,795	5,263,087
Operating Income/(Loss) Before Depreciation	1,288,095	(28,887)	(36,295)	1,222,913
Depreciation	800,000	-	-	800,000
Operating Income/(Loss)	488,095	(28,887)	(36,295)	422,913
Non-operating Revenues				
Investment Income	35,000	1,000	20,000	56,000
Connection Fees	125,000	-	-	125,000
Other Income	157,750	-	-	157,750
Disposal of Capital Assets	-	-	-	-
Property Taxes	-	-	45,000	45,000
Interest & Fiscal Charges	(532,951)	-	-	(532,951)
Total Non-Operating Revenues	(215,201)	1,000	65,000	(149,201)
Income Before Transfers	272,894	(27,887)	28,705	273,712
Transfers				
Transfers In	-	-	-	-
Net Transfers	-	-	-	-
Change in Net Assets	272,894	(27,887)	28,705	273,712
Net Assets - January 1	22,863,940	328,663	3,795,515	26,988,118
Net Assets - December 31	23,136,834	300,776	3,824,220	27,261,830

Village of Barrington, Illinois
Pension Funds
Statement of Revenues, Expenditures, and Changes in Net Assets
As Budgeted for the Fiscal Year Ended December 31, 2011

	Police Pension Fund	Firefighter's Pension Fund
Additions		
Contributions - Employer	645,000	582,000
Contributions - Employee	215,000	315,000
Total Contributions	860,000	897,000
Investment Income		
Interest	150,000	150,000
Net Change in Fair Value	625,000	300,000
Total Investments	775,000	450,000
Less Investment Expenses	(75,000)	(25,000)
Net Investment Income	700,000	425,000
Total Additions	1,560,000	1,322,000
Deductions		
Administration	36,600	47,200
Benefits & Refunds	1,455,000	265,000
Total Deductions	1,491,600	312,200
Change in Net Assets	68,400	1,009,800
Net Assets Held in Trust for Pension Benefits		
Beginning	16,143,244	9,228,814
Ending	16,211,644	10,238,614

GENERAL FUND

Description The General Fund is used to account for the resources and activities associated with the majority of the day-to-day operations of the Village. The General Fund receives the majority of Village revenues and utilizes these resources to fund expenditures traditionally associated with 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 a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 27 – 28 for a description of modified accrual accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the General Fund into five categories, these include:

- Non-Spendable – Amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.
- Restricted – Amounts that are externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation.
- Committed – Amounts that can only be used for specific purposes by constraints imposed by formal action of the Board of Trustees – usually by passage of ordinance/resolution.
- Assigned – Amounts constrained for the intent to be used for a specific purpose by the governing body itself or a body or official with authority.
- Unassigned – Amounts of positive residual fund balance.

The Village incorporates the revenues, expenditures, and restricted Fund Balances for several special revenues into the General Fund. These special revenues are legally restricted by Illinois Statute or external restrictions and include Motor Fuel Tax, Emergency 911, Hotel/Motel, Memorial Donations, Special Service Areas, DUI, Foreign Fire, and Working Cash revenues. The General Fund also incorporates several assignments of Fund Balance including an assignment for liability and benefit insurance and an assignment for the future purchase of equipment. Both of these assignments are established by an action of the Village Board.

One difficulty arising from the establishment of these various categories of Fund Balance is determining if the General Fund budget is balanced at the end of a fiscal year. According to Village policy (please see the Budget and Financial Policies section of this document on Pages 29 – 34), a balanced budget in the General Fund is determined by the positive or negative results in the Unassigned Fund Balance. General Fund operating expenditures in a fiscal year are funded by the beginning Unassigned Fund Balance and the operating revenues received in that fiscal year. Increases or decreases in the Unassigned Fund Balance are indicative of the General Fund's ability to support continuing operations and this is the reason for the focus on the Unassigned Fund Balance.

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

Minimum Fund Balances

The minimum Unassigned Fund Balance for the General Fund is established (as detailed in the Financial and Budgeting Policies section on Pages 29 – 34) as three months of operating expenditures. The minimum Unassigned Fund Balance for 2011 equals $3,793,157 ($15,172,630 in budgeted expenditures * 25%).

A minimum balance has also been established for the Fund Balance Designated for Equipment. This portion of the Fund Balance was established to ensure that resources will be available in the future to purchase replacements for equipment currently in use. The financial position for this portion of the Fund Balance is contingent on maintaining a balance that is higher than the amount needed for the future replacement of equipment as indicated by the Equipment Useful Life Schedule. The minimum balance is based on detailed equipment useful life schedules. These schedules include the purchase date, an expected useful life, an expected replacement cost, and the amounts that need to be reserved for future replacement purchases for each year of the equipment's useful life. The minimum Fund Balance Designated for Equipment in 2009 is equal to $1,600,000 and the minimum Balance for 2010 is equal to $1,700,000.

In a particular year the Fund Balance Designated for Equipment may decline because the expense of the equipment purchased is higher than the amount designated for future purchases. However, if the Fund Balance remains higher than the minimum needed for future replacements, the Village considers this to be a positive financial result for that year. In this situation the Village is utilizing the Fund Balance accumulated for the replacement of equipment for its designated purpose.

No minimum balance has been established for the Fund Balance Reserved for Restricted Revenues.

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

The 2011 General Fund Budget includes $15,572,945 in estimated revenues, $15,172,630 in budgeted expenditures, and a transfer to the Capital Improvement Fund of $375,000. The Fund Balance is projected to increase $25,315 to a total of $10,145,188.

- Revenues are projected to increase $110,690 (.72%) from 2010 projected revenues of $15,462,255 as Property Taxes, Licenses & Permits, Charges for Services, Fines & Forfeitures, and Investment Income are all projected to increase. These increases are offset by decreases in Other Taxes, Intergovernmental Revenues, and Miscellaneous Revenues (descriptions and analyses of the General Fund's largest revenues can be found in the Analysis of Major Revenue Sources by Fund on Pages 54 - 70). A major change in revenues in 2011 is the reallocation of Natural Gas Utility Taxes to the Capital Improvement Fund to provide a dedicated revenue sources for Street Improvements; this reallocation caused the reduction in Other Taxes.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Revenues						
Property Taxes	2,663,475	2,596,464	2,800,000	2,075,054	2,705,969	2,762,000
Other Taxes	5,283,834	5,933,379	5,866,234	4,822,781	6,305,000	6,110,000
Intergovernmental	188,957	589,793	256,940	169,157	187,500	125,500
Licenses & Permits	490,148	380,561	479,550	233,081	287,400	354,500
Charges for Services	6,256,594	5,557,961	5,064,971	3,661,395	5,180,036	5,364,620
Fines & Forfeitures	107,208	138,928	94,458	94,403	120,500	148,000
Village Property Usage	223,588	427,184	508,480	120,938	420,000	420,000
Investment Income	207,510	119,468	431,553	23,930	201,750	253,325
Miscellaneous	142,598	34,434	30,600	85,512	54,100	35,000
Total Revenues	15,563,911	15,778,172	15,532,786	11,286,252	15,462,255	15,572,945
Expenditures						
General Government	3,936,296	3,341,101	2,757,807	2,428,068	3,127,935	2,767,407
Development Services	762,474	620,447	700,073	458,240	680,960	731,138
Public Safety	10,394,285	10,291,375	9,712,718	6,334,553	9,380,673	9,580,625
Public Works	2,116,136	1,518,748	2,300,441	1,185,710	1,877,731	2,093,460
Total Expenditures	17,209,191	15,771,675	15,471,039	10,406,572	15,067,299	15,172,630
Excess (Deficiency) of Revenues Over (Under) Expenditures	(1,645,280)	6,497	61,747	879,680	394,956	400,315
Other Financing (Uses)						
Transfers Out	(5,000)	(5,000)	(5,000)	(3,749)	(380,000)	(375,000)
Net Other Financing	(5,000)	(5,000)	(5,000)	(3,749)	(380,000)	(375,000)
Net Change in Fund Balance	(1,650,280)	1,497	56,747	875,931	14,956	25,315
Beginning Fund Balance	11,753,699	10,103,419	10,104,916	10,104,916	10,104,916	10,119,873
Ending Fund Balance	10,103,419	10,104,916	10,161,663	10,980,847	10,119,873	10,145,188

- Expenditures are budgeted to increase slightly as a substantial decline in General Government expenditures is more than offset by increases in Development Services, Public Safety, and Public Works. The decrease in General Government expenditures is caused by a decreases in legal expenses which were higher than usual in 2009 and 2010. The majority of increase in expenditures in the other programmatic areas arises from increases in salaries and benefits (profiles of expenditures by Department begin on Page 105). The increase in Public Works is a result of increases in spending in Contractual Services and Commodities as the Department has reduced expenditures in the last couple of years in response to the reduction in revenues. In 2011, some of these expenditures need to be restored to a more typical level in order to continue an adequate level of maintenance on the Village's facilities and infrastructure.
- A Transfer Out of $375,000 goes to the Capital Improvement Fund. This transfer includes $175,000 for future equipment replacement and $200,000 for infrastructure improvements.
- The Restricted Fund Balance is projected to decrease substantially as the Village continues a policy to expend the accumulated restricted revenues for their authorized purpose. This expenditure of the accumulated balances began in 2010 and is a change from previous years. It is preferable for the Village to have a larger Unassigned Fund Balance because it can be used for any purpose. Therefore the Village is reducing the Restricted Fund Balance when possible by expending the revenues for the appropriate purpose (e.g., instead of accumulating a Restricted Balance for DUI purposes, the Village is utilizing this balance to purchase DUI enforcement equipment when needed). The Assigned Fund Balance increases as interest earnings on Intergovernmental Public Benefit Cooperative and Intergovernmental Risk Management Agency reserves will comprise a major portion of the Village's investment revenues in 2011. The Unassigned Fund Balance will increase substantially due to the utilization of the Restricted Fund Balances for their appropriate purposes, thereby shifting the Village's accumulated financial resources to the Unassigned Fund Balance.

General Fund - Analysis of Changes in Fund Balance

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Fund Balance						
Non-spendable	-	-	-	-	-	-
Restricted	1,339,955	1,349,385	1,108,222	1,349,385	1,249,074	757,087
Committed	-	-	-	-	-	-
Assigned	4,294,341	4,122,350	4,761,763	4,122,350	4,205,350	4,290,350
Unassigned	4,469,123	4,633,181	4,291,678	5,509,112	4,665,449	5,097,751
Fund Balance Total	10,103,419	10,104,916	10,161,663	10,980,847	10,119,873	10,145,188
One Month Expenses	1,434,099	1,314,306	1,289,253	1,156,286	1,250,673	1,264,386
Three Months Expenses	4,302,298	3,942,919	3,867,760	3,468,857	3,752,018	3,793,158
Months of Expenses in Unassigned Fund Balance	3.12	3.53	3.33	4.76	3.73	4.03

CAPITAL IMPROVEMENT FUND

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

Fund Information

The Capital Improvement Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 27 – 28 for a description of modified accrual accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the Capital Improvement Fund into five categories, these include:

- Non-Spendable – Amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.
- Restricted – Amounts that are externally imposed by creditors, grantors, contributors, or laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation.
- Committed – Amounts that can only be used for specific purposes by constraints imposed by formal action of the Board of Trustees – usually by passage of ordinance/resolution.
- Assigned – Amounts constrained for the intent to be used for a specific purpose by the governing body itself or a body or official with authority.
- Unassigned – Amounts of positive residual fund balance.

The Capital Improvement Fund has an accumulated Fund Balance for each one of these types of Fund Balance. The Non-Spendable Fund Balance is the amount owed by the TIF Fund to the Capital Improvement Fund for loans that provided resources to TIF when it started before it began receiving revenue. The Restricted Fund Balance is for Public Benefit Funds restricted by Illinois Statute for certain uses. The Committed Fund Balance is the amount committed by the Board for certain activities, including the building of facilities, street improvements, downtown parking, and bikeway improvements. The Assigned Fund Balance is the amount saved by the Village for future vehicle and equipment purchases. The Unassigned Fund Balance is the amount available for spending on infrastructure improvements.

Minimum Fund Balances

No minimum Fund Balances have been established for the Non-spendable, Restricted, Committed, or Unassigned Fund Balances in the Capital Improvement Fund. The nature of the Capital Improvement Fund is to accumulate resources for future capital expenditures and then expend those resources when appropriate. The Fund will have large surpluses or deficits from year to year and the Fund Balance will fluctuate drastically in some years as the Fund expends accumulated resources.

A minimum balance has been established for the Assigned Fund Balance. This portion of the Fund Balance was established to ensure that resources will be available in the future to purchase replacements for vehicles and equipment currently in use. The Village maintains detailed lists of vehicles and equipment including the purchase date, an expected useful life, an expected replacement cost, and the amount needed to be reserved to replace the equipment in the future. The Village's policy is to maintain an Assigned Fund Balance that is at least 50% of the replacement value of all of the Village's vehicles and equipment. In 2011, the minimum Assigned Fund Balance is equal to $3,380,000 based on the vehicle and equipment replacement values (a portion of the Equipment Replacement balance is in the General Fund in 2011; the Village is in the process of moving this Fund Balance to the

Capital Improvement Fund but won't complete this process for several years. The combined Vehicle and Equipment Assigned Fund Balance at the end of 2011 will be equal to $4,534,202, 67% of the replacement value of all Village vehicles and equipment).

In a particular year the Assigned Fund Balance may decline because the expense of vehicle and equipment purchases is higher than the amount accumulated for future purchases. However, if the Assigned Fund Balance remains higher 50% of the replacement cost of vehicles and equipment, then the Village considers this to be a positive financial result for that year. In this situation the Village is utilizing the Fund Balance accumulated for the replacement of equipment for its designated purpose.

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

The 2011 Capital Improvement Fund Budget includes $867,450 in estimated revenues, $2,100,449 in budgeted expenditures, a transfer in from the General Fund of $375,000, and a transfer out to the Debt Service Fund of $230,000. The Fund Balance is projected to decrease $1,087,999 to a total of $11,203,636.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Revenues						
Other Taxes	1,164,602	-	-	-	-	250,000
Intergovernmental	-	-	425,000	-	12,500	250,000
Licenses & Permits	-	(2,576)	-	-	-	-
Charges for Services	-	-	-	-	-	296,200
Village Property Usage	277,627	-	-	-	-	-
Investment Income	91,447	22,755	15,750	16,504	15,750	40,750
Miscellaneous	100,000	99,965	211,000	41,007	47,500	30,500
Total Revenues	1,633,677	120,144	651,750	57,512	75,750	867,450
Expenditures						
Development Services	-	-	-	23,431	41,000	78,950
Village Facilities	8,924	8,200	-	-	-	68,500
Street Improvements	1,409,264	886,267	1,800,100	538,540	1,823,000	675,300
Community Improvements	4,188	-	101,250	22,848	36,000	272,000
Vehicles & Equipment	-	-	300,000	63,254	341,500	1,005,699
Stormwater Management	423,327	-	-	4,795	10,000	-
Fiscal Charges	-	49,186	-	-	-	-
Total Expenditures	1,845,703	943,653	2,201,350	652,867	2,251,500	2,100,449
Excess (Deficiency) of Revenues Over (Under) Expenditures	(212,026)	(823,507)	(1,549,600)	(595,355)	(2,175,750)	(1,232,999)
Other Financing Sources/(Uses)						
Transfers In	-	3,619,507	-	-	375,000	375,000
Transfers Out	-	-	(250,000)	-	(230,000)	(230,000)
Debt Proceeds	-	2,550,000	-	-	-	-
Net Other Financing	-	6,169,507	(250,000)	-	145,000	145,000
Net Change in Fund Balance	(212,026)	5,346,000	(1,799,600)	(595,355)	(2,030,750)	(1,087,999)
Beginning Fund Balance	10,407,104	8,976,385	14,322,385	14,322,385	14,322,385	12,291,635
Ending Fund Balance	10,195,078	14,322,385	12,522,785	13,727,029	12,291,635	11,203,636

- Revenues are projected to increase by $791,700 from 2010 projected revenues as Other Taxes, Intergovernmental, Charges for Services, and Investment Income are all projected to increase. The increase in Other Taxes results from a reallocation of the Natural Gas Utility Tax back to the Capital Improvement Fund in 2011 as the Village's revenues begin to recover. The increase in Intergovernmental is the result of the receipt of a grant for sidewalks. The increase in Charges for Services is caused by a reimbursement from the Barrington-Countryside Fire Protection District for the purchase of Fire Department vehicles and equipment as required under the terms of the intergovernmental agreement between the Village and the District.
- Expenditures are budgeted to decrease $151,051 (6.71%) due to a significant decrease in Street Improvement expenditures. Expenditures increases occur for Development Services, Village Facilities, Community Improvements, and Vehicles & Equipment. The decrease in Street Improvements is caused by the depletion of the 2009 bond proceeds; these funds were utilized for Street Improvements in 2010 and therefore the amount of resources available for street improvements in 2011 is reduced. The increase in expenditures for Development Services is the result of moving engineering and street improvement contract supervision personnel expenditures to the Capital Improvement Fund. The increase in Village Facilities maintenance is due to activities to improve and maintain the properties at Hough & Main as well as some repairs to Village Hall and the Public Safety Building. The increase in Community Improvements is for the installation of new sidewalks in the Village due to the Safe Routes to School Grant. The increase in Vehicle and Equipment expenditures is the result of the purchase of a Fire Apparatus as well as other vehicle and equipment purchases.
- The Transfer In from General Fund is equal to $375,000, with $175,000 of the transfer for future vehicle and equipment purchases and the remaining $200,000 for Infrastructure Improvements. The Transfer Out of $230,000 is to pay the debt service for the 2009 Alternate Revenue Bond that was issued to provide resources for street improvements. The funding for this transfer is derived from the Non-Spendable Fund Balance as the TIF Fund is repaying the Capital Improvement Fund for interfund loans received in the early 2000's.
- The Non-Spendable Fund Balance will decrease by $450,000 in 2011 as the TIF Fund repays the Capital Improvement for interfund loans made to provide resources to TIF early in its existence. An annual payment of $450,000 from TIF will continue until the end of the TIF District in 2023. The Restricted Fund Balance will decrease as a result a portion of that balance is used for street improvements. The Committed Fund Balance will decrease as the activities to maintain the Hough-Main properties will reduce that portion of the Committed Fund Balance set aside for facilities. The Assigned Fund Balance will decrease significantly as the Village purchases replacement vehicles and equipment needed for operations. The Unassigned Fund Balance will decrease as the Village uses these resources to continue its annual street improvement program, albeit at a lower level than in previous years.

Capital Improvement Fund - Analysis of Changes in Fund Balance

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Fund Balance						
Non-spendable	7,000,000	7,000,000	6,765,000	7,000,000	6,700,000	6,250,000
Restricted	324,353	325,126	326,000	326,000	326,000	277,000
Committed	1,659,500	1,659,500	1,659,500	1,659,500	1,659,500	1,634,500
Assigned	-	3,619,507	3,200,000	3,555,000	3,500,000	3,020,376
Unassigned	1,211,225	1,718,252	572,285	1,186,529	106,135	21,760
Fund Balance Total	10,195,078	14,322,385	12,522,785	13,727,029	12,291,635	11,203,636

TAX INCREMENT FINANCING FUND

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

Fund Information

The Tax Increment Financing (TIF) Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 27 – 28 for a description of modified accrual accounting). Governmental Accounting Standards Board (GASB) Statement Number 54 requires the Village to classify the Fund Balance of the TIF Fund as an Unassigned Fund Balance, meaning that the accumulated resources in the Fund are a positive residual Fund Balance and can be used for legal TIF expenditures.

The TIF Fund has a negative Fund Balance due to the amount that is owed by the Fund to the Capital Improvement Fund for loans that were provided to TIF in the early years of its existence. Seven million was loaned to TIF to help it complete projects prior to revenues being received. The negative Fund Balance is the difference between what continues to be owed to the Capital Improvement Fund and the assets available to repay the loan from the Capital Improvement Fund.

Minimum Fund Balances

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

Although a minimum Fund Balance is not established for the TIF Fund, total estimated project costs, excluding financing costs, were established in the Village Center Tax Increment Financing Redevelopment Project and Plan at $16,500,000. The project cost total represents the maximum project costs that may be incurred without an amendment to the original TIF plan. The amount can be adjusted for inflation in the cost of construction and the adjusted project cost total equals $23,450,000. Actual and projected expenditures and commitments through 2009 are equal to $18,639,753, leaving $4,810,247 available for future projects. The amount available can only be expended if future revenues from the tax increment will be sufficient to cover future projects.

Expenditure Limit	$23,450,000
Less:	
2000 – 2009 Actual Expenditures	15,661,153
2010 Projected Expenditures	1,203,600
Cook Street Plaza Commitment	1,775,000
Remaining Balance	$4,810,247

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

The 2011 TIF Fund Budget includes $1,382,000 in estimated revenues and $1,760,850 in budgeted expenditures. The Fund Balance is projected to decrease $378,850 to a total of negative $5,827,087.

- Revenues are projected to increase by $8,000 (.58%) from the 2010 projected revenues as Property Tax revenue is estimated to increase $100,000 (7.84%) due to an increase in the tax increment base. Several projects were completed in 2009 and early 2010 that are projected to have a positive impact on the tax increment base in 2011, including McGonigal's Pub, Park Avenue Wine Bar, and the final leasing of the Cook Street Plaza project. The increase in property taxes will be largely offset by decreases in Intergovernmental, Property Usage, and Investment revenues. Intergovernmental is projected to decrease due to the receipt of a grant in 2010 that will not be repeated in 2011. Property Usage revenue is $0 because the Village lost its tenant in the Adco property and is not likely to receive rental income from a future use; Investment revenue decreases due to a decrease in the cash balance which reduces the potential investment income.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Revenues						
Property Taxes	1,169,320	1,258,895	1,250,000	794,456	1,275,000	1,375,000
Intergovernmental	-	-	-	-	75,000	-
Village Property Usage	68,250	63,000	-	21,000	21,000	-
Investment Income	158,203	8,755	12,000	1,636	3,000	7,000
Miscellaneous	-	-	25,000	-	-	-
Total Revenues	1,395,773	1,330,651	1,287,000	817,092	1,374,000	1,382,000
Expenditures						
Community Development						
Administration	41,097	143,910	325,000	132,271	221,600	174,350
District Improvements	50,856	116,315	150,000	50,969	51,500	146,000
Redevelopment Programs	37,580	20,527	1,990,000	70,678	72,000	100,000
Redevelopment Projects	6,806,578	-	675,000	-	200,000	585,000
Debt Service	279,621	627,649	953,719	729,275	729,275	755,500
Total Expenditures	7,215,732	908,401	4,093,719	983,193	1,274,375	1,760,850
Excess (Deficiency) of Revenues Over (Under) Expenditures	(5,819,959)	422,250	(2,806,719)	(166,101)	99,625	(378,850)
Net Change in Fund Balance	(5,819,959)	422,250	(2,806,719)	(166,101)	99,625	(378,850)
Beginning Fund Balance	(150,153)	(5,970,112)	(5,547,862)	(5,547,862)	(5,547,862)	(5,448,237)
Ending Fund Balance	(5,970,112)	(5,547,862)	(8,354,581)	(5,713,964)	(5,448,237)	(5,827,087)

- Expenditures are budgeted to increase $486,475 due to increases in District Improvements, Redevelopment Programs, Redevelopment Project, and Debt Service costs. These increases will be somewhat offset by a decrease in Administration. The decrease in Administration is caused by a decrease in property tax payments as Village owned properties in the District are exempted from property taxes. The increase in District Improvements is caused by an increase in spending on signs and banners. Redevelopment Programs costs

increase due to an increase in business façade and assistance grants and Redevelopment Project costs increase due to the renovation of the Adco property.

- The decrease in Fund Balance of $378,850 is attributable to the difference between revenues and expenditures. However, it should be noted that the TIF Fund is repaying a loan from the Capital Improvement Fund which is having a negative effect on the TIF Fund's cash balance.

Analysis of Cash Position

The capacity of the TIF Fund to incur expenditures for projects is based on the available cash in the Fund. The Statement of Revenues, Expenditures, Transfers, and Changes in Fund Balance does not provide a way to understand the TIF District's cash position. The schedule below is intended to provide an understanding of the Fund's cash position at the end of 2011 based on the projected financial transactions during 2011. Revenues of $1,382,000 and expenditures of $2,210,850 are supplemented by an additional cash payment of $450,000 as the TIF Fund repays the Capital Improvement Fund for loans. The ending cash balance at the end of 2011 is projected to be $764,362; this cash balance plus future revenues are available for projects in the TIF District.

Village Center TIF Fund - Cash Flow Analysis

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Beginning Cash Balance	7,318,084	1,649,909	1,793,587	1,793,587	1,793,587	1,593,212
Cash Receipts						
Revenues	1,395,773	1,330,651	1,287,000	817,092	1,374,000	1,382,000
Change in Receivables	145,176	(53,880)	-	-	-	-
Net Cash Receipts	1,540,949	1,276,771	1,287,000	817,092	1,374,000	1,382,000
Cash Outflows						
Expenditures	7,215,732	908,401	4,093,719	983,193	1,274,375	1,760,850
Changes in Payables	(6,608)	278,572	-	-	300,000	450,000
Net Cash Outflows	7,209,124	1,186,973	4,093,719	983,193	1,574,375	2,210,850
Ending Cash Balance	1,649,909	1,793,587	(1,013,132)	1,627,485	1,593,212	764,362

DEBT SERVICE FUND

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

Fund Information

The Debt Service Fund is a governmental fund type; this means the revenues, expenditures, transfers, and financial results in the Fund are accounted for on the modified accrual basis of accounting (please see the Basis of Budgeting section on Pages 27 – 28 for a description of modified accrual accounting). The Fund Balance of the Debt Service Fund is considered to be Assigned because the Village has chosen to leave the balance in the Fund for future debt service payments.

Minimum Fund Balances

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

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

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

The 2011 Debt Service Budget includes $784,000 in estimated revenues, $1,012,540 in budgeted expenditures, and a transfer in from the Capital Improvement Fund of $230,000. The Fund Balance is projected to increase $1,460 to a total of $294,241.

- Revenues increase $8,200 from the 2010 projected revenues as the Village's property tax receipts are expected to increase (an increase of $15,000 or 2.07%) based on the repayment schedule of the General Obligation Refunding Bond Series of 2009. This increase in Property Taxes is somewhat offset by a decrease in the payment from the United States Treasury (Miscellaneous Revenue of $40,000) for the Build America Bonds issued by the Village in 2009 due to a decline in interest expenses for those bonds.
- Expenditures are budgeted to increase as a result of the issuance of the Build America Bonds in 2009. This increase is offset to some extent by reduced interest payments on the Village General Obligation Bonds as these were refunded in 2009 thereby lowering the interest cost. The increase in expenditures is funded by a transfer from the Capital Improvement Fund which pays for the Build America Bonds. Proceeds from the Build America Bonds were utilized for street improvements throughout the Village in 2009, 2010, and 2011.
- Transfers In equal $230,000 offsetting the Build America Bond payment. The Capital Improvement Fund is transferring this money because the Build America Bonds were used for capital projects.
- In years beyond 2011, the Village will be building the Debt Service Fund Balance to prepare for the termination of transfers from the Capital Improvement Fund for the payment of the Build America Bonds. In 2023, the TIF Fund will have fully repaid the Capital Improvement Fund and the revenues needed for the transfer to the Debt Service Fund will no longer be available to the Capital Improvement Fund. The Debt Service Fund will be required to make the Build America Bond payments for a number of years without a source of revenue to support those payments. From 2012 through 2023, the Capital Improvement Fund will transfer more than the

$230,000 required to make the Build America Bond payment to build a Debt Service Fund Balance for the payments in years after 2023.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Revenues						
Property Taxes	787,204	780,077	829,900	580,941	725,000	740,000
Investment Income	12,148	3,920	11,880	241	2,500	4,000
Miscellaneous	-	-	-	-	48,300	40,000
Total Revenues	799,352	783,997	841,780	581,182	775,800	784,000
Expenditures						
Debt Service						
Principal	530,000	560,000	580,000	-	680,000	755,000
Interest & Fiscal Fees	299,515	188,577	501,000	201,088	328,220	257,540
Total Expenditures	829,515	748,577	1,081,000	201,088	1,008,220	1,012,540
Excess (Deficiency) of Revenues Over (Under) Expenditures	(30,163)	35,421	(239,220)	380,094	(232,420)	(228,540)
Other Financing Sources (Uses)						
Transfers In	-	-	250,000	-	230,000	230,000
Debt Issuance	-	5,890,000	-	-	-	-
Bond Refunding Payment	-	(5,975,000)	-	-	-	-
Net Other Financing	-	(85,000)	250,000	-	230,000	230,000
Net Change in Fund Balance	(30,163)	(49,579)	10,780	380,094	(2,420)	1,460
Beginning Fund Balance	376,403	346,240	296,661	296,661	296,661	294,241
Ending Fund Balance	346,240	296,661	307,441	676,755	294,241	295,701

WATER & SEWER FUND

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

Fund Structure

The Water & Sewer Fund is an enterprise fund; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 27 – 28 for a description of accrual accounting). Instead of a Fund Balance, the Recycling and Refuse Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities. Net Assets reflect the total productive investment in the water and sewer systems by the Village.

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

Minimum Unrestricted Net Assets

According to Village financial policy, minimum Unrestricted Net Assets for the Water & Sewer Fund are equal to three months of operating expenditures. In 2011, this equals $849,401 ($3,397,605 * 25%) which is exceeded by projected ending Unrestricted Net Assets of $5,134,640 by $4,285,239 (526.67%).

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

The 2011 Water & Sewer Fund Budget includes $4,565,500 in projected operating revenues, $3,397,605 in budgeted operating expenditures, $317,750 in estimated non-operating revenues, $532,951 in budgeted non-operating expenditures, and $4,250,000 in budgeted expenditures that will be capitalized. Net Assets are projected to increase $152,694 to a total of $23,746,634.

- Operating revenues are projected to increase $131,500 as a 3% increase in water & sewer rates more than offsets a small decline in Miscellaneous revenue. Non-operating revenues are projected to increase $26,109 as an increase in connection charges of $50,000 more than offsets a decrease in Other Income.
- Operating expenditures for Administration and Capital Outlays are budgeted to decrease but are offset to some extent by an increase in Operations. The decrease in Administration is largely caused by a decrease in Interfund Charges as the transfer of vehicles that occurred in 2010 spiked Interfund Charge costs in that year. The decrease in operating capital expenses is expected to occur because the majority of capital expenses in 2011 are expected to be capitalized. The increase in Operations is caused by increases in Salaries and Benefits as well as increases in multiple contractual services and commodity accounts in several budgetary units. The increase in non-operating expenses is caused by escalating interest expenses for the 2009 Alternate Revenue Bonds. The increase in Capitalized Expenses is caused by the Village completing several large projects that were funded by the 2009 Alternate Revenue Bonds.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Operating Revenues						
Charges for Services	4,009,982	4,289,092	4,400,000	3,582,124	4,425,000	4,558,000
Miscellaneous	38,753	6,172	27,500	2,593	9,000	7,500
Total Revenues	4,048,735	4,295,264	4,427,500	3,584,717	4,434,000	4,565,500
Operating Expenses						
Administration	1,154,293	1,072,137	1,016,788	591,889	1,085,460	1,005,400
Operations	2,443,502	2,085,920	2,498,908	858,304	1,787,108	2,072,005
Capital Outlay	835,671	525,675	965,250	975,472	485,400	320,200
Total Operating Expenses	4,433,466	3,683,732	4,480,946	2,425,664	3,357,968	3,397,605
Operating Income (Loss) Before Depreciation	(384,731)	611,531	(53,446)	1,159,052	1,076,032	1,167,895
Depreciation	681,457	714,588	750,000		775,000	800,000
Operating Income (Loss)	(1,066,187)	(103,057)	(803,446)	1,159,052	301,032	367,895
Non-operating Revenues/(Expenses)						
Investment Income	122,014	22,693	45,000	16,389	25,000	35,000
Connection Fees	407,635	76,970	250,000	2,000	75,000	125,000
Other Income	6,024	11,925	190,000	116,460	191,641	157,750
Disposal of Capital Assets	(7,282)	-	-	-	-	-
Interest & Fiscal Charges	(150,447)	(251,701)	(227,651)	(359,414)	(639,811)	(532,951)
Total Non-operating Revenues/ (Expenses)	377,945	(140,113)	257,349	(224,565)	(348,170)	(215,201)
Income (Loss) Before Transfers	(688,241)	(243,170)	(546,097)	934,487	(47,138)	152,694
Transfers In	-	833,675	-	-	-	-
Change in Net Assets	(688,241)	590,505	(546,097)	934,487	(47,138)	152,694
Net Assets - January 1	23,738,814	23,050,573	23,641,078	23,641,078	23,641,078	23,593,940
Net Assets - December 31	23,050,573	23,641,078	23,094,981	24,575,565	23,593,940	23,746,634

- Unrestricted Net Assets are projected to decrease as the cash balance from the 2009 Bonds is utilized to fund capital expenses in 2011. Capital Assets will increase due to the capital expenses incurred in 2011.

Water & Sewer Fund - Composition of Net Assets

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Net Assets						
Invested in Capital, Net of Debt	19,483,002	11,371,994	13,701,994	11,950,127	13,621,994	17,871,994
Restricted	740,000	740,000	740,000	740,000	740,000	740,000
Unrestricted	2,827,570	11,529,082	8,652,987	11,885,438	9,231,946	5,134,640
	23,050,572	23,641,076	23,094,981	24,575,565	23,593,940	23,746,634

Analysis of Cash Position

The Statement of Revenues, Expenses, and Changes in Net Assets does not provide a true picture of the Water & Sewer Fund's capacity to finance operations and capital projects because there is not an indication of the amount of cash available in the Fund. The Cash Flow Analysis provides an overview of the increases and decrease in cash from 2008 through the 2011 budget. Cash increased significantly in 2009 as a result of the issuance of $8,500,000 in Alternate Revenue Bonds which were intended to fund several capital projects through 2012. Cash will be depleted in 2011 as those capital projects are completed and the bond funds are expended.

Water & Sewer Fund - Cash Flow Analysis

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Beginning Cash Balance	5,017,907	3,421,230	11,941,285	11,941,285	11,941,285	9,978,386
Cash Receipts						
Receipts from Users	4,454,375	4,285,347	4,867,500	3,703,177	4,700,641	4,848,250
Investment Income	122,014	22,693	45,000	16,389	25,000	35,000
Debt Proceeds	-	9,690,000	-	-	-	-
Transfers In	-	833,675	-	-	-	-
Total Cash Receipts	4,576,389	14,831,715	4,912,500	3,719,566	4,725,641	4,883,250
Non-Capital Cash Outlays						
Operating Expenses	4,173,901	3,766,378	4,480,946	2,425,664	3,357,968	3,397,605
Interest Expense	150,447	251,701	227,651	359,414	639,811	532,951
Principal Payments	384,494	1,500,052	401,749	107,157	440,761	516,627
Total Non-Capital Cash Outlays	4,708,842	5,518,132	5,110,346	2,892,236	4,438,540	4,447,183
Net Change in Cash	(132,453)	12,734,813	11,743,439	12,768,615	12,228,386	10,414,453
Capital Cash Expenses						
Capitalized	1,464,225	793,528	2,330,000	578,133	2,250,000	4,250,000
Capital Cash Expenses	1,464,225	793,528	2,330,000	578,133	2,250,000	4,250,000
Net Change in Cash	(1,596,677)	8,520,055	(2,527,846)	249,197	(1,962,899)	(3,813,933)
Ending Cash Balance	3,421,230	11,941,285	9,413,439	12,190,482	9,978,386	6,164,453

RECYCLING & REFUSE FUND

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

Fund Structure

The Recycling and Refuse Fund is an enterprise fund; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 27 – 28 for a description of accrual accounting). Instead of a Fund Balance, the Recycling and Refuse Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities.

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

Minimum Unrestricted Net Assets

According to the financial policies, the minimum Unrestricted Net Assets for the Recycling & Refuse Fund are equal to three months of operating expenditures. In 2011, this equals $291,471 which is exceeded by ending Unrestricted Net Assets of $300,776 by $9,305 (3.19%).

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

The 2011 Recycling & Refuse Fund Budget includes $1,138,000 in estimated revenues ($1,137,000 in operating revenues and $1,000 in non-operating revenues) and $1,165,887 in budgeted expenditures. Total Net Assets are projected to decrease $27,887 to a total of $300,776.

- Revenues increase $53,500 from the 2010 projected revenues as a rate increase of 5% increases the Charges for Services Revenue. The rate increase is necessary to offset an increase in expenditures due to a new refuse collection contract. A small decrease in interest revenue is projected for 2011.
- Expenditures are budgeted to increase for both Administration and Operations. The increase in Administration is caused by salary and benefit increases. The increase in Operations is largely caused by a substantial increase in the contract for recycling and refuse collections.
- Unrestricted Net Assets are projected to decrease as a result of the difference in revenues and expenditures. The Village has chosen to reduce its Fund Balance for a couple of years to soften the impact of the refuse collection contract increase on residents. However, a further rate increase in 2012 will be necessary to offset this cost increase and return the Fund to a positive change in Net Assets on an annual basis.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Operating Revenues						
Charges for Services	1,075,482	1,079,893	1,075,000	809,757	1,080,000	1,134,000
Miscellaneous	413	4,124	500	48	3,500	3,000
Total Revenues	1,075,895	1,084,017	1,075,500	809,805	1,083,500	1,137,000
Operating Expenses						
Administration	64,126	45,985	59,195	39,036	60,160	66,000
Operations	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887
Total Operating Expenses	1,024,150	999,181	1,097,498	617,173	1,067,636	1,165,887
Operating Income/(Loss)	51,745	84,836	(21,998)	192,632	15,864	(28,887)
Non-operating Revenues						
Investment Income	6,667	893	750	124	1,000	1,000
Income Before Transfers	58,412	85,729	(21,248)	192,756	16,864	(27,887)
Transfers						
Transfers In	5,000	5,000	5,000	3,749	5,000	-
Net Transfers	5,000	5,000	5,000	3,749	5,000	-
Change in Net Assets	63,412	90,729	(16,248)	196,505	21,864	(27,887)
Net Assets - January 1	152,658	216,070	306,799	306,799	306,799	328,663
Net Assets - December 31	216,070	306,799	290,551	503,304	328,663	300,776

PARKING SYSTEM FUND

Description 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; the revenues, expenses, transfers, and changes in net assets are accounted for in accordance with full accrual accounting methods (please see the Basis of Budgeting section on Pages 27 – 28 for a description of accrual accounting). Instead of a Fund Balance, the Recycling and Refuse Fund utilizes Net Assets as the indicator of the accumulated equity of the Fund; Net Assets are equal to total assets (including all capital assets) less total liabilities. Net Assets reflect the total productive investment in the parking system by the Village.

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

Minimum Unrestricted Net Assets

According to Village financial policy, minimum Unrestricted Net Assets for the Parking System Fund are equal to three months of operating expenditures. In 2011, this equals $204,948 which is exceeded by projected 2010 ending Unrestricted Net Assets of $1,239,669 by $1,034,721 (504.87%).

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

The 2011 Parking System Fund Budget includes $783,500 in estimated operating revenues, $819,795 in budgeted operating expenditures, and $65,000 in estimated non-operating revenues. Total Net Assets are projected to decrease $21,295, primarily due to depreciation, to a total of $3,774,220.

- Revenues, both operating and non-operating, are estimated to remain stable at $783,000 and $65,000 respectively. There are no methods to increase revenue in this Fund unless a rate increase is instituted, there are a fixed number of parking spaces and the revenue generated from those spaces is stable.
- Expenditures are budgeted to increase for both Administration and Operations. The increase in both areas is largely caused by increases in salaries and benefits.
- Unrestricted Net Assets are projected to increase as a result of the difference in revenues and expenditures. Net Assets Invested in Capital are projected to decrease as depreciation of the North Commuter Parking Lot, reconstructed in 2010, begins in 2011.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Operating Revenues						
Licenses & Permits	228,819	253,167	244,250	212,691	246,000	246,000
Charges for Service	331,160	430,745	425,000	338,264	425,000	430,000
Fines & Forfeitures	118,348	90,793	125,000	50,196	100,000	100,000
Village Property Usage	11,133	5,946	8,500	4,572	7,500	7,500
Miscellaneous	56,379	437,808	54,000	30,077	-	-
Total Revenues	745,839	1,218,459	856,750	635,800	778,500	783,500
Operating Expenses						
Administration	327,616	324,674	365,611	257,880	340,625	343,120
Operations	603,586	441,810	631,708	286,943	468,655	476,675
Capital Outlay	6,000	254	-	-	-	-
Total Operating Expenses	937,202	766,738	997,319	544,823	809,280	819,795
Operating Income/(Loss) before Depreciation	(191,362)	451,721	(140,569)	90,977	(30,780)	(36,295)
Depreciation	-	-	-	-	-	50,000
Operating Income/(Loss)	(191,362)	451,721	(140,569)	90,977	(30,780)	(86,295)
Non-operating Revenues						
Investment Income	38,760	21,263	25,000	5,337	12,500	20,000
Property Taxes	45,796	1,480	45,796	3,823	45,000	45,000
Total Non-Operating Revenues	84,556	22,743	70,796	9,160	57,500	65,000
Change in Net Assets	(106,807)	474,464	(69,773)	100,137	26,720	(21,295)
Net Assets - January 1	3,401,138	3,294,331	3,768,795	3,768,795	3,768,795	3,795,515
Net Assets - December 31	3,294,331	3,768,795	3,699,022	3,868,932	3,795,515	3,774,220

Parking System Fund - Composition of Net Assets

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Net Assets						
Invested in Capital, Net of Debt	1,801,304	1,801,304	1,731,531	1,901,441	2,584,551	2,534,551
Restricted	-	-	-	-	-	-
Unrestricted	1,493,028	1,967,491	1,967,491	1,967,491	1,210,964	1,239,669
	3,294,332	3,768,795	3,699,022	3,868,932	3,795,515	3,774,220

Analysis of Cash Position

The Statement of Revenues, Expenses, and Changes in Net Assets does not provide a true picture of the Parking System Fund's capacity to finance operations and capital projects because there is not an indication of the amount of cash available in the Fund. The Cash Flow Analysis provides an overview of the increase or decrease in cash from 2008 through the 2011 budget. As demonstrated in the Chart below, there was a major depletion in cash in 2010 as the Village undertook two capital projects, the replacement of the parking fareboxes at the Train Station and the reconstruction of the North Commuter Parking Lots. Although Net Assets as a whole will decrease in 2011 (largely due to depreciation), the cash position of the Fund will increase slightly as cash receipts should exceed expenditures by $28,705.

Parking System Fund - Cash Flow Analysis

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Beginning Cash Balance	2,070,383	1,978,695	2,064,245	2,064,245	2,064,244	1,210,964
Cash Receipts						
Receipts from Users	559,979	683,912	669,250	550,955	671,000	676,000
Investment Income	38,760	21,263	25,000	5,337	12,500	20,000
Other Income	182,414	507,752	233,296	88,668	152,500	152,500
Cash from Operations	781,153	1,212,927	927,546	644,960	836,000	848,500
Non-Capital Cash Expenses						
Operating Expenses	866,842	1,127,123	997,319	544,823	809,280	819,795
Non-Capital Cash Expenses	866,842	1,127,123	997,319	544,823	809,280	819,795
Cash Avail/Capital Expenses	1,984,694	2,064,498	1,994,472	2,164,382	2,090,964	1,239,669
Capital Cash Expenses						
Non-Capitalized	6,000	254	-	-	-	-
Capitalized	-	-	1,030,000	302,703	880,000	-
Capital Cash Expenses	6,000	254	1,030,000	302,703	880,000	-
Net Change in Cash	(91,689)	85,550	(1,099,773)	(202,566)	(853,280)	28,705
Ending Cash Balance	1,978,694	2,064,245	964,472	1,861,679	1,210,964	1,239,669

FIRE PENSION FUND

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

Fund Information

The Firefighters Pension Fund is a fiduciary fund and the accounting for revenues, expenses, and changes in Plan Assets Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on Pages 27 – 28 for a description of accrual accounting in the budget document). Plan Assets Held in Trust equal total assets less total liabilities.

Minimum Net Assets Held in Trust

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

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

The 2011 Fire Pension Fund Budget includes $897,000 in contributions, a net $425,000 in investment income ($450,000 in revenues less $25,000 in investment expenses), and $312,200 in deductions. Net Assets Held In Trust are projected to increase $1,009,800 to a total of $10,238,614.

- Net additions are estimated to increase $27,000 from 2010 projected net additions of $1,295,000 as Contributions increase $52,000 but are offset by a decrease in Net Investment Income of $25,000.
- Expenditures are budgeted to increase $83,700 as expenses for several disability pensions will be impacting the Fund for the first time in 2011.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Additions						
Contributions - Employer	487,767	499,149	490,000	481,340	580,000	582,000
Contributions - Employee	247,619	256,665	303,000	192,654	265,000	315,000
Total Contributions	735,386	755,814	793,000	673,994	845,000	897,000
Investment Income						
Interest	185,949	182,210	125,000	305,666	350,000	150,000
Net Change in Fair Value	(742,113)	607,693	120,000	250,000	125,000	300,000
Total Investments	(556,164)	789,904	245,000	555,666	475,000	450,000
Less Investment Expenses	(3,104)	(11,629)	(24,300)	(18,822)	(25,000)	(25,000)
Net Investment Income	(559,268)	778,274	220,700	536,844	450,000	425,000
Total Additions	176,117	1,534,088	1,013,700	1,210,838	1,295,000	1,322,000
Deductions						
Administration	71,054	67,505	41,525	64,735	81,000	47,200
Benefits & Refunds	23,273	95,885	205,000	96,058	147,500	265,000
Total Deductions	94,328	163,390	246,525	160,794	228,500	312,200
Change in Net Assets	81,790	1,370,698	767,175	1,050,044	1,066,500	1,009,800
Net Assets Held in Trust for Pension Benefits						
Beginning	6,709,826	6,791,616	8,162,314	8,162,314	8,162,314	9,228,814
Ending	6,791,616	8,162,314	8,929,489	9,212,358	9,228,814	10,238,614

Analysis of Actuarial Statistics

Statistics from the Village's actuarial studies provide information about the funded status of the Fire Pension Fund and the gap between its assets and the actuarially determined pension liability. The Fund will have difficulty improving its funded status unless contributions and investment returns increase substantially in future years. The increase in actuarial pension liabilities from 2003 through 2009 has averaged 20.81%; a continuation of this trend of rapidly increasing liabilities is unsustainable as the combination of contributions and investment returns cannot offset a long-term average increase in liability of 20% without having a severely negative impact on the Village's General Fund finances.

Fire Pension Fund - Actuarial Statistics

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Value of Assets Held in Trust	6,791,616	8,162,314	8,929,489	9,212,358	9,228,814	10,238,614
Accrued Pension Liability	8,657,024	9,507,231	11,485,686	11,485,686	11,485,686	13,875,857
Unfunded Surplus/(Liability)	(1,865,408)	(1,344,918)	(2,556,197)	(2,273,328)	(2,256,872)	(3,637,243)
Percent Funded	78.45%	85.85%	77.74%	80.21%	80.35%	73.79%

Historical Acturially Accrued Pension Liability

2003	3,082,145		
2004	3,784,000	701,855	22.77%
2005	4,657,958	873,958	23.10%
2006	5,624,501	966,543	20.75%
2007	6,648,699	1,024,198	18.21%
2008	8,657,024	2,008,325	30.21%
2009	9,507,231	850,207	9.82%
	Averages	1,070,848	20.81%

POLICE PENSION FUND

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

Fund Structure

The Police Pension Fund is a fiduciary fund and the accounting for revenues, expenses, and changes in Plan Assets Held in Trust is based on full accrual accounting principles (please see the Basis of Budgeting section on Pages 27 – 28 for a more thorough description of accrual accounting). Plan Assets Held in Trust equal total assets less total liabilities.

Minimum Net Assets Held in Trust

Minimum Net Assets Held in Trust are established by the actuarial projections of the Fund's assets and liabilities. The fund is required by Illinois Statute to be 100% funded by 2033 and the actuarial projections take this into account when setting the Village's contribution levels. As long as the Village contributes 100% of its actuarially required contribution, the Fund should be considered to be in a positive financial position.

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

The 2011 Police Pension Fund Budget includes $860,000 in contributions, a net $700,000 in investment income ($775,000 in revenues less $75,000 in investment expenses), and $1,491,600 in deductions. Net Assets Held In Trust are projected to increase $68,400 to a total of $16,211,644.

- Net additions are estimated to decrease $86,000 from the 2010 projected net additions of $1,646,000 as Contributions increase $55,000 but Net Investment Income decreases $141,000.
- Expenditures are budgeted to increase $7,550 as expenses for benefit payments will increase 3% as required by Illinois pension law. In 2010, there was a benefit refund payment which increased Administration costs, this should occur in 2011 and therefore Administration costs should be significantly less in 2011.

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Additions						
Contributions - Employer	443,057	397,409	590,000	373,679	590,000	645,000
Contributions - Employee	241,676	210,030	224,000	133,473	215,000	215,000
Total Contributions	684,733	607,439	814,000	507,152	805,000	860,000
Investment Income						
Interest	(2,164,864)	372,803	750,000	409,696	410,000	150,000
Net Change in Fair Value	29,925	1,529,580	150,000	-	500,000	625,000
Total Investments	(2,134,939)	1,902,383	900,000	409,696	910,000	775,000
Less Investment Expenses	(63,567)	(69,791)	(69,000)	(35,827)	(69,000)	(75,000)
Net Investment Income	(2,198,506)	1,832,592	831,000	373,869	841,000	700,000
Total Additions	(1,513,773)	2,440,031	1,645,000	881,022	1,646,000	1,560,000
Deductions						
Administration	23,079	93,622	124,755	73,854	96,550	36,600
Benefits & Refunds	778,494	1,117,910	1,447,000	1,036,887	1,387,500	1,455,000
Total Deductions	801,573	1,211,532	1,571,755	1,110,741	1,484,050	1,491,600
Change in Net Assets	(2,315,346)	1,228,499	73,245	(229,719)	161,950	68,400
Net Assets Held in Trust for Pension Benefits						
Beginning	17,068,141	14,752,795	15,981,294	15,981,294	15,981,294	16,143,244
Ending	14,752,795	15,981,294	16,054,539	15,751,575	16,143,244	16,211,644

Analysis of Actuarial Statistics

Statistics from the Village's actuarial studies provide information about the funded status of the Police Pension Fund and the gap between its assets and the actuarially determined pension liability. The Fund will have difficulty improving its funded status unless contributions and investment returns increase substantially in future years. The increase in actuarial pension liabilities from 2003 through 2009 has averaged 8.09%. A couple of years of positive investment returns could have a substantially positive effect on the funded status of the Police Pension as the combined Contributions and Investment Returns could equal 10% to 12% of the assets of the Fund. This would offset the increase in liabilities if it continues to average 8.09%.

Police Pension Fund - Actuarial Statistics

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Value of Assets Held in Trust	14,752,795	15,981,294	16,054,539	15,751,575	16,143,244	16,211,644
Accrued Pension Liability	20,882,030	23,422,470	25,317,348	25,317,348	25,317,348	27,365,521
Unfunded Surplus/(Liability)	(6,129,235)	(7,441,176)	(9,262,808)	(9,565,772)	(9,174,103)	(11,153,877)
Percent Funded	70.65%	68.23%	63.41%	62.22%	63.76%	59.24%

Historical Acturially Accrued Pension Liability

2003	14,703,752		
2004	16,072,685	1,368,933	9.31%
2005	17,170,137	1,097,452	6.83%
2006	18,151,458	981,321	5.72%
2007	19,676,927	1,525,469	8.40%
2008	20,882,030	1,205,103	6.12%
2009	23,422,470	2,540,440	12.17%
	Averages	1,453,120	8.09%

VILLAGE BOARD

Mission	The Village Board approves policies consistent with the Village's Vision Statement and enacts legislation needed to implement those policies. The Village Board is responsible for establishing organizational priorities, determining the types and levels of services to be provided, and approving the capital improvements to be undertaken by the community.
Strategic Objectives	➢ Establish and periodically review the strategic goals and organizational objectives for the Village. ➢ Review and develop policies that will lead to accomplishing the established goals and objectives.

Overview

The Village is a municipal government with a Village President and six Trustees all of whom are elected at large for four-year staggered terms. The Corporate Authorities, by Ordinance, have established the position of Village Manager, which functions as the administrative head of all Departments and oversees day-to-day operations. Regular meetings of the Board of Trustees are normally held on the 2nd and 4th Monday of each month. In order to more effectively address the numerous matters that come before the Board, Committee of the Whole (COW) meetings are also scheduled on the 2nd and 4th Monday of each month prior to the Regular Board meetings. The Board also meets as a Committee of the Whole on the 1st Monday of the month in a strategic planning capacity, focusing on goals and strategic objectives established by the Board. If it is determined that a matter requires detailed review, the Committee of the Whole may refer such matter to one of four standing committees (each comprised of 3 Trustees with the Village President serving as an ex-official member): Administration & Finance; Planning, Zoning, and Economic Development (PZED); Public Safety; and Public Works. The Village Clerk is an elected position and is responsible for taking and transcribing minutes of all Village Board and Committee of the Whole meetings along with performing other municipal clerk duties.

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

Objectives for 2011

- Conduct a Resident Survey to measure resident's opinions about Village services and priorities.
- Continue efforts to mitigate the impact on the Village of the purchase of the EJ&E railroad by Canadian National.
- Continue to emphasize communication with residents by soliciting their feedback at town hall meetings and directing Staff to facilitate communication efforts through the website, newsletter, and local cable access channel.
- Continue to focus on development activities in the Village by providing policy direction to senior management.
- Closely monitor Village's financial performance.

Accomplishments in 2010

- ✓ Successfully implemented a new communications effort by directing management and staff to redesign various communications outlets including the Village newsletter and website; purchased and installed a community events sign on Main Street to improve resident's awareness of activities and events in the Village.
- ✓ Improved the Village's financial position by taking numerous actions that decreased Village expenditures resulting in surpluses in the General Fund in 2009 and 2010.
- ✓ Received a TIGER II Grant in the amount of $2.8 million to begin the design and engineering for a grade separation of US Route 14 and the Elgin, Joliet, and Eastern Railway.
- ✓ Continued the Village's commitment to infrastructure improvements by emphasizing the continuance of the Street Improvement program in 2009 and 2010; this resulted in the repaving/reconstruction of 3.74 miles of streets in Barrington (7.38% of total). Also repaved the North Commuter Parking Lots.
- ✓ Improved storm water management in the Village by directing Staff to engage in smoke testing to locate cross connections between the sanitary and storm sewer systems. Authorized expenditures needed to eliminated located cross connections.
- ✓ Authorized the refinancing of outstanding Village General Obligation Debt; by lowering interest rates on the debt taxpayers will see a property tax reduction of approximately $50,000 per year through 2018.
- ✓ Improved the Village's bond rating two levels to AA+ (Standard & Poors), one level below the highest possible bond rating of AAA.
- ✓ Authorized Staff to return an Art Fair to the Village in 2010; this resulted in bringing approximately 15,000 people to the downtown during the 2010 Memorial Day weekend.
- ✓ Continued to promote commercial activity in the Village and welcomed 29 new businesses to Barrington in 2009 and 2010.
- ✓ Analyzed and revamped the development process in the Village with the intent of making it easier for businesses and developers to work with the Village to get their projects completed.
- ✓ Purchased new Parking Fareboxes for the North Commuter Parking Lots to improve customer service.
- ✓ Purchased new financial management software to improve all functions associated with the Village's finances, including payroll, utility billing, ledger management, accounts payable, and accounts receivable.

Budget Analysis

The Department budget in FY 2011 is budgeted to decrease $415,950 (46.09%) from the 2010 projected actual due to decreases in Operations and Capital expenditures, offset slightly by an increase in Personnel. The increase of $14,525 (45.89%) in Personnel expenditures is primarily caused by a difference in allocation of employee salary and benefits in 2011. 2011 is the first full year in which the administrative support for the Village Board is reflected in the Department's budget. The salaries for Elected Officials do not increase in 2011.

Budget Highlights

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

The decrease in Operations is caused by a substantial reduction in legal services costs in Contractual Services. 2010 included the final costs for the Village's opposition to the purchase of the EJ&E railroad by the Canadian National Railroad. As a result, 2010 projected expenditures are substantially higher than in a normal year. The large decrease in Contractual Services is supplemented by a decrease in Professional Development and offset to some extent by small increases in Programs and Miscellaneous.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 19,330	$ 13,735	$ 16,900	$ 17,422	$ 25,500	$ 35,150
Benefits	1,911	1,485	1,728	4,058	6,150	11,025
Personnel Sub-Total	21,241	15,220	18,628	21,480	31,650	46,175
Operations						
Professional Development	12,993	8,129	49,155	34,321	51,250	66,975
Contractual Services	258,650	290,822	276,770	481,843	795,820	349,070
Commodities	1,466	2,121	2,100	446	2,000	2,100
Programs	1,105,237	386,011	12,400	13,293	21,400	22,200
Miscellaneous	17,597	5,189	-	-	-	-
Operations Sub-Total	1,395,942	692,272	340,425	529,903	870,470	440,345
Capital Sub-Total	128,878	3,615	-	322	350	-
Total Expenditures	1,546,061	711,108	359,053	551,704	902,470	486,520
Funding Sources						
General Revenues	1,546,061	711,108	359,053	551,704	902,470	486,520
Total Funding Sources	1,546,061	711,108	359,053	551,704	902,470	486,520

Sources of Funding

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

Employees

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Asst to Deputy VM	0.00	0.00	0.25	0.25	0.25	0.00
Elected Officials						
Village President	1.00	1.00	1.00	0.00	1.00	0.00
Village Clerk	1.00	1.00	1.00	0.00	1.00	0.00
Trustess	6.00	6.00	6.00	0.00	6.00	0.00
Distribution by Fund						
General Fund	0.00	0.00	0.25	0.25	0.25	0.00

Expenditures by Budget Unit

Village Board

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 18,270	$ 15,220	$ 18,628	$ 21,480	$ 31,650	$ 46,175
Operations	108,241	127,886	89,525	74,077	119,970	200,345
Capital Outlay	128,878	3,615	-	322	350	-
Expenditures Total	255,389	146,722	108,153	95,879	151,970	246,520

Legal Services

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Operations	1,290,672	564,386	250,900	455,825	750,500	240,000
Expenditures Total	1,290,672	564,386	250,900	455,825	750,500	240,000

VILLAGE MANAGER'S OFFICE

Mission	The mission of the Office of the Village Manager is to provide for the effective implementation by staff the policies and directions initiated by the Corporate Authorities. The Village Manager functions as the Chief Administrative Officer for the Village and is responsible for overseeing daily operations. The Office of the Village Manager achieves its mission by directing the daily operations of the Village, assisting and supporting the Corporate Authorities in their efforts to accomplish the goals and strategic objectives established by the Board.
Strategic Objectives	➢ Analyze methods for providing equivalent or enhanced municipal services at lower cost ➢ Encourage the development or redevelopment of the Village's commercial base ➢ Protect the safety and well-being of residents and their property ➢ Foster an organizational culture that encourages excellent customer service, innovation, accountability, and solicitation of feedback from residents ➢ Encourage and promote strong educational, cultural, and recreational opportunities ➢ Develop and maintain an excellent external communication program

Overview

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

The Village Manager's Office directly contributes to the accomplishment of many of the strategic objectives because it is responsible for management and oversight of all Village Departments. The six strategic objectives identified above are all substantially advanced when the Village Manager's Office accomplishes its objectives for 2011.

Objectives for 2011

- Reduce total liability insurance claim amounts, including workers compensation and property damage claims, below the IRMA target for the Village.
- Undertake a project to convert Village documents to an electronic document management system to improve efficiency and effectiveness throughout the organization.
- Continue Village efforts to redevelop properties in the Village center with particular attention to the redevelopment of Village owned properties; efforts include marketing sites through development trade publications, meeting with brokers and developers about sites, and attending development conferences such as International Council of Shopping Centers conferences.
- Make continuous improvements in the Village's effort to provide excellent customer service to residents, businesses, and visitors by ensuring Departments and Staff are accountable and empowered to improve customer's experience when working with the Village.
- Continue the Village's emphasis on communicating with residents, businesses, and visitors by continuously improving the Village's communications vehicles including the newsletter, website, online social media, Channel 4, Reverse 911, and various Village publications.

- Continue to emphasize Village Staff development by encouraging training and skills development whenever possible.

2010 Budget Accomplishments

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

Budget Analysis

The Department budget in FY 2011 will decrease $155,698 (18.02%) from projected 2010 expenditures of $864,025 to a 2011 budget of $708,327. Decreases occur in both Operating and Capital expenditures. Personnel expenditures offset these decreases somewhat as they increase $38,875 (8.28%) due to salary adjustments and increases in benefit costs.

Budget Highlights

- Village Newsletter printing and postage costs of $23,000.
- Network communications expenditures of $39,000 in Information Systems.
- Website maintenance costs of $23,000 in Information Systems.
- Software contractual maintenance costs of $74,000 in Information Systems.

The decrease in operating expenditures of $167,323 (45.57%) is attributable to a reduction in the expenditures related to contesting the purchase of the EJ&E railroad by the Canadian National Railroad. Public relations and communications expenditures related to this activity will decrease in 2011. Professional Development expenditures are budgeted to decrease as some training activities related to Emergency Management have been moved to public safety. Commodities and Programs are expected to increase as a result of increases in multiple accounts. Capital expenditures decrease as the purchase of Information Technology capital equipment has been moved to the Capital Improvement Fund in 2011.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 353,213	$ 453,138	$ 463,179	$ 266,643	$ 348,850	$ 378,750
Benefits	114,124	132,919	156,386	90,289	120,725	129,700
Personnel Sub-Total	467,337	586,056	619,565	356,932	469,575	508,450
Operations						
Professional Development	16,606	4,819	16,310	4,017	9,600	6,030
Contractual Services	828,305	309,675	186,810	201,425	349,800	171,847
Commodities	4,035	3,501	5,550	2,625	5,300	10,300
Programs	102,084	110,082	60,760	1,352	2,500	11,700
Miscellaneous	26,119	12,912	-	-	-	-
Operations Sub-Total	977,149	440,989	269,430	209,419	367,200	199,877
Capital Sub-Total	29,556	170,468	101,000	88,955	27,250	-
Total Expenditures	1,474,042	1,197,513	989,995	655,306	864,025	708,327
Funding Sources						
General Revenues	1,474,042	1,197,513	989,995	655,306	864,025	708,327
Total Funding Sources	1,474,042	1,197,513	989,995	655,306	864,025	708,327

Sources of Funding

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

Employees

The number of employees in the Department is anticipated to decline in FY 2011 as the salaries and benefits of two employees are shifted to other Departments. The number of FTE employees will decline from 4.85 in 2010 to 4.60 in 2011, a decrease of 5.15%. The salaries and benefits of the Deputy Village Manager and the Assistant to the Deputy Village Manager are charged to different Departments in 2011 to more accurately reflect their responsibilities. The Village is adjusting to an overall lower number of employees as a result of the reduction in force in 2009 and responsibilities are being realigned for the remaining staff. The 4.60 FTE employees remaining in 2011 is a reduction of .65 FTE employees when compared to 2008 as a portion of the Executive Assistant's time was allocated to Community & Financial Services to reduce the impact of the reduction in force on that Department.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Village Manager	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Village Manager	1.00	1.00	1.00	0.00	1.00	0.00
Asst to Deputy VM	1.00	1.00	1.00	0.00	0.75	(0.25)
Executive Asistant	1.00	0.60	0.60	0.00	0.60	0.00
Info Systems Coordinator	1.00	1.00	1.00	0.00	1.00	0.00
Part-Time Positions (FTEs)						
Info Systems Technician	0.25	0.25	0.25	0.00	0.25	0.00
Total FTE Positions	5.25	4.85	4.85	0.00	4.60	(0.25)
Distribution by Fund						
General Fund	5.25	4.85	4.85	0.00	4.45	(0.40)
TIF Fund	0.00	0.00	0.00	0.00	0.15	0.15

Expenditures by Budget Unit

Village Manager's Office

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 467,337	$ 586,056	$ 496,909	$ 280,162	$ 363,800	$ 379,250
Operations	886,563	289,904	93,635	136,204	224,050	49,395
Capital Outlay	-	10,290	-	916	1,250	-
Expenditures Total	1,353,901	886,251	590,544	417,282	589,100	428,645

Information Technology

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ -	$ -	$ 122,656	$ 76,770	$ 105,775	$ 129,200
Operations	90,585	151,084	175,795	73,214	143,150	150,482
Capital Outlay	29,556	160,178	101,000	88,039	26,000	-
Expenditures Total	120,141	311,262	399,451	238,023	274,925	279,682

COMMUNITY & FINANCIAL SERVICES

Mission	Manage the Village's financial resources effectively and efficiently and provide excellent customer service to residents, customers, and businesses.
Strategic Objectives	➢ Identify and implement ways to enhance and diversify revenues. ➢ Analyze methods for providing equivalent or enhanced municipal services at lower cost. ➢ Identify methods of financing capital infrastructure improvements, including grants, borrowings, and revenue sources. ➢ Create and maintain an organizational culture that emphasizes excellent customer service, innovation, accountability, and the solicitation of feedback from residents.

Overview

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

Community & Financial Services directly contributes to the accomplishment of many of the strategic objectives because it is responsible for managing the Village's resources. The four strategic objectives identified above are all substantially advanced when the Village Manager's Office accomplishes its objectives for 2011.

Objectives for 2011

- Create Comprehensive Annual Financial Report that meets all criteria for Government Finance Officer's Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting program; apply for and receive the certificate.
- Create an annual budget document that meets all criteria for GFOA's Distinguished Budget Presentation Award Program; apply for receive the award.
- Complete process of transitioning to new enterprise wide finance, accounting, and human resources software by implementing the last couple of modules, including human resources, extended budgeting, and integration of purchase card system to accounts payable.
- Train front counter employees in use of Customer Relationship Management software to improve customer service and responsiveness.

2010 Budget Accomplishments

- ✓ Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the FY 2009-2010 Biennial Budget Document.

- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Village's 2009 Comprehensive Annual Financial Report.
- ✓ Transitioned from legacy finance & accounting software to new enterprise wide finance, accounting, and human resources software.
- ✓ Coordinated the redesign of the Village website included the customer relationship management and information database software.
- ✓ Coordinated the purchase of new fareboxes for the Village's north commuter parking lot.
- ✓ Outsourced printing and mailing of Utility Bills to improve efficiency.
- ✓ Coordinated the audit of utility companies for compliance with the Village's utility tax, identified several properties not paying Village utility taxes and corrected the errors to ensure tax payments are made to the Village.

Budget Analysis

The Department budget in FY 2011 will increase $23,690 (2.70%) from the 2010 projected actual due to increases in all Personnel, Operations, and Capital expenditures. The increase of $6,215 (1.22%) in Personnel expenditures is caused by budgeted salary and benefit cost increases.

Budget Highlights

- Audit service expenses remain stable at $24,200 in 2011 as the approved contract extension includes no cost increase in 2011.
- The lease of parking lots for $110,000 is included in budget.
- Conducting and analyzing a resident survey is included at a cost of $5,000.
- Purchase of new office furniture to improve efficiency for $4,700.

The increase in Operations expenditures is caused by increases in Professional Development and Contractual Services which are offset to some extent by decreases in Commodities and Miscellaneous. The small increase ($1,090) in Professional Development is caused by an increase in training budgets in 2011 as the Department adjusts to new software. The increase in Contractual Services is caused by an increase in budgeted postage costs and an increase in the cost for leasing the Harris Bank parking lots to increase parking facilities in the downtown. The decrease in Commodities is caused by a reduction in costs for supplies and materials. The reduction in Miscellaneous is caused by a reduction in Interfund Charges. The increase in Capital expenditures is caused by the replacement of worn out office furniture in the Utility Billing budgets.

Expenditure Category	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 447,229	$ 377,926	$ 374,761	$ 258,277	$ 382,075	$ 383,900
Benefits	140,251	105,716	119,239	77,700	119,660	124,050
Personnel Sub-Total	587,480	483,642	494,000	335,977	501,735	507,950
Operations						
Professional Development	3,376	2,770	4,112	1,865	3,435	4,525
Contractual Services	164,506	186,840	247,152	149,262	189,810	223,500
Commodities	5,075	4,704	7,725	9,524	13,725	7,150
Programs	13,948	10,166	25,400	-	-	-
Miscellaneous	196,633	177,726	179,817	127,337	165,200	152,520
Operations Sub-Total	383,538	382,206	464,206	287,987	372,170	387,695
Capital Outlay	4,940	6,002	-	2,801	2,750	4,700
Total Expenditures	975,958	871,851	958,206	626,765	876,655	900,345
Funding Sources						
General Revenues	460,256	373,241	373,370	235,064	335,210	339,775
Water & Sewer Revenues	123,961	127,951	160,030	94,785	140,660	151,450
Recycling & Refuse Revenues	64,126	45,985	59,195	39,036	60,160	66,000
Parking System Revenues	327,616	324,674	365,611	257,880	340,625	343,120
Total Funding Sources	975,958	871,851	958,206	626,765	876,655	900,345

Sources of Funding

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

Employees

No change in the number of employees is anticipated in FY 2011. The 5.70 full-time equivalent (FTE) employees in the Department in 2011 is a significant reduction in full-time equivalent employees when compared to years before 2009. This reduction has increased efficiency in the Department but does present challenges in accomplishing all necessary tasks and making sure enough employees are available to provide excellent customer service.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00	1.00	0.00
Accountant	1.00	1.00	1.00	0.00	1.00	0.00
Executive Assistant	0.00	0.40	0.40	0.00	0.40	0.00
Accounting Assistant	2.00	1.00	1.00	0.00	1.00	0.00
Office Assistant	1.00	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Accountant	0.70	0.00	0.00	0.00	0.00	0.00
Financial Analyst	0.63	0.00	0.00	0.00	0.00	0.00
Accounting Assistant	0.00	0.70	0.70	0.00	0.70	0.00
Office Assistant	0.00	0.60	0.60	0.00	0.60	0.00
Total FTE Positions	7.33	5.70	5.70	0.00	5.70	0.00
Distribution by Fund						
General Fund	4.61	2.61	2.61	0.00	2.55	(0.06)
TIF Fund	0.00	0.00	0.00	0.00	0.10	0.10
Water & Sewer Fund	1.60	1.60	1.60	0.00	1.48	(0.12)
Recycling & Refuse Fund	0.55	0.56	0.56	0.00	0.66	0.10
Parking System Fund	0.57	0.93	0.93	0.00	0.91	(0.02)

Expenditures by Budget Unit

Financial Services

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 375,851	$ 291,742	$ 298,241	$ 182,903	$ 277,850	$ 260,400
Operations	79,464	75,497	75,129	50,887	56,060	79,375
Capital Outlay	4,940	6,002	-	1,274	1,300	-
Expenditures Total	460,256	373,241	373,370	235,064	335,210	339,775

Community Services

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

Expenditures by Type	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 211,629	$ 191,900	$ 195,759	$ 153,074	$ 223,885	$ 247,550
Operations	304,074	306,709	389,077	237,100	316,110	308,320
Capital Outlay	-	-	-	1,527	1,450	4,700
Expenditures Total	515,703	498,609	584,836	391,701	541,445	560,570

HUMAN RESOURCES & RISK MANAGEMENT

Mission	Promote a work environment that fosters quality service to Village residents and provides a safe and respectful work environment. Act as a catalyst to recruit and hire the best talent to maintain a professional environment that allows the Village to serve the community with integrity and responsiveness.
Department Objectives	➢ Remain informed relative to laws and regulations affecting personnel related matters, including the Fair Labor Standards Act, the Americans with Disabilities Act, the Family and Medical Leave Act and the Illinois Labor Relations Act. Ensure Village policies comply with these laws and regulations. ➢ 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. ➢ Develop and maintain a Village-wide culture that fosters a sense of employee ownership, pride and innovative ideas. ➢ Develop and maintain an effective internal/external communications program. ➢ Develop an improvement opportunity culture.

Overview

The Village employs 119.43 Full-Time Equivalent (FTE) employees with 106 full-time, 26 regular part-time, and 49 temporary or seasonal part-time employees. The Human Resources/Risk Management ("HRRM") Department is responsible for coordinating personnel related activities for this workforce. Areas of responsibility include employee recruitment and retention, coordination of Village-wide training programs, implementation and interpretation of personnel related policies, maintenance of personnel records, administration of employee benefits, and labor contract administration and negotiations. The department also supports the Fire and Police Commission. The responsibility for coordinating employee group health and life insurance programs through the Village's participation in a self-funded insurance cooperative (Intergovernmental Personnel Benefit Cooperative "IPBC") rests with this department. HRRM also manages the Village's General Liability, Workers' Compensation, Property, and other insurance programs provided through the Intergovernmental Risk Management Agency ("IRMA").

Objectives for 2011

- Reduce total liability insurance claim amounts, including workers compensation and property damage claims, below the IRMA target for the Village.
- Conduct and employee satisfaction survey
- Conduct a comprehensive salary and benefit survey of surrounding communities
- Incorporate health care reform mandates
- Emphasize wellness components in health plans

2010 Budget Accomplishments

- ✓ Settled the labor contract with Barrington Firefighters Union Local 3481.
- ✓ Coordinated the implementation of an electronic time keeping system (Timeforce) and worked with Community & Financial Services to implement complete payroll automation by importing Timeforce information to Village's financial software.

- ✓ Reduced the Village's EAP costs
- ✓ Reduced health insurance premium increase by 3.3% by moving to a different carrier
- ✓ Reduction in life insurance premium of 45% by utilizing another carrier

Budget Analysis

The Department budget in FY 2011 will increase $206,555 (20.13%) from projected 2010 expenditures due to increases in Personnel and Operating expenditures. Personnel expenditures increase $2,380 (1.18%) due to salary adjustments and increases in benefit costs. Benefits costs increase for health insurance premiums but this is offset to some extent by a decrease in anticipated unemployment insurance costs.

Budget Highlights

- Contingency Amount increases to $175,000 in 2011 as Village revises budgeting process.
- Liability Insurance premium of $725,000 is the single largest expenditure in the General Fund.
- Insurance deductible cost of $85,000 is equal to projected 2010 expenditures.
- An increase in training costs is included in 2011 budget to provide OSHA mandated safety training.

The Operating expenditure increase of $204,325 (24.80%) is primarily caused by an increase in Contractual Services expenditures. Contractual Services increases due to the establishment of a single contingency account in Risk Management in 2011. In previous budget cycles, contingencies were built in to various Department requests. The Village changed the budget process in 2011 by reducing Department requests and established the central contingency account. The increases in the other expenditure categories incorporate small increases for various expenditures. The largest increase outside of Contractual services is Professional Development as the Village strives to improve training in safety and organizational procedures for all Village employees.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 161,488	$ 148,505	$ 147,853	$ 101,258	$ 146,500	$ 154,500
Benefits	39,069	39,037	43,095	39,926	55,820	50,200
Personnel Sub-Total	200,558	187,542	190,948	141,184	202,320	204,700
Operations						
Professional Development	9,347	3,386	5,955	2,415	3,860	6,170
Contractual Services	349,566	1,141,536	808,186	828,859	796,950	998,215
Commodities	1,097	289	1,200	506	950	1,200
Programs	11,831	22,770	29,100	13,030	22,000	22,500
Miscellaneous	3,681	6,364	-	-	-	-
Operations Sub-Total	375,521	1,174,345	844,441	844,811	823,760	1,028,085
Capital Sub-Total	-	1,669	-	-	150	-
Total Expenditures	576,079	1,363,556	1,035,389	985,995	1,026,230	1,232,785
Funding Sources						
General Revenues	576,079	1,363,556	1,035,389	985,995	1,026,230	1,232,785
Total Funding Sources	576,079	1,363,556	1,035,389	985,995	1,026,230	1,232,785

Sources of Funding

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

Employees

No change in the number of employees is anticipated in FY 2011. However, the 2.00 full-time equivalent (FTE) employees in the Department in 2011 is a reduction from 2008 and 2009 when the Department had a part-time position that handled some administrative tasks.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Manager	1.00	1.00	1.00	0.00	1.00	0.00
Coordinator	1.00	1.00	1.00	0.00	1.00	0.00
Part-Time Positions (FTEs)						
Office Assistant	0.70	0.50	0.00	(0.50)	0.00	0.00
Total FTE Positions	2.70	2.50	2.00	(0.50)	2.00	0.00
Distribution by Fund						
General Fund	2.70	2.50	2.00	(0.50)	2.00	0.00

Expenditures by Budget Unit

Human Resources

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 200,558	$ 187,542	$ 190,948	$ 112,858	$ 161,300	$ 132,700
Operations	44,482	46,567	34,621	8,995	18,210	23,575
Capital Outlay	-	1,669	-	-	150	-
Expenditures Total	245,040	235,778	225,569	121,852	179,660	156,275

Risk Management

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ -	$ -	$ -	$ 28,326	$ 41,020	$ 72,000
Operations	321,614	1,105,944	790,820	822,786	786,550	985,010
Capital Outlay	9,425	21,834	19,000	13,030	19,000	19,500
Expenditures Total	331,039	1,127,778	809,820	864,142	846,570	1,076,510

ENGINEERING & BUILDING

Mission	The mission of the Engineering and Building Department is to promote the safety, welfare, and economic prosperity of the Village by addressing the Village's infrastructure development needs, regulating building standards, and enforcing zoning and community standards ordinances.
Department Objectives	➢ Provide internal and external customers with comprehensive, professional, and accurate information about the Village's zoning, building, engineering, health, and property maintenance regulations. ➢ Create and maintain an environment that encourages continual client/customer service enhancements. ➢ Develop, implement, and enhance Village infrastructure. ➢ Further develop and enhance the streetscape experience ➢ Enhance connectivity including pedestrian, bicycle, and vehicular opportunities. ➢ Develop and maintain an effective internal/external communication program. ➢ Adapt the Village's Transportation Plan to respond to changing opportunities. ➢ Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.

Overview

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

Objectives for 2011

- Enhance the safety record of the department by providing at least one annual safety training for all field employees of the department.
- Oversee the completion of the Hart Road/Route 14 intersection improvement design (Phase I) and ensure its smooth transition to a Lake County Division of Transportation Project
- Evaluate the Village's current building permit fee structure versus comparable communities in order to assure reasonableness of fees and cost of providing services.

2010 Budget Accomplishments

- ✓ Secured 100% outside funding from the American Recovery and Reinvestment Act and completed the repaving of the entire length of Dundee Avenue at no cost to the Village.
- ✓ Completed 2.87 miles of roadway reconstruction and resurfacing, more than 1 mile above the 1.8 annual miles necessary to maintain the Village's 25 year road replacement schedule.

- ✓ Reduced the Zoning Coordinator position from 1.25 FTE to 1.00 FTE, at a net savings to the Village of over $9,000 annually, while simultaneously providing for a highly-qualified stable professional full-time position which yields better overall customer service to the residents and businesses of the Village.
- ✓ Reconstructed all north commuter parking lots, including underdrains and portland cement base stabilization.
- ✓ Re-engineered Main Street water main from Wesley Road to Wyngate Drive using alternative products and design parameters and completed construction $550,000 under budget.
- ✓ Redesigned Cornell Avenue and Ela Road water main routing to reduce over 1,000 linear feet of pipe and completed construction of the water system secondary feed to the south portion of the Village $525,000 under budget.

Budget Analysis

The Department budget in FY 2011 increases by $52,649 (9.84%) from the projected 2010 expenditures due to increases in Personnel and Operating expenditures. Personnel expenditures are budgeted to increase $45,808 (9.58%) due to salary adjustments and increases in benefit costs. The size of the increase in 2011 is an anomaly due to several changes that occurred in 2010. Several employees left the Village in 2010 and the positions were vacant for a period of time, therefore personnel expenses in 2010 were not reflective of a full year of expenses.

Budget Highlights

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 385,193	$ 407,948	$ 346,560	$ 282,987	$ 410,326	$ 414,550
Benefits	93,472	91,684	94,482	70,926	109,020	109,603
Personnel Sub-Total	478,665	499,632	441,042	353,913	519,345	524,153
Operations						
Professional Development	2,908	4,435	11,585	2,358	6,471	8,105
Contractual Services	47,025	49,993	63,424	35,549	42,378	48,038
Commodities	4,598	3,646	5,530	2,323	4,716	3,540
Programs	120	354	3,300	2,617	5,128	3,100
Miscellaneous	34,073	8,420	-	-	-	-
Operations Sub-Total	88,725	66,848	83,839	42,847	58,692	62,783
Capital Sub-Total	-	3,872	-	-	365	-
Total Expenditures	567,390	570,351	524,881	396,760	578,402	586,936
Funding Sources						
General Revenues	395,260	327,188	286,586	285,017	436,267	483,771
Water & Sewer Revenues	172,129	243,163	238,295	111,743	142,135	103,165
Total Funding Sources	567,390	570,351	524,881	396,760	578,402	586,936

Operating expenditures increase $7,206 (12.73%) as increases in Professional Development and Contractual Services are somewhat offset by decreases in Commodities and Programs. The increase in Professional

Development is caused by increases in multiple accounts as training in the Department is increased for all employees. The increase in Contractual Services is caused by an increase in contracted building and property inspection services as 2011 is expected to return to a more normal level of activity when compared to the low amount of activity that occurred in 2010. The decreases in Commodities and Programs are caused by small decreases in numerous accounts.

Sources of Funding

Engineering & Building is funded by the general revenues of the General Fund and Capital Improvement Fund as well as Water & Sewer Revenues. The majority of expenditures in the Department are funded by general revenues but the expenditures for the Engineering budget unit is split between the Capital Improvement Fund and the Water & Sewer Fund as the units activities involve engineering and supervising street and water and sewer main construction and repairs.

Employees

The number of employees in the Department is budgeted to decrease slightly from 6.42 FTE employees in 2010 to 5.70 employees in 2011. This decrease is the result of a consolidation of two part-time Zoning Coordinator positions into one full-time position when a part-time employee left the Village in 2010. The total number of employees has declined from 7.15 FTEs in 2008 to 5.70 FTEs in 2011 as the Village has reduced its workforce in response to the economic downturn.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00	1.00	0.00
Project Manager	1.00	1.00	1.00	0.00	1.00	0.00
Zoning Coordinator	0.00	0.00	0.00	0.00	1.00	1.00
Office Manager	0.65	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Senior Building Inspector	0.75	0.63	0.63	0.00	0.63	0.00
Building Inspector	0.75	0.63	0.63	0.00	0.63	0.00
Zoning Coordinator	1.26	1.68	1.68	0.00	0.00	(1.68)
Office Assistant	0.74	0.49	0.49	0.00	0.45	(0.04)
Total FTE Positions	7.15	6.42	6.42	0.00	5.70	(0.72)
Distribution by Fund						
General Fund	5.15	3.61	3.61	0.00	4.10	0.49
Capital Improvement Fund	0.00	0.00	0.00	0.00	0.75	0.75
Water & Sewer Fund	2.00	2.81	2.81	0.00	0.85	(1.96)

Expenditures by Budget Unit

Building & Property Maintenance

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 325,942	$ 274,945	$ 167,069	$ 158,064	$ 227,350	$ 190,350
Operations	69,318	48,371	61,691	21,325	32,850	42,653
Capital Outlay	-	3,872	-	-	365	-
Expenditures Total	395,260	327,188	228,760	179,389	260,565	233,003

Engineering

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 152,723	$ 224,687	$ 264,565	$ 152,624	$ 220,255	$ 231,900
Operations	19,407	18,477	12,148	18,423	18,395	12,255
Capital Outlay	-	-	-	-	-	-
Expenditures Total	172,129	243,163	276,713	171,048	238,650	244,155

Planning & Zoning

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ -	$ -	$ 9,408	$ 43,225	$ 71,740	$ 101,903
Operations	-	-	10,000	4,247	8,947	8,900
Capital Outlay	-	-	-	-	-	-
Expenditures Total	-	-	19,408	47,472	80,688	110,803

ECONOMIC & COMMUNITY DEVELOPMENT

Mission

The Economic & Community Development Department strives to manage the community and economic development programs and policies in way that generates positive economic growth for the community and creates a vibrant, social and active community

Department Objectives

- Provide effective internal and external customer communication with comprehensive, professional, and accurate information about the Village's planning and economic development programs.
- Provide internal and external customers service with efficient processing of special use and planned development applications for Plan Commission and Architectural Review Commission
- Create an environment in which existing and prospective businesses can flourish resulting in a diversified and prosperous economic base within the community.
- Enhance connectivity for pedestrians and bicyclist through the development of a comprehensive bikeway plan and the implementation of the wayfinding signage program.
- Develop programs and regulations to enhance the streetscape experience by identifying means to encourage redevelopment of underutilized properties, resulting in the update of the Village's Comprehensive Plan.
- Develop programs focusing on the retention of existing businesses that stabilize the economic base of the community.
- Develop an internal database management plan to use in business recruitment and retention efforts to diversify the business mix to serve social and economic needs.
- Develop a year-long special events program that brings people into to the community to shop, dine and enjoy activities which make Barrington an active, vibrant and social community including the initiation of an annual Fine Arts Festival and Taste of Barrington.
- Manage the relocation of historic homes to facilitate the redevelopment of the Hough Main Redevelopment Project.
- Oversee the implementation of the Hough-Main Redevelopment Project for completion in 2011 that will further develop and maintain the Village as a full, active, vibrant and social community.

Overview

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

Objectives for 2011

- Oversee the redevelopment of Village owned parcels in the Tax Increment Financing District.

- Manage a business recruitment marketing effort to bring in a more diversified business base to make Barrington a destination for shopping.
- Outreach to existing businesses to understand current business trends and retain businesses.
- Implement the business assistance and façade improvement program as an incentive to attract new businesses.
- Manage the second annual Barrington Arts Festival to bring record crowds to the Village Center.
- Provide good customer service to clients during the development process to make it "easy" to do business in Barrington.
- Market Barrington to developers and real estate brokers by attending ICSC events and conducting a broker tour.
- Complete the update of the 2010 Village Comprehensive Plan.
- Implement the "Safe Routes to School Grant" program to install sidewalks in certain neighborhoods to create a safe walking system for students to walk to school.
- Implement a wayfinding signage program for the Village Center.
- Increase merchant participation in monthly merchant meetings to establish a formal Merchant Group by the end of 2011.
- Increase sponsorship of Village events with the goal of making the events self-funded.
- Publish the 2011 Shopping & Dining Guide and Calendar of Special Events.

2010 Budget Accomplishments

- ✓ Economic & Community Development strengthened the Village relationship with the business community and increased business support for the special events programs.
- ✓ Raised $19,500 in cash contributions and received $5,529 of in-kind gifts to support Village-sponsored events.
- ✓ Implemented the Barrington Art Festival which brought approximately 15,000 people to Barrington over the Memorial Day Weekend
- ✓ Attended retail development trade shows with a marketing campaign that brought awareness to the Village as a place to locate retail businesses. In 2009 and 2010, twenty nine new businesses opened.
- ✓ Secured a $250,000 grant for the implementation of the "Safe Routes to School" program for new sidewalk development.
- ✓ Received a Lake County Environmental Grant for the asbestos cleanup of the 322 North Hough Street Property.
- ✓ Implemented a development plan to assist with the opening of McGonigal's Pub and Park Avenue Wine Bar and Merchant in the Village.
- ✓ Held eight (8) neighborhood meetings to commence the update of the 2010 Village Comprehensive Plan document.

Budget Analysis

The Department budget in FY 2011 will equal $325,292, an increase of $40,750 (14.32%) from projected 2010 expenditures as Personnel and Operating expenditures are budgeted to increase. Personnel expenditures increase $9,257 (4.28%) as a result of salary adjustments and increases in benefit costs.

Operating expenditures are budgeted to increase $31,492 (46.28%) due to increases in every category. The Village is increasing expenditures in many areas related to economic development and community events as it responds to the challenges caused by the 2007 -2009 recession. Professional Development increases as a result of increased activity by the Village at retail recruitment trade shows. Contractual Services increases as additional funding is allocated to advertising, printing, and retail recruitment expenses. Commodities increase as the Village will increase spending on marketing materials and community events that attract residents and visitors to the Village's commercial areas. Programs increase as the Village is revising its comprehensive plan in 2011 and funding for neighborhood meetings and professional services for the production of the comprehensive plan is included in Program expenditures.

Budget Highlights

- $12,000 is budgeted for the Village Art Fair in 2011 and $9,700 is budgeted for the summer long Cruise Nights.
- $12,000 is budgeted for activities related to the redevelopment of the Village's comprehensive plan.
- $12,995 is budgeted for retail business recruitment activities. These activities include marketing, printing, professional memberships, and attendance at retail recruitment trade shows.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 242,498	$ 173,906	$ 207,592	$ 114,751	$ 168,489	$ 176,250
Benefits	60,763	43,748	58,065	33,941	48,000	49,497
Personnel Sub-Total	303,261	217,654	265,657	148,693	216,490	225,747
Operations						
Professional Development	6,767	5,017	6,215	4,341	6,124	11,895
Contractual Services	9,307	8,477	23,075	6,276	10,122	22,900
Commodities	3,545	1,731	3,440	1,008	2,134	5,350
Programs	29,008	49,808	48,750	35,536	49,672	59,400
Miscellaneous	15,326	4,710	-	-	-	-
Operations Sub-Total	63,953	69,743	81,480	47,160	68,053	99,545
Capital Sub-Total	-	5,862	-	-	-	-
Total Expenditures	367,214	293,259	347,137	195,853	284,542	325,292
Funding Sources						
General Revenues	367,214	293,259	347,137	195,853	284,542	325,292
Total Funding Sources	367,214	293,259	347,137	195,853	284,542	325,292

Sources of Funding

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

Employees

The number of employees in the Department is anticipated to increase from 3.01 full-time equivalent employees in 2010 to 3.38 FTE employees in 2011. However, this increase is cost neutral as the Department changed one full-time position into two part-time positions, increasing total salary costs but lowering benefit costs. The number of employees in the Department remains 1.23 FTE positions lower than the total number of employees in 2008.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Development Planner	2.00	1.00	1.00	0.00	1.00	0.00
Office Manager	0.35	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Community Events Coord.	0.75	0.75	0.75	0.00	0.75	0.00
Development Planner	0.00	0.00	0.00	0.00	0.33	0.33
Office Assistant	0.51	0.26	0.26	0.00	0.30	0.04
Total FTE Positions	4.61	3.01	3.01	0.00	3.38	0.37
Distribution by Fund						
General Fund	4.61	3.01	2.61	(0.40)	2.98	0.37
TIF Fund	0.00	0.00	0.40	0.40	0.40	0.00

Expenditures by Budget Unit

Economic Development

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 303,261	$ 217,654	$ 184,606	$ 98,750	$ 128,560	$ 110,850
Operations	63,953	69,743	32,630	10,623	16,100	28,845
Capital Outlay	-	5,862	-	-	-	-
Expenditures Total	367,214	293,259	217,236	109,372	144,660	139,695

Planning & Zoning

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ -	$ -	$ 49,014	$ 26,017	$ 48,220	$ 58,500
Operations	-	-	48,850	34,187	47,000	52,500
Capital Outlay	-	-	-	-	-	-
Expenditures Total	-	-	97,864	60,204	95,220	111,000

Community Events

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ -	$ -	$ 32,037	$ 23,926	$ 39,710	$ 56,397
Operations	-	-	-	2,351	4,953	18,200
Capital Outlay	-	-	-	-	-	-
Expenditures Total	-	-	32,037	26,276	44,662	74,597

POLICE DEPARTMENT

Mission	The Police Department delivers quality law enforcement services to residents and businesses of the community and provides them with a safe environment that fosters a sense of security in person, property, and mind. The Department accomplishes this mission through a dedicated, professional, and compassionate workforce committed to enforcing the law, preserving peace, preventing crime, controlling traffic, and protecting civil rights and liberties.
Department Objectives	➢ 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 and investigators. ➢ Develop a plan to accommodate changing transportation realities ➢ Create an environment that encourages continual client/customer service enhancements. ➢ Develop and maintain an effective internal/external communication program. ➢ Encourage crime prevention through prevention education and community policing efforts. ➢ Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas. ➢ Develop an improvement opportunity culture. ➢ Promote "green' initiatives.

Overview

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

Objectives for 2011

- Meet or exceed IRMA Target Goals for number of claims and total claim expenses.
- Increase personnel training time by 5% in areas of most frequent personal injury, property or liability loss.
- Improve traffic safety by reducing traffic crashes by 5%.
- Increase time spent on directed traffic enforcement activities by 5%.
- Achieve citizen satisfaction survey rating average greater than 4.0 "satisfied" on a 5.0 scale.
- Instill a feeling of security and safety in Village residents and business owners.
- Support objectives, programs, and operations of other Barrington service departments in meeting their goals.
- Look for areas where Department procedures and processes can be improved or made more cost effective, including administrative tow fees, administrative adjudication of some local ordinance violations, and past due parking fine collections.
- Continue Public Safety Building security system improvements to include restoring audio monitoring of jail area and installing video monitoring of two (2) jail cells.

2010 Budget Accomplishments

- Achieved 2009/2010 budget cycle cost reduction goals while maintaining effective service levels.
- Implemented Public Safety Building security system repairs and upgrades.
- Coordinated new Village Special Event Policy implementation for 90% of special events held in the Village
- Finished purchase, installation and implementation of Starcom21 interoperable radio communications equipment.
- Revised the Police/Fire/Public Works CenCom dispatch fee structure reducing the Village's dispatching service expenses by approximately $54,000.

Budget Analysis

The Department budget in FY 2011 equals $3,969,870 an increase of $116,766 (3.03%) from projected 2010 expenditures of $3,853,104. The increase in 2011 is caused by increases in Personnel and Operating expenditures, offset slightly by a decrease in Capital Expenditures. Personnel expenditures increase $110,691 (3.00%) due to salary adjustments and increases in benefit costs, especially Police Pension costs which increased an additional $50,478 (8.56%, from $381,751 in 2009 to $589,989 in 2010, to $640,467 in 2011, a 67.78% increase in two years).

Budget Highlights

- DUI Enforcement equipment purchase at $11,925.
- Participation in Northern Illinois Police Alarm System, a joint police response task force, for $4,675.
- Firing range maintenance for $6,500.
- Lexipol policies and procedures manual maintenance for $6,400.
- Total Police Pension contributions of $645,000.

The increase in operating expenditures of $15,875 (9.90%) is caused by increases in Professional Development, Commodities, and Programs offset by a decrease in Contractual Services. Professional Development increases as a result of increase in training in the Investigations and Patrol Operations budget units. The increase in Programs is caused by an increase in DUI enforcement activities and the increase in Commodities is caused by an increase in multiple accounts. The decrease in Contractual Services is caused by decreases in multiple accounts in the Patrol Operations budget unit.

Capital expenditures decrease as the purchase of the majority of equipment for the Department has been moved to the Capital Improvement Fund in 2011.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 3,415,299	$ 3,142,878	$ 2,911,991	$ 1,759,650	$ 2,603,373	$ 2,639,200
Benefits	968,778	870,643	913,180	705,716	1,072,336	1,147,200
Personnel Sub-Total	4,384,077	4,013,522	3,825,171	2,465,367	3,675,709	3,786,400
Operations						
Professional Development	39,764	23,080	32,365	10,779	26,445	35,475
Contractual Services	71,240	70,363	71,085	45,536	73,750	68,995
Commodities	65,690	47,177	52,675	21,891	50,600	56,575
Programs	22,450	18,806	10,775	5,195	9,600	15,225
Miscellaneous	365,481	166,649	-	-	-	-
Operations Sub-Total	564,624	326,075	166,900	83,401	160,395	176,270
Capital Sub-Total	93,836	459,223	20,750	7,405	17,000	7,200
Total Expenditures	5,042,537	4,798,819	4,012,821	2,556,173	3,853,104	3,969,870
Funding Sources						
General Revenues	4,693,697	4,578,087	3,705,963	2,402,468	3,623,659	3,735,445
Parking Revenues	348,840	220,733	306,858	153,705	229,445	234,425
Total Funding Sources	5,042,537	4,798,819	4,012,821	2,556,173	3,853,104	3,969,870

Sources of Funding

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

Employees

The number of employees in the Department is anticipated to decrease by .80 FTEs in 2011 as one part-time position that became vacant at the end of 2010 is not filled. The number of personnel in the Department has declined significantly since 2008 due to the loss of the contract to provide police services to the Village of Inverness. Employees were offered an early retirement package in April of 2009 to coincide with the expiration of the Inverness contract and many long time employees took advantage of the offer. Because of this, the Village was able to reduce its workforce in this Department to a level that is supported by revenues without having to resort to a reduction in force.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Chief	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Chief	1.00	1.00	0.00	(1.00)	0.00	0.00
Sergeants	6.00	6.00	5.00	(1.00)	5.00	0.00
Corporal	2.00	0.00	0.00	0.00	0.00	0.00
Police Officers/Detectives	24.00	24.00	17.00	(7.00)	17.00	0.00
Public Service Officers	2.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Records Supervisor	1.00	1.00	1.00	0.00	1.00	0.00
Records/Police Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Office Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Part-Time Positions (FTEs)						
Public Service Officers	0.00	1.50	1.50	0.00	0.70	(0.80)
Records/Police Assistant	4.80	3.80	3.80	0.00	3.80	0.00
Total FTE Positions	44.80	41.30	32.30	(9.00)	31.50	(0.80)
Distribution by Fund						
General Fund	39.20	36.45	28.57	(7.88)	27.70	(0.87)
Parking System Fund	5.60	4.85	3.73	(1.12)	3.80	0.07

Expenditures by Budget Unit

Administration

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 549,809	$ 437,447	$ 538,583	$ 275,400	$ 391,970	$ 383,650
Operations	411,043	219,972	46,235	28,158	43,950	48,740
Capital Outlay	33,025	34,537	4,500	3,125	4,500	-
Expenditures Total	993,877	691,955	589,318	306,683	440,420	432,390

Investigations

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 337,064	$ 466,169	$ 475,553	$ 254,462	$ 367,331	$ 386,050
Operations	23,218	17,424	17,900	5,960	16,400	20,100
Capital Outlay	-	7,898	3,250	-	-	-
Expenditures Total	360,281	491,491	496,703	260,422	383,731	406,150

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 Deputy Chief of Police.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 2,830,482	$ 2,636,156	$ 2,237,390	$ 1,631,503	$ 2,483,350	$ 2,605,450
Operations	106,786	79,477	86,175	40,511	83,870	91,225
Capital Outlay	60,811	416,788	13,000	4,280	12,500	1,600
Expenditures Total	2,998,079	3,132,421	2,336,565	1,676,294	2,579,720	2,698,275

School & Community Programs

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 325,531	$ 258,471	$ 275,717	$ 152,593	$ 212,013	$ 192,650
Operations	15,929	3,749	7,660	6,477	7,775	5,980
Capital Outlay	-	-	-	-	-	-
Expenditures Total	341,460	262,219	283,377	159,069	219,788	198,630

Parking Enforcement

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 341,190	$ 215,279	$ 297,928	$ 151,410	$ 221,045	$ 218,600
Operations	7,649	5,454	8,930	2,295	8,400	10,225
Capital Outlay	-	-	-	-	-	5,600
Expenditures Total	348,840	220,733	306,858	153,705	229,445	234,425

FIRE DEPARTMENT

Mission	The mission of the Fire Department is to protect the lives and property of the residents of the Village and the Barrington Countryside Fire Protection District by providing exceptional emergency fire and medical services and enhancing community awareness of fire, health and safety hazards.
Strategic Objectives	➢ 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. In the 1950s the Village entered into an intergovernmental arrangement with the Barrington-Countryside Fire Protection District (BCFPD) to provide fire and emergency medical services to the District. The relationship between the Village and the District has matured through the years and is the foundation for the efficient and effective fire and emergency medical services Village and District residents receive today. Prior to 1995, the Fire Department was a mix of paid on call firefighters/paramedics and full-time Paramedics. In 1995, the Village decided to enhance services by hiring full-time Firefighter/Paramedics.

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

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

Department Objectives for 2011

- Increase total on-duty training of shift personnel.
- Maintain and improve emergency service response times within the Village and District.
- Monitor the impact of Canadian National Trains on emergency response in Barrington and the District.
- Host two (2) Fire Department town hall meetings in 2011.
- Establish new Firefighter/Paramedic and Assistant Fire Chief eligibility lists.
- Conduct quarterly shift meetings with the Firefighter/Paramedics.
- Purchase and take delivery of one new pumper.

Department Accomplishments in 2010

- ✓ Purchased one Defibrillator/Monitor for $25,600 ($800 under budget).
- ✓ Reinstated part-time fire inspection program with available funds while staying within adopted budget.
- ✓ Foreign Fire Insurance Tax Board funds were utilized to purchase uniforms and Village share of the Defibrillator/Monitor, reducing the use of general revenues to purchase equipment and supplies by $22,728.

Budget Analysis

The Department budget in FY 2011 will increase $132,206 (2.56%) from projected 2010 expenditures due to increases in Personnel and Operating expenditures which are offset to some extent by a decrease in Capital Expenditures. Personnel expenditures increase $143,046 (2.95%) due to salary adjustments and increases in benefit costs.

Budget Highlights

- Equipment and vehicle maintenance expenditures of $76,080.
- Telecommunications expenditures of $36,300.
- Fire prevention supply expenditures of $4,500.
- Total Fire Pension contributions of $582,000.

The increase in operating expenditures of $47,660 (18.71%) is caused by increases in Professional Development, Contractual Services, and Commodities all of which are offset somewhat by decreases in Programs and Miscellaneous Expenditures. Professional Development increases as a result of increase in training in the Administration and Operations budget units. Contractual Services increases are caused by increases in equipment and vehicle maintenance expenses as well as increases for physicals for personnel. The increase in Commodities is caused by an increase in costs for uniforms and supplies. The decrease in Programs is caused by the elimination of equipment purchases in the General Fund which moved the program expenditures for the BCFPD portion of the expenses to the Capital Improvement Fund.

Capital expenditures decrease as the purchase of the majority of equipment for the Department has been moved to the Capital Improvement Fund in 2011.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 3,398,646	$ 3,385,735	$ 3,611,638	$ 2,447,333	$ 3,537,851	$ 3,628,950
Benefits	1,117,823	1,182,126	1,423,920	914,696	1,308,453	1,360,400
Personnel Sub-Total	4,516,469	4,567,861	5,035,558	3,362,028	4,846,304	4,989,350
Operations						
Professional Development	32,237	26,434	68,130	25,584	33,260	48,750
Contractual Services	133,327	159,426	154,560	51,403	117,510	149,400
Commodities	71,448	62,023	95,875	37,655	72,350	80,200
Programs	57,313	39,257	35,110	37,635	31,250	24,000
Miscellaneous	197,395	108,038	-	170	320	-
Operations Sub-Total	491,720	395,178	353,675	152,447	254,690	302,350
Capital Sub-Total	65,948	167,687	23,410	37,411	58,500	-
Total Expenditures	5,074,137	5,130,726	5,412,643	3,551,886	5,159,494	5,291,700
Funding Sources						
General Revenues	5,074,137	5,130,726	5,412,643	3,551,886	5,159,494	5,291,700
Total Funding Sources	5,074,137	5,130,726	5,412,643	3,551,886	5,159,494	5,291,700

Department Funding

The Fire Department is funded entirely by the general revenues of the General Fund, a large portion of which consists of charges for services revenue from the Barrington-Countryside Fire Protection District. The expenses are shared with the Barrington-Countryside Fire Protection District with the District projected to contribute 61.79% of the total Department expenses in 2011.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Total Expenditures	5,074,137	5,130,726	5,412,643	3,551,886	5,159,494	5,291,700
Revenue from BCFPD	3,060,356	3,149,326	3,345,562	2,104,531	3,198,886	3,269,573
Village Revenues	2,013,781	1,981,401	2,067,081	1,447,356	1,960,608	2,022,127
BCFPD % of Costs	60.31%	61.38%	61.81%	59.25%	62.00%	61.79%
Village % of Costs	39.69%	38.62%	38.19%	40.75%	38.00%	38.21%

Employees

The number of employees in the Department is anticipated to remain stable at 40 Full-Time Equivalent (FTE) employees in 2011. This is a reduction of 1.00 FTE employee when compared to 2008; at the end of 2008 the Department lost one administrative position as part of the Village's general reduction in force. The Official Compensation Plan includes 25 Firefighter/Paramedic positions but one position will only be filled if a future vacancy is anticipated; this allows the Department to send a newly hired Firefighter/Paramedic through the fire academy prior to the vacancy occurring.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Chief of Fire/EMS	1.00	1.00	1.00	0.00	1.00	0.00
Deputy Fire Chief	1.00	1.00	1.00	0.00	1.00	0.00
Fire Prevention Officer	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Fire Chief	3.00	3.00	3.00	0.00	3.00	0.00
Fire Lieutenants	9.00	9.00	9.00	0.00	9.00	0.00
Firefighter/Paramedics	24.00	24.00	24.00	0.00	24.00	0.00
Executive Assistant	1.00	1.00	1.00	0.00	1.00	0.00
Office Assistant	1.00	0.00	0.00	0.00	0.00	0.00
Total FTE Positions	41.00	40.00	40.00	0.00	40.00	0.00
Distribution by Fund						
General Fund	41.00	40.00	40.00	0.00	40.00	0.00

Expenditures by Budget Unit

Administration

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 406,346	$ 344,697	$ 380,480	$ 296,218	$ 449,667	$ 383,450
Operations	109,202	119,155	85,050	24,950	54,600	55,000
Capital Outlay	-	27,633	-	2,883	3,500	-
Expenditures Total	515,548	491,485	465,530	324,051	507,767	438,450

Operations

Operations provides fire suppression and emergency medical services to the residents of the Village and the Barrington Countryside Fire Protection District. This Division responds to emergency 911 calls in both the Village and the 50 square mile District. The Division is responsible for training and equipping fire and emergency medical personnel as well as maintaining all of the equipment necessary to respond to fire and emergency calls.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 3,979,987	$ 4,102,289	$ 4,536,520	$ 2,960,999	$ 4,252,222	$ 4,472,000
Operations	375,934	269,011	259,085	124,900	191,670	238,350
Capital Outlay	65,948	139,170	23,410	34,528	55,000	-
Expenditures Total	4,421,869	4,510,471	4,819,015	3,120,427	4,498,892	4,710,350

Fire Prevention and Community Education

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 130,136	$ 120,875	$ 118,558	$ 104,812	$ 144,415	$ 133,900
Operations	6,584	7,012	9,540	2,597	8,420	9,000
Capital Outlay	-	883	-	-	-	-
Expenditures Total	136,720	128,771	128,098	107,409	152,835	142,900

PUBLIC WORKS

Mission

The mission of the Public Works Department is to enhance community order, health, safety, and aesthetics through proper administration and good management of the review, design, construction, and maintenance of the Village's infrastructure. The Department is committed to the improvement and enhancement of the environment through the use of storm water management techniques that promote water quality, through a continued commitment to an active forestry program, and through the establishment of solid waste programs that promote environmentally sensitive alternatives such as recycling and composting.

Department Objectives

- Maintain and enhance the Village infrastructure and streetscape experience.
- Enhance connectivity (pedestrian, bike, vehicular).
- Develop a plan to meet changing transportation realities.
- Create and maintain an environment that encourages continual client/customer service enhancement.
- Develop and maintain an effective internal/external communication program.
- Create and maintain a culture that fosters a sense of employee ownership, pride and innovative ideas.
- Promote "green" initiatives.

Overview

The Public Works Department is responsible for maintaining a safe and reliable infrastructure and providing quality services to Village residents and businesses. Public Works differs from other departments in that services provided include several enterprise activities. Each enterprise activity has its own accounting fund and from an accounting standpoint, operates in a similar fashion to a private sector entity but without seeking to make a profit. The Department is funded through a combination of general governmental, enterprise, and internal service revenues and transfers.

The Public Works Department is responsible for providing a wide variety of services to the residents of the Village. These services typically involve maintenance of public property and infrastructure such as streets, public right-of-ways, sidewalks, street lighting, parking lots, trees, plants, water and sewer systems, and Village owned property and equipment.

Objectives for 2011

- Install energy efficiency motors, variable frequency drives, and dissolved oxygen probes for the wastewater treatment plant aeration blower efficiency project.
- Complete the upgrades and retrofit of the equipment for the final clarifier project.
- Perform a leak detection survey for the water system of approximately one-half of the town.
- Enhance the Route 14/MaKray "Gateway" entrance to the Village.

2010 Budget Accomplishments

- ✓ Completed the primary clarifier upgrade project for the Wastewater Treatment Plant.
- ✓ Completed smoke testing of Sub-area 3, located several cross connections between the storm and sanitary sewer systems and disconnected these to prevent sanitary sewer discharges.

- ✓ Negotiated new landscape maintenance and tree maintenance contracts.
- ✓ Applied for and received a grant to improve energy efficiency at the Wastewater Treatment Plant by replacing 40 year old motors and drives with new energy efficient motors and variable frequency drives.

Budget Analysis

The Department budget in FY 2011 will increase $544,197 (9.52%) from projected 2010 expenditures of $5,714,190 to $6,258,387 for the 2011 budget. The increase in the 2011 budget results from increases in Personnel and Operating expenditures which are slightly offset by a decrease in Capital Expenditures. Personnel expenditures increase $34,466 (1.52%) due to salary adjustments and increases in benefit costs.

Budget Highlights

- Electricity and Natural Gas for Street Lighting of $112,600.
- Rock Salt purchases for deicing activities of $139,300.
- Water Meter replacement purchases of $29,800.
- Chemicals for water treatment activities of $90,800.
- Electricity Usage for pumping water and wastewater $305,000.

The increase in operating expenditures of $517,381 (15.04%) is caused by increases in Professional Development, Contractual Services, and Commodities offset somewhat by decreases in Programs and Miscellaneous Expenditures. Professional Development increases due to increases in training throughout the Department. Contractual Services increases are caused by increases in contracts and maintenance expenses in Street Operations, Forestry, and Water & Sewer Operations. The increase in Commodities is a result of increases in costs for supplies, chemicals, and materials in the majority of the budget units of the Department. The decrease in Programs is due to a decrease in the Overhead Sewer Cost

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel						
Salaries	$ 2,180,914	$ 1,731,473	$ 1,840,629	$ 1,079,693	$ 1,742,978	$ 1,731,450
Benefits	629,182	517,314	606,583	344,191	524,186	570,180
Personnel Sub-Total	2,810,096	2,248,787	2,447,212	1,423,884	2,267,164	2,301,630
Operations						
Professional Development	15,991	8,627	17,175	3,563	11,545	15,460
Contractual Services	2,319,726	1,827,465	2,320,265	888,007	1,871,475	2,298,082
Commodities	850,198	633,404	992,610	344,919	658,200	850,535
Programs	161,335	69,657	102,270	21,752	88,000	77,600
Miscellaneous	992,904	1,053,880	901,433	456,398	810,156	715,080
Operations Sub-Total	4,340,153	3,593,033	4,333,753	1,714,639	3,439,376	3,956,757
Capital Sub-Total	69,907	33,058	-	2,226	7,650	-
Total Expenditures	7,220,156	5,874,878	6,780,965	3,140,749	5,714,190	6,258,387
Funding Sources						
General Revenues	3,759,668	2,864,840	3,175,384	1,685,449	2,829,231	2,961,635
Water & Sewer Revenues	2,245,718	1,835,764	2,242,428	743,925	1,638,273	1,954,615
Recycling & Refuse Revs	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887
Parking System Revenues	254,746	221,078	324,850	133,238	239,210	242,250
Total Funding Sources	7,220,156	5,874,878	6,780,965	3,140,749	5,714,190	6,258,387

Share program. The decrease in Miscellaneous is caused by decreases in Interfund Charges in the Water & Sewer, Recycling & Refuse, and Parking System Funds. Capital expenditures decrease as the purchase of the majority of equipment for the Department has been moved to the Capital Improvement Fund in 2011.

Sources of Funding

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

Employees

The number of employees in the Department is anticipated to remain stable at 26.30 Full-Time Equivalent (FTE) employees in 2011. This is a reduction of 7.50 FTE positions, or 22.19% of the workforce, from 2008. At the end of 2008 the Department lost a number of positions as part of the Village's general reduction in force and in 2009 a Public Works Supervisor position became vacant and was not replaced.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	Change 2009 - 2010	FY 2011 Budget	Change 2010 - 2011
Full-Time Positions						
Director	1.00	1.00	1.00	0.00	1.00	0.00
Assistant Director	2.00	2.00	2.00	0.00	2.00	0.00
Public Works Supervisors	5.00	5.00	4.00	(1.00)	4.00	0.00
Lab Technician	1.00	1.00	1.00	0.00	1.00	0.00
Mechanic	2.00	2.00	2.00	0.00	2.00	0.00
Utility Treatment Operator	1.00	1.00	1.00	0.00	0.00	(1.00)
Utility Treatment Operator	4.00	3.00	3.00	0.00	4.00	1.00
Maintenance Works	13.00	8.00	8.00	0.00	8.00	0.00
Office Manager	1.00	0.00	0.00	0.00	0.00	0.00
Part-Time Positions (FTEs)						
Office Assistant	0.70	0.70	0.70	0.00	0.70	0.00
Janitor/Laborer	3.10	3.60	3.60	0.00	3.60	0.00
Total FTE Positions	33.80	27.30	26.30	(1.00)	26.30	0.00
Distribution by Fund						
General Fund	13.29	11.70	11.70	0.00	10.73	(0.97)
Water & Sewer Fund	17.94	12.74	12.74	0.00	13.55	0.81
Recycling & Refuse Fund	0.94	0.99	0.99	0.00	1.12	0.13
Parking System Fund	1.63	1.87	0.87	(1.00)	0.90	0.03

Expenditures by Budget Unit

Administration

Administration is responsible for overseeing 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 through both the General Fund and the Water and Sewer Fund. This Division includes the Director of Public Works who is responsible for the operations of the Department.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 436,758	$ 321,729	$ 366,402	$ 201,745	$ 358,035	$ 315,300
Operations	710,847	738,710	644,402	369,274	697,825	659,595
Capital Outlay	-	19,026	-	1,609	2,500	-
Expenditures Total	1,147,605	1,079,465	1,010,804	572,628	1,058,360	974,895

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 minor maintenance of the roadway, sidewalks, curbs and gutters, street sweeping, markings/delineation of pavement, snow and ice removal, maintenance of drainage facilities, maintenance of street lights and traffic control devices, and maintenance of all street signage.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 603,312	$ 437,338	$ 427,120	$ 294,578	$ 435,860	$ 414,780
Operations	748,920	478,203	554,280	188,760	380,285	487,620
Capital Outlay	23,540	14,033	-	73	150	-
Expenditures Total	1,375,772	929,574	981,400	483,410	816,295	902,400

Forestry

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 95,235	$ 92,622	$ 105,335	$ 65,333	$ 93,690	$ 85,400
Operations	251,354	201,584	298,240	123,919	233,250	282,345
Expenditures Total	346,589	294,206	403,575	189,252	326,940	367,745

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, other Village owned property including 145 W Main St, 141 W Main St, 117 W Main St, 120 S Hough St, 132 W Station St 134 W Station St, and 505 Cumnor Ave. The Division performs routine and small repairs and addresses basic janitorial requirements. Major and or more technical repairs are contracted out.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 89,712	$ 90,835	$ 85,961	$ 79,210	$ 113,450	$ 111,400
Operations	166,078	75,848	133,450	52,859	95,700	109,245
Capital Outlay	46,367	-	-	-	-	-
Expenditures Total	302,157	166,683	219,411	132,069	209,150	220,645

Central Garage

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 264,876	$ 168,931	$ 204,019	$ 150,445	$ 182,511	$ 205,450
Operations	322,669	225,980	356,175	157,101	230,975	290,500
Capital Outlay	-	-	-	545	5,000	-
Expenditures Total	587,545	394,911	560,194	308,090	418,486	495,950

Utility Maintenance

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 533,394	$ 417,788	$ 487,418	$ 211,373	$ 378,423	$ 441,750
Operations	377,681	212,848	371,770	29,003	145,800	188,050
Capital Outlay	-	-	-	-	-	-
Expenditures Total	911,075	630,637	859,188	240,376	524,223	629,800

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, including portions of Inverness and Barrington Hills. Specific responsibilities include the operation, maintenance, and repair of all equipment, buildings, and grounds at four (4) well sites, three (3) water storage reservoirs, three (3) elevated water storage tanks, one (1) pressure boosting station, one (1) pressure reducing station and one (1) iron filtration facility. This Division is also responsible for all testing of the water supply.

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 150,540	$ 145,449	$ 107,909	$ 98,322	$ 160,075	$ 146,650
Operations	285,197	253,308	324,146	78,830	230,900	300,290
Capital Outlay	-	-	-	-	-	-
Expenditures Total	435,737	398,757	432,055	177,153	390,975	446,940

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 453,950	$ 405,890	$ 437,981	$ 196,009	$ 357,000	$ 386,000
Operations	444,955	400,480	513,204	130,388	366,075	491,875
Capital Outlay	-	-	-	-	-	-
Expenditures Total	898,905	806,370	951,185	326,397	723,075	877,875

Recycling & Refuse Operations

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 80,087	$ 76,140	$ 86,087	$ 55,147	$ 81,610	$ 103,950
Operations	879,937	877,057	952,216	522,990	925,866	995,937
Expenditures Total	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887

Parking System Maintenance

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

	FY 2008 Actual	FY 2009 Actual	FY 2010 Budget	FY 2010 9 Month Actual	FY 2010 Projected Actual	FY 2011 Approved Budget
Personnel	$ 102,231	$ 92,064	$ 138,980	$ 71,722	$ 106,510	$ 90,950
Operations	152,515	129,013	185,870	61,516	132,700	151,300
Expenditures Total	254,746	221,078	324,850	133,238	239,210	242,250

CAPITAL IMPROVEMENT PROGRAM

Mission — The Village's capital improvement expenditures are intended to enhance the quality of life in the community by maintaining and improving the community's infrastructure and by providing the equipment and vehicles needed by Operating Departments to continue providing the services desired by the community.

Objectives
- Maintain high quality streets, sidewalks, public right-of-ways, bikeways, water mains, sanitary sewer mains, and stormsewer mains by rehabilitating these infrastructure assets when necessary. The Village strives to maintain quality infrastructure and make improvements to respond to changing needs, challenges, and regulations.
- Provide infrastructure and parking in the central business district to meets the needs of residents, shoppers, businesses, and commuters and encourage private sector investment.
- Purchase new and replacement vehicles and equipment to support and enhance the operations of Village Departments.

Overview

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

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

The various categories of capital improvements undertaken by the Village include:

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

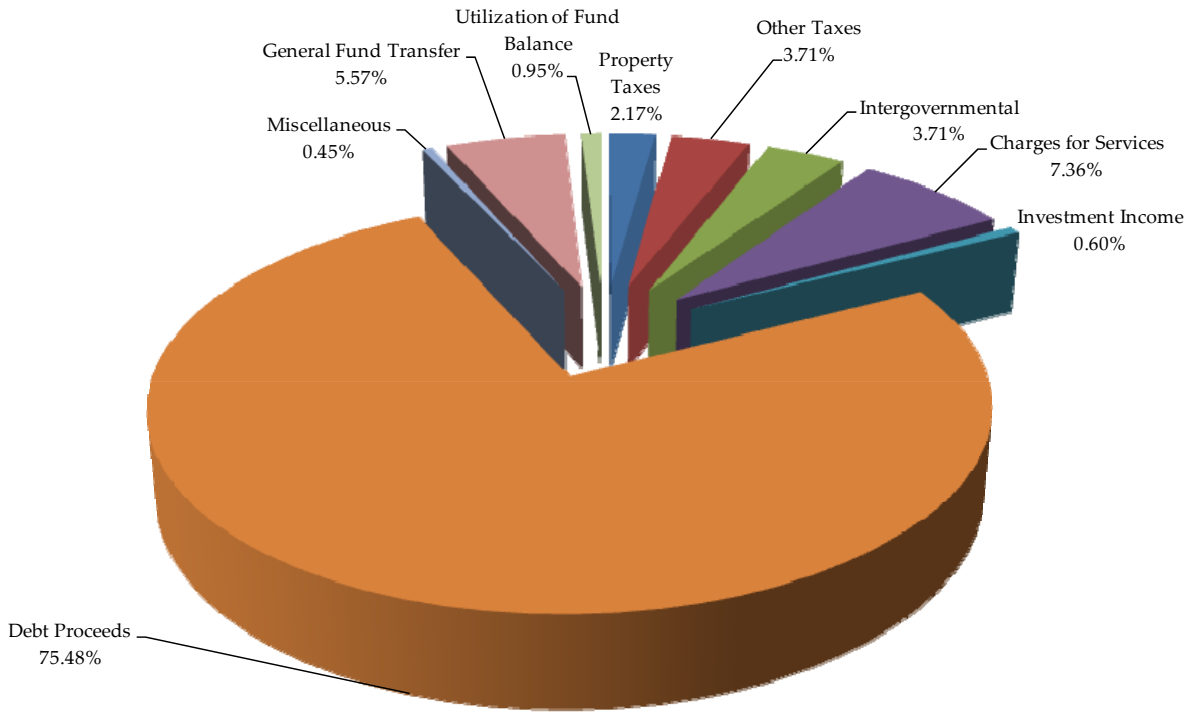
The Village considers a capital expenditure or expense to be a substantial rehabilitation, reconstruction, or new construction of the infrastructure assets that are defined in the Village's Capitalization Police (please see Appendix III on Pages 233 – 236). The purchase of equipment classified as a capital asset according to the Village's Capitalization Policy is also included as a capital expenditure/expense.

Summary of Total Revenues

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

The final source of funding for capital improvements is derived from debt financing. The most common long term debt instruments issued to finance capital improvements include General Obligation (GO) Bonds, Alternate Revenue Bonds and Revenue Bonds. The Village is conservative in its use of debt financing and has typically only issued debt to finance projects that cannot be supported through other means (please see the Budget and Financial Policies section on Pages 29 – 34 to review the Village's policies related to debt; please see Appendix III on Pages 225 – 233 to review the Village's outstanding debt and its relation to the legal debt margin). The Village issued Alternate Revenue Bonds in 2009 for capital improvements during 2009, 2010, 2011, and 2012; proceeds from these bonds will be utilized in 2011 to fund several large projects that will be occurring. The distribution of dedicated funding sources for the 2011 capital improvements is illustrated in the following chart:

2011 Capital Improvement Funding Sources



In 2011, total funding for capital improvements will equal $6,737,699. A major portion of the funding for capital improvements in 2011 is derived from the 2009 bond issue as the Village completes several of the projects those bonds were issued for, including upgrades to the Wastewater Treatment Plant, lift stations, and water production facilities. From 2012 through 2016, funding for capital improvements ranges from approximately $3.5 million in 2012 to a little more than $2.6 million in 2015. Funding is provided by a variety of sources with the utilization of Fund Balance in the Capital Improvement Fund providing the final funding for projects when needed. A summary of the funding sources for Capital Improvements from 2009 to 2016 is presented in the chart on the following page:

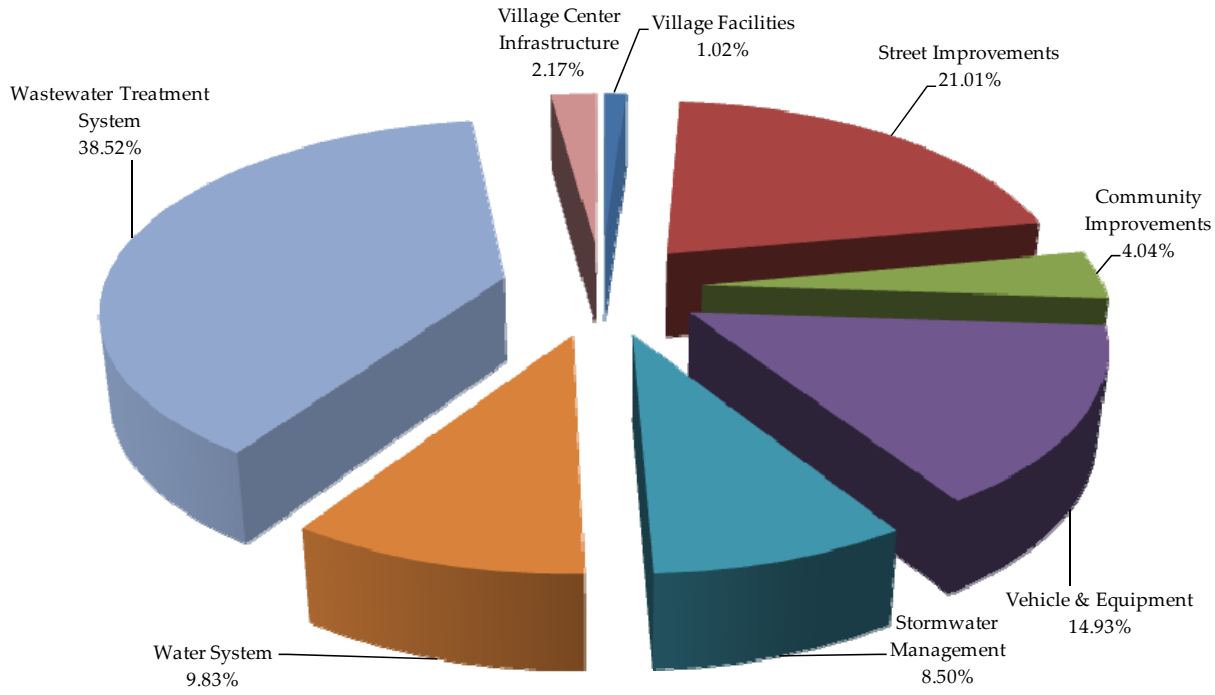
Capital Improvements Funding

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Funding Sources								
Capital Improvement Fund								
Other Taxes	-	-	250,000	250,000	250,000	250,000	250,000	250,000
Intergovernmental	-	12,500	250,000	-	-	-	-	-
Charges for Services	-	-	296,200	60,850	30,000	43,810	47,200	349,000
Village Property Usage	-	-	-	89,520	92,206	94,872	97,821	100,756
Investment Income	22,755	15,750	40,750	50,750	50,750	90,750	61,779	53,929
Miscellaneous	99,965	47,500	30,500	28,500	20,500	50,000	-	40,000
General Fund Transfer	-	375,000	375,000	680,000	750,000	1,025,000	1,100,000	1,100,000
Debt Proceeds	648,483	1,142,730	715,122	-	-	-	-	-
Utilization of Fund Balance	123,264	608,020	63,927	411,380	107,444	556,878	-	-
Water & Sewer Fund								
Charges for Services	-	776,505	200,000	650,969	1,430,000	605,000	1,055,000	855,000
Debt Proceeds	1,019,863	1,978,906	4,370,200	1,131,031	-	-	-	-
Parking System Fund								
Utilization of Fund Balance	-	676,875	-	-	-	-	-	-
TIF Fund								
Property Taxes	116,315	72,500	146,000	125,000	-	-	-	-
Total Funding Sources	2,030,645	5,706,286	6,737,699	3,478,000	2,730,900	2,716,310	2,611,800	2,748,685

Summary of Total Expenditures

Capital Improvement expenditures occur in several different accounting funds, including the Capital Improvement Fund, the Water & Sewer Fund and the Motor Vehicle Parking System Fund. Capital Improvement expenditures typically include both programs and nonrecurring short-term or one-time projects that are expected to be completed within a specified period of time. The following chart illustrates anticipated recurring and non-recurring programs from 2011 to 2016.

Capital Improvement Expenditures



In 2011, total expenditures for capital improvements will total $6,737,699 which is equal to available funding. The majority of expenditures in 2011 will be for upgrades to the Water System and Wastewater Treatment System with Street Improvements and Vehicle and Equipment Purchases also comprising a large portion of total expenditures. From 2012 through 2016, the primary focus in most years will be Street Improvements as the Village continues its focus on improving streets and related infrastructure. A summary of the expenditures for Capital Improvements from 2009 to 2016 is presented in the chart below:

Capital Improvements Expenditures

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Improvements								
Village Facilities	8,200	-	68,500	-	-	-	-	-
Street Improvements	886,267	2,902,361	1,415,300	1,575,000	1,375,000	1,925,000	1,475,000	1,475,000
Community Improvements	-	37,000	272,000	30,000	30,000	30,000	30,000	30,000
Vehicle & Equipment	-	341,500	1,005,699	601,000	330,900	591,510	486,800	823,685
Stormwater Management	169,946	115,000	572,650	375,000	825,000	-	-	-
Water System	340,792	657,236	662,500	151,000	85,000	85,000	85,000	85,000
Wastewater Treatment System	509,125	903,804	2,595,050	621,000	85,000	85,000	535,000	335,000
Parking System	-	676,875	-	-	-	-	-	-
Village Center Infrastructure	116,315	72,500	146,000	125,000	-	-	-	-
Total Funding Sources	2,030,645	5,706,276	6,737,699	3,478,000	2,730,900	2,716,510	2,611,800	2,748,685
Expenditures by Fund								
Capital Improvement Fund	894,467	2,201,500	2,021,499	1,571,000	1,300,900	2,111,510	1,556,800	1,893,685
Water & Sewer Fund	1,019,863	2,755,401	4,570,200	1,782,000	1,430,000	605,000	1,055,000	855,000
Parking System Fund	-	676,875	-	-	-	-	-	-
Village Center TIF Fund	116,315	72,500	146,000	125,000	-	-	-	-

Description of Improvements

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

Analysis of Actual, Budgeted, and Projected Expenses

The Budget in 2011 includes $68,500 in contractual services for the rehabilitation of the Hough-Main Properties. This is an increase from 2010 when no projects occurred in this area and represents the only project for which funding is available in the foreseeable future.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	8,200	-	68,500	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-	-
Total Expenditures	8,200	-	68,500	-	-	-	-	-
Projects								
Hough-Main Prop. Rehab								
Funding Sources								
Capital Improvement Fund	8,200	-	68,500	-	-	-	-	-
Total Funding Sources	8,200	-	68,500	-	-	-	-	-

Project Descriptions

The only project included in the projected expenditures and funding for the next five years is the rehabilitation of the Hough-Main Properties.

Project Name	Description	Impact on Operating Budget
Rehabilitation of Hough-Main Properties	Paint exterior of Chase Property and repair equipment in Williams Property	Small Increase - Less than $10,000 for increased maintenance costs

One long-term project the Village has considered is the reconstruction of the public works facility but this project is unlikely to occur before 2020 unless a source of grant funding is secured.

Description of Improvements

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

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. Road rehabilitation is defined as the repaving of the road and the repair and replacement of 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.

Analysis of Actual, Budgeted, and Projected Expenses

Street improvements are a major focus of the Village's capital improvement efforts and the Village has developed an Annual Street Improvement Program to reconstruct or repair all streets when necessary based on an annual assessment of the street's condition. The Village's goal is to maintain all streets at the 85th percentile of regional road conditions or better which would indicate all streets are in good condition with only minor surface deficiencies. The average spending on street improvements from 2009 through 2016 is a little more than $1.4 million and is funded from two sources, the Capital Improvement Fund and the Water & Sewer Fund. The

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	213,106	229,000	125,300	125,000	125,000	125,000	125,000	125,000
Capital Outlay	673,161	2,673,361	1,290,000	1,450,000	1,250,000	1,800,000	1,350,000	1,350,000
Total Expenditures	886,267	2,902,361	1,415,300	1,575,000	1,375,000	1,925,000	1,475,000	1,475,000
Projects								
Annual Street Programs								
2009	788,824	-	-	-	-	-	-	-
2010	-	2,815,361	-	-	-	-	-	-
2011	-	-	1,315,300	-	-	-	-	-
2012	-	-	-	1,475,000	-	-	-	-
2013	-	-	-	-	1,375,000	-	-	-
2014	-	-	-	-	-	1,375,000	-	-
2015	-	-	-	-	-	-	1,475,000	-
2016	-	-	-	-	-	-	-	1,475,000
Eastwood Subdivision Paving	-	-	100,000	100,000	-	-	-	-
Hart Rd Intersection Imprmnts	97,443	87,000	-	-	-	550,000	-	-
Wayfinding Signage	-	57,000	-	-	-	-	-	-
Funding Sources								
Capital Improvement Fund	886,267	1,823,000	675,300	940,000	940,000	1,490,000	1,040,000	1,040,000
Water & Sewer Fund	-	1,079,361	740,000	635,000	435,000	435,000	435,000	435,000
Total Funding Sources	886,267	2,902,361	1,415,300	1,575,000	1,375,000	1,925,000	1,475,000	1,475,000

distribution of funding is dependent on the mix of street reconstruction/repair versus water and sanitary sewer main reconstruction/repair.The average spending on street improvements from 2009 through 2016 is a little more than $1.4 million and is funded from two sources, the Capital Improvement Fund and the Water & Sewer Fund. The distribution of funding is dependent on the mix of street reconstruction/repair versus water and sanitary sewer main reconstruction/repair

Project Descriptions

The street improvement projects detailed below are based on street deficiency ratings of all Village streets. Each year the Engineering & Building Department assesses the Village's streets and determines a deficiency rating for each street. The streets that will be included in each Annual Street Improvement Program may change based on the rate of deterioration of the streets in the community. However, the list of streets below is a starting point for all of the streets that will be completed from 2011 through 2016.

Project Name	Description	Impact on Operating Budget
2011 Annual Street Improvement Program	Reconstruction/rehabilitation of portions of Oak, Walnut, Bosworthfield, Cold Spring, Commonwealth, Hampton, and Marlborough.	Small Reduction - Less than $10,000 for reduced street maintenance costs
Eastwood Subdivision Rehabilitation	Rehabilitation of Whitney, Paul Circle, Verne, and Martin Court	Small Reduction - Less than $10,000 for reduced street maintenance costs
2012 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Russell, Summit, Lincoln, and Hillside Avenue	Small Reduction - Less than $10,000 for reduced street maintenance costs
2013 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Cumnor, Orchard, Bellingham, Balmoral, Walton, Red Barn, and Old Mill	Small Reduction - Less than $10,000 for reduced street maintenance costs
2014 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Hager, George, Warwick, Cook, The Point, Raymond, and Shady Lane	Small Reduction - Less than $10,000 for reduced street maintenance costs
2015 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Fox Hunt, Valley, Spring, Klingenburg, Red Barn, and Castle Court	Small Reduction - Less than $10,000 for reduced street maintenance costs
Hart Road Intersection Reconstruction	Reconstruction of the Hart Road intersection with Northwest Highway (US Route 14)	Small Reduction - Less than $10,000 for reduced street maintenance costs
2016 Annual Street Improvement Program	Reconstruction/Rehabilitation of portions of Illinois, Lake Zurich, Hart Road, Prospect, Carl, Wyngate, Kainer, and Lincoln	Small Reduction - Less than $10,000 for reduced street maintenance costs

The Hart Road Intersection project will be a multi-million dollar project and the $550,000 projected above is only the Village's portion of the total. The majority of the cost for the improvements will be primarily paid for by the Illinois Department of Transportation and the Lake County Department of Transportation from Federal Government funding.

Description of Improvements

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

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

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

Analysis of Actual, Budgeted, and Projected Expenses

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

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	-	26,000	5,000	-	-	-	-	-
Capital Outlay	-	11,000	267,000	30,000	30,000	30,000	30,000	30,000
Total Expenditures	-	37,000	272,000	30,000	30,000	30,000	30,000	30,000
Projects								
Pedestrain Program	-	-	30,000	30,000	30,000	30,000	30,000	30,000
Safe Routes to School Grant	-	36,000	242,000	-	-	-	-	-
Bikeway Projects	-	-	-	-	-	-	-	-
Funding Sources								
Capital Improvement Fund	-	37,000	272,000	30,000	30,000	30,000	30,000	30,000
Total Funding Sources	-	37,000	272,000	30,000	30,000	30,000	30,000	30,000

Project Descriptions

The Village has limited resources for Community Improvement projects as Street Improvements remain a priority.

Project Name	Description	Impact on Operating Budget
Safe Routes to School Grant Program	The construction of sidewalks on Exmoor, Waverly, and Summit is planned to improve pedestrian connectivity and to enhance the safety of children walking to and from Roslyn Road and Grove Avenue Schools.	Small Increase - Less than $10,000 for sidewalk maintenance and future rehabilitation
Annual Sidewalk Install/Repair Program	Installation or rehabilitation of sidewalks throughout community annually	Small Reduction - Less than $10,000 for reduced sidewalk maintenance costs

Due to the limited resources available to the Village for this project area, Staff actively pursues grant funding for these projects and has developed a list of projects that would be completed if grant funding was secured. Some of the other bikeway projects that may be completed include:

- Extension of the Hillside Road bike lane
- Addition of bikeway signage along designated bike routes, including Providence Road, Lake Zurich Road, and Summit Street

Description of Improvements

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

At the beginning of 2011, the estimated replacement value of the Village's fleet of vehicles is approximately $3.851 million of which $2.750 million (71%) has been saved (designated for future vehicle purchases) in previous budget cycles for replacement vehicles. The Village's Information Technology equipment is valued at approximately $875,000 with $600,000 saved at the beginning of 2011 for future equipment replacements. The estimated replacement value of operating equipment in the Village is $2.547 million with $1.841 million designated for future equipment replacements.

Analysis of Actual, Budgeted, and Projected Expenses

The amount of vehicle and equipment purchases range from a little over $1.0 million in 2011 to approximately $300,000 in 2013. These purchases vary amongst the three categories in any given year.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Programs	-	-	296,200	39,425	30,000	21,905	23,600	316,250
Capital Outlay	-	341,500	709,499	561,575	300,900	569,605	463,200	507,435
Total Expenditures	-	341,500	1,005,699	601,000	330,900	591,510	486,800	823,685
Projects								
Operating Equipment	-	-	325,225	138,700	98,000	142,460	117,300	100,700
Technology Equipment	-	265,000	147,974	285,300	82,400	144,050	138,000	192,485
Vehicle Purchases	-	76,500	532,500	177,000	150,500	305,000	231,500	530,500
Funding Sources								
Capital Improvement Fund	-	341,500	1,005,699	601,000	330,900	591,510	486,800	823,685
Total Funding Sources	-	341,500	1,005,699	601,000	330,900	591,510	486,800	823,685

Project Descriptions

The following pages list the vehicles and major pieces of equipment that will be purchased from 2011 through 2016 under current replacement schedules. The vehicle replacement list is comprehensive unless there is a need for a replacement of a vehicle sooner due to its deterioration. However, please note that the equipment replacement list only includes the major items that will be replaced in a particular year; additional equipment will also be purchased in each year but will be under $5,000 in cost.

List of Replacement Vehicles, 2011 - 2016

Description	Department (Use)	2011	2012	2013	2014	2015	2016
Ford Escape	VMO (VM Vehicle)	25,000					
Ford Escape	VMO, CFS, E&B, ECD (Pool)	22,500					
Ford Focus	VMO, CFS, E&B, ECD (Pool)	15,000					
Ford Focus	VMO, CFS, E&B, ECD (Pool)	15,000					
Ford Expedition XL	FD (Shift Commander)	40,000					
Pierce Pumper Apparatus	FD (Operations)	380,000					
Ford Pickup	PW (Central Garage)	35,000					
Ford Police Interceptor	PD (Administration)		25,000				
Dodge Charger	PD (Patrol)		29,000				
Dodge Charger	PD (Patrol)		29,000				
Ford Explorer	FD (Deputy Chief)		35,000				
Ford Police Interceptor	FD (Inspections)		24,000				
Ford 4x4 Pickup	PW (Streets)		35,000				
Ford SUV	E&B (Engineering)			25,000			
Dodge Charger	PD (Patrol)			29,000			
Dodge Charger	PD (Patrol)			29,000			
Ford Explorer	FD (Chief)			30,000			
Ford F250 4x4 Pickup/Plow	PW (Streets)			37,500			
Dodge Charger	PD (Chief)				29,000		
Dodge Charger	PD (Patrol)				29,000		
Dodge Charger	PD (Patrol)				29,000		
Ford Mid-Size Vehicle	PD (Investigations				25,000		
Ford Explorer	PD (Parking Enforcement)				33,000		
Street Sweeper	PW (Street Maintenance)				160,000		
Ford Mid-Size Vehicle	DS (Inspections)					20,000	
Ford Explorer	PD (Patrol Operations)					32,500	
Ford F-350 1 Ton Dump	PW (Streets)					70,000	
Ford F-350 1 Ton Dump	PW (Streets)					70,000	
Single Axle Trailer	PW (Streets)					5,000	
Double Axle Trailer	PW (Streets)					6,000	
Ford F-250	PW (Streets)					28,000	
Ford Police Interceptor	PD (Administration)						29,000
Ford Excursion	FD (Administration)						20,000
Pierce Squad	FD (Operations)						450,000
Ford Explorer	FD (Investigations)						25,000
Ford Mid-Size Vehicle	PW (Administration)						6,500
	Annual Totals	532,500	177,000	150,500	305,000	231,500	530,500

List of Major Equipment Purchases, 2011 - 2016

Description	Department (Use)	2011	2012	2013	2014	2015	2016
PSF Building Security	FD, PD	20,000					
Portable Defibrillators	PD	22,500					
Vehicle Radios	FD	28,000					
Radios	PW	20,000					
In-Car Laptops, Printers	PD	21,000					
Office Furniture	VMO, CFS, E&B, ECD	47,000					
Thermal Imager	PD		15,000				
Sign Machine	PW		10,000				
Document Mgmt System	IS		40,000				
In-Car Video System	PD		89,300				
6 Copier/Fax/Printer/Scanner	All Departments		111,000				
Police Squad Equipment	PD			20,000			
Tactical Armor	PD			17,000			
Vehicle Radio	FD			24,000			
Software Licensing	IS			25,000			
Livescan Equipment	PD				60,000		
Interoperable Radio Device	PD				10,500		
Vehicle Radio	FD				24,000		
Electrical Line/Pipe Locator	PW				7,500		
Server & RAID Storage	IS				50,000		
Fiber Network Equip	IS				25,000		
Vehicle Radios	FD					30,000	
Defibrillator	FD					26,500	
Software Upgrades	CFS, E&B, IS					46,000	
Server & Licenses	IS					50,000	
Office Furniture	VMO, CFS, E&B, ECD					51,100	
Vehicle Radios	PD						10,000
Mobile Command Equip	PD						5,000
Defibrillator	FD						26,500
Cots	FD						40,000
MDTs, In-Car Computers	PD, FD						120,000
Server & Licenses	IS						50,000
	Annual Totals	158,500	265,300	86,000	177,000	203,600	251,500

Description of Improvements

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

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

Analysis of Actual, Budgeted, and Projected Expenses

Funding for storm water projects ranges from $115,000 in 2010 to $825,000 in 2013 with the majority of expenditures dedicated to a flooding mitigation project in one neighborhood. There are many small storm water projects occurring in the community that are not separately displayed below as they are small single year projects.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	120,823	55,000	22,650	150,000	75,000	-	-	-
Capital Outlay	49,123	60,000	550,000	225,000	750,000	-	-	-
Total Expenditures	169,946	115,000	572,650	375,000	825,000	-	-	-
Projects								
Stormwater Mgmt Study	120,000	-	-	-	-	-	-	-
Flooding Mitigation Proj	-	-	572,650	375,000	825,000	-	-	-
Funding Sources								
Capital Improvement Fund	-	10,000	-	-	-	-	-	-
Water & Sewer Fund	169,946	105,000	572,650	375,000	825,000	-	-	-
Total Funding Sources	169,946	115,000	572,650	375,000	825,000	-	-	-

Project Descriptions

Two projects are priorities for the Village, both of which relate to responding to flood events that have occurred since 2007.

Project Name	Description	Impact on Operating Budget
Stormwater Management Study	Consultants were hired to conduct a complete flood plain and stormwater hydrology analysis of the Village and make recommendations for improvements.	Moderate Impact - Less than $10,000, employees diverted substantial time to work with consultants on study.
Flooding Mitigation Project	Village is applying for grant to purchase properties in most flood prone area, demolish the properties, and then construct a floodwater detention facility to address flooding in the community	Moderate Increase - Increase of $10,000 and $100,000 for floodwater detention facility maintenance

Description of Improvements

The maintenance and improvement of the Village's water system is an important aspect of the overall capital improvement program in the Village. This system supplies drinking water to 4,469 metered customers, has an average daily consumption of 1,390,810 gallons, includes 88 miles of Water Main, and 4,400,000 gallons of storage capacity. The capacity, structural integrity and general condition of the storage facilities, well houses and pumps, water mains, and service lines are critical to the Village's continued ability to supply its customers with clean, high quality drinking water and to provide adequate pressure for fire suppression.

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

Analysis of Actual, Budgeted, and Projected Expenses

Funding for Water System projects ranges from $85,000 in 2013 to 2016 to $657,236 in 2010, with the large project in 2010 being the installation of new water main along Lake-Cook Road. The funding from 2013 through 2016 includes many water main improvements including responding and repairing water main breaks.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	115,817	5,200	89,500	12,000	10,000	10,000	10,000	10,000
Capital Outlay	224,975	652,036	547,000	139,000	75,000	75,000	75,000	75,000
Total Expenditures	340,792	657,236	636,500	151,000	85,000	85,000	85,000	85,000
Projects								
Cornell & Ela Watermain	327,780	-	-	-	-	-	-	-
Lake-Cook Watermain Proj	-	561,020	-	-	-	-	-	-
Eastern Ave. Watermain Proj	-	-	396,000	-	-	-	-	-
Water Well Upgrades	13,012	200	240,500	-	-	-	-	-
Watermain Improvements	-	96,016	-	151,000	85,000	85,000	85,000	85,000
Funding Sources								
Water & Sewer Fund	340,792	657,236	636,500	151,000	85,000	85,000	85,000	85,000
Total Funding Sources	340,792	657,236	636,500	151,000	85,000	85,000	85,000	85,000

Project Descriptions

The large Water System projects that have or will occur during from 2009 to 2016 include:

Project Name	Description	Impact on Operating Budget
Cornell & Ela Watermain	Reconstruct water main along Cornell Avenue and Ela Road	Small Reduction - Less than $10,000 for reduced street maintenance costs
Lake-Cook Watermain Project	Install water main along Lake-Cook Road	Small Reduction - Less than $10,000 for reduced street maintenance costs
Eastern Avenue Watermain Project	Install water main along Eastern Avenue	Small Reduction - Less than $10,000 for reduced street maintenance costs
Water Well Upgrades	Purchase and install various pieces of equipment at Wells #1 and #4 and at Station Street Wellhouse	Small Reduction - Less than $10,000 for reduced street maintenance costs
Watermain Improvements	Various watermain improvements throughout community, including responding to breaks	Small Reduction - Less than $10,000 for reduced street maintenance costs

Description of Improvements

The maintenance and improvement of the Village's sanitary sewer system is an important aspect of the overall capital improvement program in the Village. The sanitary sewer system collects wastewater, utilizes a mechanical and biological process to metabolize and remove pollutants, and then discharges the effluent (the cleaned water) to Flint Creek. The sanitary sewer system provides service to 4,470 metered customers and includes 64 miles of sanitary sewer and a wastewater treatment facility.

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

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

Analysis of Actual, Budgeted, and Projected Expenses

Funding for Wastewater Treatment System projects ranges from $85,000 in 2013 and 2014 to $2,663,750 in 2011, with the large project in 2011 being upgrades to the Wastewater Treatment Plant. The funding from 2013 through 2016 includes many Sanitary Sewer Main improvements including responding and repairing to any main breaks that could occur.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	114,217	95,200	198,750	12,000	10,000	10,000	10,000	10,000
Capital Outlay	394,908	808,604	2,465,000	609,000	75,000	75,000	525,000	325,000
Total Expenditures	509,125	903,804	2,663,750	621,000	85,000	85,000	535,000	335,000
Projects								
Sanitary Sewer Lining	297,856	-	200,000	-	-	-	-	-
Braymore Forcemain	211,269	-	-	-	-	-	-	-
Primary Clarifier Project	-	-	1,110,000	-	-	-	-	-
Secondary Clarifier Project	-	486,279	-	-	-	-	-	-
Phosphorous Removal Proj	-	-	175,000	-	-	-	-	-
Lift Station Upgrades	-	-	1,065,000	470,000	-	-	450,000	250,000
Sanitary Sewer Main Impr	-	417,525	113,750	151,000	85,000	85,000	85,000	85,000
Funding Sources								
Water & Sewer Fund	509,125	903,804	2,663,750	621,000	85,000	85,000	535,000	335,000
Total Funding Sources	509,125	903,804	2,663,750	621,000	85,000	85,000	535,000	335,000

Project Descriptions

The large Wastewater Treatment System projects that have or will occur during from 2009 to 2016, and their impact on the Village's operating budget, include:

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

Description of Improvements

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

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

Analysis of Actual, Budgeted, and Projected Expenses

The only Parking System project occurring in the schedule below is the reconstruction of the North Commuter Parking Lot and the purchase of new Fareboxes in 2010, both of which have been completed. One of the major parking improvement projects that may occur if grant funding is secured is the construction of a new entrance drive, including traffic signals, and a parking deck in place of a portion of the North Commuter Parking Lot at the Train Station.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	-	-	-	-	-	-	-	-
Capital Outlay	-	676,875	-	-	-	-	-	-
Total Expenditures	-	676,875	-	-	-	-	-	-
Projects								
New Fareboxes	-	128,290	-	-	-	-	-	-
Repave North Commuter Lots	-	548,585	-	-	-	-	-	-
Funding Sources								
Capital Improvement Fund								
Parking System Fund	-	676,875	-	-	-	-	-	-
Total Funding Sources	-	676,875	-	-	-	-	-	-

Project Descriptions

Two projects were completed in 2010.

Project Name	Description	Impact on Operating Budget
New Fareboxes	Purchase and install new fareboxes for North Commuter Parking Lot at Train Station	Small Reduction - Less than $10,000 due to reduction in overtime and salary costs for farebox maintenance
Reconstruct North Commuter Parking Lots	Reconstruction of the North Commuter Parking Lots, including base repair and complete repaving	Small Reduction - Less than $10,000 due to reduction in maintenance

Village Center Infrastructure Improvements

Description of Improvements

In order to improve the aesthetics of the Village Center, in 2000 the Village commenced a comprehensive streetscape improvement program encompassing the Central Business District. The first phase of this project, which included the intersection of Hough and Main and the majority of Main Street, east of Hough, was completed in spring 2002. The second phase of the project, which included the majority of Main Street from Hough, west to the EJ&E tracks, was completed in 2003. Stage III streetscape improvements on S. Hough, E. Station, N. & S. Cook St. and Park Ave. were completed in 2004. Streetscape improvements (Stage IV) along Hough Street from the UP tracks to the EJ&E tracks as well as improvements on Franklin from North Cook Street to Hough were completed in 2006.

Village Streetscape improvement programs include the installation of new sidewalk that is enhanced with brick pavers, installation of new and upgrading of existing decorative streetlights, purchase and installation of hanging baskets and banners, installation of benches and the planting of trees and additional plant material.

Analysis of Actual, Budgeted, and Projected Expenses

Funding for Village Center Infrastructure will range from $72,500 in 2010 to $146,000 in the 2011 budget. Two projects will be completed, the installation of wayfinding signage and the completion of the streetscape program.

	FY 2009 Actual	FY 2010 Projected Actual	FY 2011 Approved Budget	FY 2012 Projected	FY 2013 Projected	2014 Projected	2015 Projected	2016 Projected
Capital Expenditures								
Contractual Services	-	42,500	116,000	60,000	-	-	-	-
Capital Outlay	116,315	30,000	30,000	65,000	-	-	-	-
Total Expenditures	116,315	72,500	146,000	125,000	-	-	-	-
Projects								
Wayfinding Signage	-	42,500	116,000	60,000	-	-	-	-
Streetscape Improvements	116,315	30,000	30,000	65,000	-	-	-	-
Funding Sources								
TIF Fund	116,315	72,500	146,000	125,000	-	-	-	-
Total Funding Sources	116,315	72,500	146,000	125,000	-	-	-	-

Project Descriptions

Two projects have been or will be completed during the time period portrayed above.

Project Name	Description	Impact on Operating Budget
Wayfinding Signage	Intall decorative directional signs throughout Village Center	Moderate increase - $10,000 to $100,000 for increased maintenance of signs
Streetscape Program	Complete installation of decorative bricks, benches, bikeracks, and pavers in Village Center	Moderate increase - $10,000 to $100,000 for increased maintenance of bricks, benches, bikeracks, & pavers

VILLAGE OF BARRINGTON, ILLINOIS

ORDINANCE NUMBER 10- 3602

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS FOR FISCAL YEAR 2011, BEGINNING JANUARY 1, 2011 AND ENDING DECEMBER 31, 2011

ADOPTED BY THE
CORPORATE AUTHORITIES
OF THE
VILLAGE OF BARRINGTON, ILLINOIS
THIS 23rd DAY OF NOVEMBER, 2010

Published in pamphlet form by the authority of the Board of Trustees of the Village of Barrington, Illinois, this 23rd day of November, 2010

Agenda # 5a

ORDINANCE NO. 10- 3602

AN ORDINANCE ADOPTING AN ANNUAL BUDGET FOR THE VILLAGE OF BARRINGTON, ILLINOIS FOR FISCAL YEAR 2011, BEGINNING JANUARY 1, 2011 AND ENDING DECEMBER 31, 2011

WHEREAS, the Corporate Authorities of the Village of Barrington did by ordinance, adopt an annual budget procedure, as provided by Chapter 65 ILCS 5/8-2-9.1 through Chapter 65 ILCS 5/8-2-9.10, as amended, in lieu of an annual appropriation ordinance; and

WHEREAS, in the process of developing the budget for Fiscal Year 2011, the Corporate Authorities of the Village of Barrington considered various supporting documents that reflect priorities, objectives, processes, procedures, and policies and include supplementary information and supporting schedules; and

WHEREAS, these supporting documents include the following: Letter of Transmittal, Introduction to Barrington; Guide to Using the Budget Document; the Budget Process; the Basis of Budgeting; Budget and Financial Policies; Strategic Planning; Financial Condition Evaluation; Synopsis of Economic Events and Assumptions; Revenue Descriptions, Historical Trends, and Projections; Financial Summary Tables; Revenues, Expenditures/Expenses, and Changes in Fund Balances/Equity by Fund; Operating Expenditures/Expense Budgets by Department; and the Appendices including the Personnel Analysis; Five Year Financial Forecast, the Legal Debt Margin; the Capitalization Policy; and the Glossary; and

WHEREAS, these supporting documents are not included in the budget for Fiscal Year 2011 but provide a framework for the development of the budget; and

WHEREAS, the tentative budget has been compiled and prepared by the Budget Officer and submitted to the President and Board of Trustees on November 10, 2010; and

WHEREAS, the tentative budget has been published in pamphlet form and made conveniently available for public inspection from November 10, 2010 to November 22, 2010, at the Village Hall, at the Barrington Area Public Library, and on the Village Website (said date being more than ten (10) days prior to the approval of the budget Ordinance on November 22, 2010).

WHEREAS, a public hearing was held on said tentative budget on November 22, 2010 (said date being more than one week after the publication of the tentative budget) pursuant to a notice of hearing published in a newspaper of general circulation in this municipality at least ten (10) days prior to said hearing; and

WHEREAS, the Corporate Authorities of the Village of Barrington desire to adopt the Budget for Fiscal Year 2011.

NOW, THEREFORE, BE IT ORDAINED by the President and Board of Trustees of the Village of Barrington, Cook and Lake Counties, Illinois, that:

SECTION 1: The Budget (which consists of the Revenue Estimate, the Expenditure Budget, the Summary of Transfers, and the Official Compensation Plan for 2011) a copy of all of which is attached hereto and expressly made part hereof as Exhibit A to this Ordinance, is hereby adopted as the Budget of the Village of Barrington for the fiscal year beginning January 1, 2011 and ending December 31, 2011.

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

Passed This 22nd **Day of November, 2010 by a Roll Call Vote of the President and Board of Trustees:**

Ayes: Trustees Rosenau, Hunt, Saluga, Miller, Roberts, Anderson

Nayes: None

Absent: None

Abstain: None

Approved this 22 **Day of November, 2010**

Karen Darch

Karen Darch, Village President

Attested and filed this _____ Day of November, 2010

Adam Frazier 11/22/10

Adam Frazier, Village Clerk

Notice of
Public Hearing

NOTICE OF PUBLIC HEARING ON THE TENTATIVE BUDGET FOR THE VILLAGE OF BARRINGTON FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2011 AND ENDING DECEMBER 31, 2011 AND AVAILABILITY OF SAME FOR PUBLIC INSPECTION

NOTICE IS HEREBY GIVEN that a public hearing shall be held on Monday, November 22, 2010 at 8:00 p.m. or as soon after as it appears on the Agenda, in the Village Board Room, at 200 South Hough Street, Barrington, Illinois on the Tentative Budget of this Village for the fiscal year beginning January 1, 2011 and ending December 31, 2011. This Tentative Budget was placed on file for public inspection beginning on November 10, 2010, and shall remain on file and available for public inspection until 8:00 p.m. on November 22, 2010 at the Village Hall, 200 South Hough Street, Barrington, Illinois, between the hours of 8:00 a.m. and 4:00 p.m. Monday through Friday. A copy of the Tentative Budget will also be placed on file and available for public inspection at the Barrington Area Public Library, 505 North Northwest Highway, Barrington, Illinois, during the Library's regular hours of operation for the public, beginning November 10, 2010. It is anticipated that the President and Board of Trustees will adopt the 2011 Budget in its final form at its regular meeting on November 22, 2008.

The building is handicap accessible.

Published in Daily Herald
Nov. 11, 2010 (4240294)N

CERTIFICATE OF PUBLICATION

Paddock Publications, Inc.

Daily Herald

Corporation organized and existing under and by virtue of the laws of the State of Illinois, DOES HEREBY CERTIFY that it is the publisher of the **DAILY HERALD**. That said **DAILY HERALD** is a secular newspaper and has been circulated daily in the Village(s) of Algonquin, Antioch, Arlington Heights, Aurora, Barrington, Barrington Hills, Lake Barrington, North Barrington, South Barrington, Bartlett, Batavia, Buffalo Grove, Burlington, Campton Hills, Carpentersville,Cary,Deer Park, Des Plaines, South Elgin, East Dundee, Elburn, Elgin,Elk Grove Village, Fox Lake, Fox River Grove, Geneva, Gilberts,Grayslake, Green Oaks, Gurnee, Hainesville, Hampshire, Hanover Park,Hawthorn Woods, Hoffman Estates, Huntley, Inverness, Island Lake,Kildeer, Lake Villa, Lake in the Hills, Lake Zurich, Libertyville,Lincolnshire, Lindenhurst, Long Grove, Mt.Prospect, Mundelein,Palatine, Prospect Heights, Rolling Meadows, Round Lake, Round Lake Beach,Round Lake Heights,Round Lake park,Schaumburg, Sleepy Hollow, St. Charles, Streamwood, Tower Lakes, Vernon Hills, Volo, Wauconda, Wheeling, West Dundee, Wildwood, Sugar Grove

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

I further certify that the DAILY HERALD is a newspaper as defined in "an Act to revise the law in relation to notices" as amended in 1992 Illinois Compiled Statutes, Chapter 7150, Act 5, Section 1 and 5. That a notice of which the annexed printed slip is a true copy, was published November 11, 2010 in said DAILY HERALD.

IN WITNESS WHEREOF, the undersigned, the said PADDOCK PUBLICATIONS, Inc., has caused this certificate to be signed by, this authorized agent, at Arlington Heights, Illinois.

PADDOCK PUBLICATIONS, INC.
DAILY HERALD NEWSPAPERS

BY Kathleen E Solan
Authorized Agent

Control # 4240294

Revenue Estimate

The Revenue Estimate establishes the resources available to every Fund of the Village and is approved by the Village Board as part of the Ordinance adopting the 2011 Budget. By 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 2008 Actual to Fiscal Year 2011 Budget

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
General Fund						
Property Taxes						
Property Tax - Corporate	489,752	507,410	688,250	359,124	457,135	425,000
Property Tax - Fire Protection	300,301	306,075	300,000	237,100	300,000	325,000
Property Tax - Ambulance	362,486	344,949	375,000	247,951	310,000	325,000
Property Tax - Police Protection	306,364	300,583	300,000	233,921	295,000	300,000
Property Tax - Crossing Guards	55,645	35,893	50,000	41,488	48,500	40,000
Property Tax - Audit	16,694	17,926	15,000	20,023	20,750	10,000
Property Tax - Road & Bridge	48,261	46,690	44,000	36,632	45,000	40,000
Property Tax - FICA	294,166	263,648	300,000	187,738	235,900	200,000
Property Tax - IMRF	195,004	175,765	200,000	117,341	145,700	200,000
Property Tax - Fire Pension	170,614	172,167	175,000	176,444	230,000	200,000
Property Tax - Police Pension	372,050	373,469	300,000	373,662	566,484	645,000
Property Tax - SSA #1	21,530	21,305	22,250	13,882	21,500	22,000
Property Tax - SSA #3	30,610	30,584	30,500	29,748	30,000	30,000
Property Tax - SSA #16	-	-	-	-	-	-
Total Property Taxes	2,663,475	2,596,464	2,800,000	2,075,054	2,705,969	2,762,000
Other Taxes						
Sales Tax	3,702,421	3,229,784	3,737,500	2,565,909	3,350,000	3,450,000
Automobile Rental Tax	18,117	15,445	19,000	10,451	15,000	15,000
Replacement Tax	132,789	112,406	139,462	72,453	105,000	120,000
Income Tax	961,415	826,460	1,172,272	610,035	760,000	750,000
Local Use Tax	149,252	124,894	150,000	92,905	120,000	125,000
Telecommunications Tax	-	601,656	300,000	563,620	735,000	730,000
Electricity Tax	-	501,980	-	493,753	625,000	600,000
Natural Gas Tax	-	202,246	-	209,148	275,000	-
Hotel/Motel Tax	18,855	11,748	22,000	7,782	10,000	15,000
Foreign Fire Tax	28,952	41,544	31,000	-	35,000	30,000
Motor Fuel Tax	272,033	265,216	295,000	196,725	275,000	275,000
Total Other Taxes	5,283,834	5,933,379	5,866,234	4,822,781	6,305,000	6,110,000

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
General Fund (continued)						
Intergovernmental						
Training Grants/Rmbrsmnts	-	7,436	-	22,428	23,000	10,000
Public Sfty Grnts & Rmbrsmnts	29,398	464,887	65,000	30,716	32,500	9,500
Street/Trffc Grnts & Rmbrsmnts	51,479	17,998	16,000	60,761	60,000	16,000
Grants & Reimbursements	10,000	-	-	-	2,000	-
Contributions for Dial a Ride	13,644	22,479	8,000	-	-	-
Program/Project Contributions	84,436	76,993	167,940	55,252	70,000	90,000
Total Intergovernmental	188,957	589,793	256,940	169,157	187,500	125,500
Licenses & Permits						
Liquor License	45,717	45,329	50,000	46,233	50,000	50,000
Food & Vendor Permits	12,580	14,575	10,000	700	10,000	12,500
Building Permits	291,718	193,718	275,000	92,356	110,000	180,000
Electrical Permits	55,404	24,465	44,000	10,411	20,000	25,000
Plumbing Permits	44,160	14,265	42,000	9,595	15,000	15,000
Elevator Inspection Fees	4,187	14,519	10,000	2,560	5,000	15,000
Sprinkler Permits & Inspections	-	-	9,000	-	-	-
Occupancy Permits	2,665	2,550	2,400	1,790	2,400	2,000
Contractors License Fee		15,000		14,225	15,000	
Temporary Use Permits	-	325	-	-	-	-
Overweight Permits	28,462	47,709	30,000	27,645	30,000	30,000
Permits & Licenses	5,255	8,106	7,150	27,566	30,000	25,000
Total Licenses & Permits	490,148	380,561	479,550	233,081	287,400	354,500

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
General Fund (continued)						
Charges for Services						
Non-Resident EMS Transport	78,861	63,216	70,000	69,630	80,000	75,000
Resident EMS Transport	219,817	213,767	170,000	154,756	185,000	200,000
Emergency 911 Surcharge	342,478	254,180	240,000	158,767	205,000	250,000
Shared Services						
Barrington Hills	13,024	9,051	12,957	2,717	4,000	7,500
Inverness - Police	1,515,733	513,887	-	-	-	-
BCFPD/Administration	2,945,903	3,092,804	3,185,573	2,159,399	3,200,000	3,350,000
BCFPD/Pension	317,003	326,973	390,879	278,737	360,000	382,000
Police Special Events	21,134	20,071	8,000	11,361	12,000	12,000
Fire Special Events	2,161	1,748	5,000	2,777	5,500	3,500
Public Works Special Events	-	999	-	533	1,000	1,000
Police False Alarms	11,200	10,450	10,917	7,750	10,000	10,000
Fire False Alarms	-	-	-	-	-	-
Escrow Reimbursement						
Engineering	8,597	5,869	12,500	120	2,500	7,500
Plan Commission	11,629	23,071	22,500	1,365	5,000	20,000
ARC	-	-	-	-	-	-
ZBA	3,668	5,518	1,000	440	1,000	3,500
Plan Exam	28,200	27,700	25,000	8,440	10,000	25,000
ZBA Petitions	3,400	3,400	1,000	1,000	2,500	3,000
ARC Petitions	9,150	6,150	8,500	4,500	5,000	7,000
PC Petitions	7,200	1,600	4,000	1,200	4,000	3,500
Sign Fee	5,225	3,355	2,400	-	-	3,000
Driveway/Culvert Fee	3,120	2,570	4,000	-	-	2,500
Liquor License Application Fee	4,800	5,175	4,500	3,400	3,500	4,500
Printed Materials/Reports	219	950	-	10	-	300
Miscellaneous Charges	2,458	3,409	10,500	18,962	20,000	4,000
Interfund Charges						
Administration Charge	658,654	962,048	499,388	376,671	502,225	354,840
Risk Management Charge	-	-	332,925	247,565	360,086	348,300
Information Systems	-	-		22,747	30,329	79,800
Central Garage Charge	42,959	-	43,432	128,548	171,396	161,280
Dispatch Svcs Charge	-	-	-	-	-	45,600
Total Charges for Services	6,256,594	5,557,961	5,064,971	3,661,395	5,180,036	5,364,620
Fines & Forfeitures						
Traffic Fines - Cook	86,934	110,241	80,000	80,749	100,000	100,000
Traffic Fines - Lake	1,737	2,488	4,333	2,450	5,000	4,500
Admininstrative Tow Fines	-	-	-	-	-	30,000
Overweight Fines	8,050	14,519	2,203	5,583	7,500	5,000
Property Maintenance Fines	-	-	-	795	-	-
DUI Fines	10,112	8,605	7,422	4,403	7,500	7,500
Drug Fines/Seizures	-	-	-	-	-	-
Miscellaneous Fines & Forfeits	375	3,075	500	423	500	1,000
Total Fines & Forfeitures	107,208	138,928	94,458	94,403	120,500	148,000

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
General Fund (continued)						
Village Property Usage						
Rental Income	82,179	282,852	383,480	10,775	275,000	275,000
Cable TV Fees	141,409	144,332	125,000	110,163	145,000	145,000
Total Village Property Usage	223,588	427,184	508,480	120,938	420,000	420,000
Investment Income						
Interest	136,464	115,822	403,666	22,633	200,000	250,000
Interest Real Estate Taxes	3,787	801	-	217	500	-
Interest - Hotel/Motel	276	30	2,338	1	50	250
Interest - MFT	10,815	1,257	11,947	543	500	1,300
Interest - Memorial Donations	2,281	259	704	27	50	100
Interest - Emergency 911	8,680	1,210	7,700	407	400	1,350
Interest - Foreign Fire	-	184	1,375	90	150	200
Interest - SSA #1	651	72	743	3	50	25
Interest - SSA #3	1,449	170	1,705	8	50	100
Interest - SSA #16	79	-	-	-	-	-
Interest - R Meinhard	-	-	-	-	-	-
Interest - BCACR	1,044	-	1,375	-	-	-
Unrealized Gain/Loss	41,984	(338)	-	-	-	-
Realized Gain/Loss	-	-	-	-	-	-
Total Investment Income	207,510	119,468	431,553	23,930	201,750	253,325
Miscellaneous						
Sponsorship - Cmmnty Events	-	9,250	-	17,027	5,100	-
Sponsorship - Cruise Nights	7,000	-	10,600	-	13,000	10,000
Donations	62,850	8,480	-	135	-	-
Donations - Police	-	-	-	-	-	-
Donations - Fire	550	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-
Insurance/Cobra Charge	-	-	-	(1,089)	-	-
Project Contributions	-	-	-	-	-	-
Project Reimbursements	-	1,191	-	12,252	16,000	-
Miscellaneous Revenue	72,198	15,513	20,000	57,187	20,000	25,000
Total Miscellaneous	142,598	34,434	30,600	85,512	54,100	35,000
Total Revenues	15,563,911	15,778,172	15,532,786	11,286,252	15,462,255	15,572,945

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
Capital Improvement Fund						
Other Taxes						
Telecommunications Tax	514,353	-	-	-	-	-
Electricity Tax	389,141	-	-	-	-	-
Natural Gas Tax	261,108	-	-	-	-	250,000
Total Other Taxes	1,164,602	-	-	-	-	250,000
Intergovernmental						
Grants & Reimbursements	-	-	425,000	-	12,500	250,000
Total Intergovernmental	-	-	425,000	-	12,500	250,000
Licenses & Permits						
Overweight Permits	-	(2,576)	-	-	-	-
Total Licenses & Permits	-	(2,576)	-	-	-	-
Charges for Services						
Shared Services						
BCFPD/Equipment	-	-	-	-	-	72,200
BCFPD/Vehicles	-	-	-	-	-	224,000
Total Charges for Services	-	-	-	-	-	296,200
Village Property Usage						
Rental Income	277,627	-	-	-	-	-
Total Village Property Usage	277,627	-	-	-	-	-
Investment Income						
Interest	81,119	22,061	15,000	16,451	15,000	40,000
Interest - Public Benefit	6,751	694	750	53	750	750
Unrealized Gain/Loss	3,578	-	-	-	-	-
Realized Gain/Loss	-	-	-	-	-	-
Total Investment Income	91,447	22,755	15,750	16,504	15,750	40,750
Miscellaneous						
Project Contributions	100,000	100,000	211,000	-	-	-
Project Reimbursements	-	-	-	-	-	-
Sales of Assets	-	-	-	6,875	12,500	30,500
Miscellaneous Revenue	-	(35)	-	34,132	35,000	-
Total Miscellaneous	100,000	99,965	211,000	41,007	47,500	30,500
Debt Proceeds						
Bond Proceeds	-	2,550,000	-	-	-	-
Total Debt Proceeds	-	2,550,000	-	-	-	-
Total Revenues	1,633,677	2,670,144	651,750	57,512	75,750	867,450

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
Village Center TIF Fund						
Property Taxes						
Property Tax - Corporate	1,169,320	1,258,895	1,250,000	794,456	1,275,000	1,375,000
Total Property Taxes	1,169,320	1,258,895	1,250,000	794,456	1,275,000	1,375,000
Intergovernmental						
Grants & Reimbursements	-	-	-	-	75,000	-
Total Intergovernmental	-	-	-	-	75,000	-
Village Property Usage						
Rental Income	68,250	63,000	-	21,000	21,000	-
Total Village Property Usage	68,250	63,000	-	21,000	21,000	-
Investment Income						
Interest	91,391	4,020	4,500	1,636	3,000	4,500
Interest - Bond Proceeds	66,811	4,735	7,500	-	-	2,500
Total Investment Income	158,203	8,755	12,000	1,636	3,000	7,000
Miscellaneous						
Sale of Assets	-	-	25,000	-	-	-
Miscellaneous Revenue	-	-	-	-	-	-
Total Miscellaneous	-	-	25,000	-	-	-
Debt Proceeds						
Bond Proceeds	-	-	-	-	-	-
Total Debt Proceeds	-	-	-	-	-	-
Total Revenues	1,395,773	1,330,650	1,287,000	817,092	1,374,000	1,382,000
Debt Service Fund						
Property Taxes						
Property Tax - Corporate	787,204	780,077	829,900	580,941	725,000	740,000
Total Property Taxes	787,204	780,077	829,900	580,941	725,000	740,000
Investment Income						
Interest	12,148	3,920	11,880	241	2,500	4,000
Total Investment Income	12,148	3,920	11,880	241	2,500	4,000
Miscellaneous						
Miscellaneous	-	-	-	-	48,300	40,000
Total Miscellaneous	-	-	-	-	48,300	40,000
Debt Proceeds						
Bond Refunding Proceeds	-	5,890,000	-	-	-	-
Total Debt Proceeds	-	5,890,000	-	-	-	-
Total Revenues	799,352	6,673,997	841,780	581,182	775,800	784,000

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
Water & Sewer Fund						
Charges for Services						
Water Sales	1,875,987	1,370,733	1,950,000	1,172,106	1,425,000	1,450,000
Sewer Sales	2,133,995	2,918,358	2,450,000	2,410,018	3,000,000	3,108,000
Meter Sales	36,015	5,120	25,000	2,545	7,500	5,000
W&S Connections	407,635	76,970	250,000	2,000	75,000	125,000
Water for Construction	2,738	1,052	2,500	48	1,500	2,500
Total Charges for Services	4,456,370	4,372,234	4,677,500	3,586,717	4,509,000	4,690,500
Investment Income						
Interest	126,703	21,379	45,000	16,389	25,000	35,000
Unrealized Gain/(Loss)	(4,689)	1,314	-	-	-	-
Total Investment Income	122,014	22,693	45,000	16,389	25,000	35,000
Miscellaneous						
Other Income	6,024	11,925	190,000	108,142	191,641	157,750
Project Contributions	-	-	-	-	-	-
Gain/(Loss) on Disposal	(7,282)	-	-	-	-	-
Damage Claim Reimbursement	-	-	-	8,318	-	-
Total Miscellaneous	(1,258)	11,925	190,000	116,460	191,641	157,750
Total Revenues	4,577,126	4,406,852	4,912,500	3,719,566	4,725,641	4,883,250
Recycling & Refuse Fund						
Charges for Services						
Refuse Charges	1,075,482	1,079,893	1,075,000	809,757	1,080,000	1,134,000
Total Charges for Services	1,075,482	1,079,893	1,075,000	809,757	1,080,000	1,134,000
Investment Income						
Interest Income	6,667	893	750	124	1,000	1,000
Total Investment Income	6,667	893	750	124	1,000	1,000
Miscellaneous						
Other Income	413	3,228	-	48	3,000	3,000
Compost Bags	-	896	500	-	500	-
Total Miscellaneous	413	4,124	500	48	3,500	3,000
Total Revenues	1,082,562	1,084,910	1,076,250	809,929	1,084,500	1,138,000

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
Parking System Fund						
Property Taxes						
SSA #16	20,000	-	20,000	2,341	20,000	20,000
SSA #17	25,796	1,480	25,796	1,482	25,000	25,000
Total Property Taxes	45,796	1,480	45,796	3,823	45,000	45,000
Licenses & Permits						
Parking Lot 2/CNW	72,147	81,734	80,000	32,411	80,000	80,000
Parking Permits	129,946	147,376	140,000	156,159	140,000	140,000
Employer/Employee	24,736	21,898	22,500	21,291	24,000	24,000
Overnight Commter Lot	1,990	2,159	1,750	2,830	2,000	2,000
Total Licenses & Permits	228,819	253,167	244,250	212,691	246,000	246,000
Charges for Services						
Fare Boxes/Meters	331,160	430,745	425,000	338,264	425,000	430,000
Total Charges for Services	331,160	430,745	425,000	338,264	425,000	430,000
Fines & Forfeitures						
Parking Fines	118,348	90,793	125,000	50,196	100,000	100,000
Total Fines & Forfeitures	118,348	90,793	125,000	50,196	100,000	100,000
Village Property Usage						
Rental Income	11,133	5,946	8,500	4,572	7,500	7,500
Total Village Property Usage	11,133	5,946	8,500	4,572	7,500	7,500
Investment Income						
Interest	38,916	21,263	25,000	5,337	12,500	20,000
Unrealized Gain/(Loss)	(156)	-	-	-	-	-
Total Investment Income	38,760	21,263	25,000	5,337	12,500	20,000
Miscellaneous						
Other Income	26,379	437,808	24,000	30,077	-	-
Contributions	30,000	-	30,000	-	-	-
Total Miscellaneous	56,379	437,808	54,000	30,077	-	-
Total Revenues	830,395	1,241,202	927,546	644,960	836,000	848,500

Estimated Revenues by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Estimate
Firefighter's Pension Fund						
Investment Income						
Interest	185,949	182,210	125,000	305,666	350,000	150,000
Unrealized Gain/(Loss)	(815,110)	607,693	120,000	250,000	125,000	300,000
Realized Gain/(Loss)	72,997	-	-	-	-	-
Total Investment Income	(556,164)	789,904	245,000	555,666	475,000	450,000
Miscellaneous						
Employer Contributions	487,767	499,149	490,000	481,340	580,000	582,000
Employee Contributions	247,619	256,665	303,000	192,654	265,000	315,000
Total Miscellaneous	735,386	755,814	793,000	673,994	845,000	897,000
Total Revenues	179,221	1,545,718	1,038,000	1,229,660	1,320,000	1,347,000
Police Pension Fund						
Investment Income						
Interest	(2,164,864)	372,803	750,000	409,696	410,000	150,000
Unrealized Gain/(Loss)	29,925	1,529,580	150,000	-	500,000	625,000
Realized Gain/(Loss)	-	-	-	-	-	-
Total Investment Income	(2,134,939)	1,902,383	900,000	409,696	910,000	775,000
Miscellaneous						
Employer Contributions	443,057	397,409	590,000	373,679	590,000	645,000
Employee Contributions	241,676	210,030	224,000	133,473	215,000	215,000
Total Miscellaneous	684,733	607,439	814,000	507,152	805,000	860,000
Total Revenues	(1,450,206)	2,509,822	1,714,000	916,849	1,715,000	1,635,000
Total Village Revenues	24,611,811	37,241,466	27,981,612	20,063,001	27,368,946	28,161,945

Expenditure Budget

The Expenditure Budget for 2011 is the total of the legally authorized expenditures by Fund as approved by the Village Board through the Ordinance adopting the annual budget. The Village Board has appointed the Village Manager to be the Budget Officer of the Village and the Illinois Statute (65 ILCS 5/8-2-9.2 to 65 ILCS 5/8-2-9.10) pertaining to the passage of an annual budget in lieu of an appropriation Ordinance applies.

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund						
General Government						
Village Board						
Salaries	16,570	13,735	16,900	17,422	25,500	35,150
Benefits	1,700	1,485	1,728	4,058	6,150	11,025
Professional Development	12,993	8,129	49,155	34,321	51,250	66,975
Contractual Services	17,622	26,894	25,870	26,017	45,320	109,070
Commodities	1,466	2,121	2,100	446	2,000	2,100
Programs	58,563	85,553	12,400	13,293	21,400	22,200
Miscellaneous	17,597	5,189	-	-	-	-
Capital Outlay	128,878	3,615	-	322	350	-
Total Village Board	255,389	146,722	108,153	95,879	151,970	246,520
Legal Services						
Salaries	2,760	-	-	-	-	-
Benefits	211	-	-	-	-	-
Contractual Services	241,027	263,927	250,900	455,825	750,500	240,000
Programs	1,046,674	300,458	-	-	-	-
Total Legal Services	1,290,672	564,386	250,900	455,825	750,500	240,000
Village Manager						
Salaries	353,213	453,138	370,152	210,032	271,250	284,250
Benefits	114,124	132,919	126,757	70,130	92,550	95,000
Professional Development	10,304	4,310	10,060	3,662	8,150	5,220
Contractual Services	745,028	211,933	35,125	130,328	211,300	35,375
Commodities	3,029	1,823	3,500	2,214	4,600	8,800
Programs	102,084	58,926	44,950	-	-	-
Miscellaneous	26,119	12,912	-	-	-	-
Capital Outlay	-	10,290	-	916	1,250	-
Total Village Manager	1,353,901	886,251	590,544	417,282	589,100	428,645
Information Technology						
Salaries	-	-	93,027	56,610	77,600	94,500
Benefits	-	-	29,629	20,160	28,175	34,700
Professional Development	-	-	6,250	355	1,450	810
Contractual Services	-	6,945	151,685	71,098	138,500	136,472
Commodities	-	-	2,050	410	700	1,500
Programs	-	-	15,810	1,352	2,500	11,700
Capital Outlay	-	-	101,000	88,039	26,000	-
Total Information Technology	-	6,945	399,451	238,023	274,925	279,682

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Financial Services						
Salaries	286,935	213,828	207,887	136,841	205,150	198,450
Benefits	88,916	77,914	90,354	46,061	72,700	61,950
Professional Development	3,325	2,541	2,484	1,664	2,460	2,825
Contractual Services	39,503	56,060	66,835	45,896	48,600	72,050
Commodities	3,350	3,073	5,810	3,327	5,000	4,500
Programs	2,396	6,614	-	-	-	-
Miscellaneous	30,890	7,209	-	-	-	-
Capital Outlay	4,940	6,002	-	1,274	1,300	-
Total Financial Services	460,256	373,241	373,370	235,064	335,210	339,775
Human Resources						
Salaries	161,488	148,505	147,853	79,601	115,000	99,700
Benefits	39,069	39,037	43,095	33,257	46,300	33,000
Professional Development	9,347	3,386	5,920	2,385	3,810	6,170
Contractual Services	27,952	35,592	17,401	6,104	10,450	13,205
Commodities	1,097	289	1,200	506	950	1,200
Programs	2,406	936	10,100	-	3,000	3,000
Miscellaneous	3,681	6,364	-	-	-	-
Capital Outlay	-	1,669	-	-	150	-
Total Human Resources	245,040	235,778	225,569	121,852	179,660	156,275
Risk Management						
Salaries	-	-	-	21,657	31,500	54,800
Benefits	-	-	-	6,669	9,520	17,200
Professional Development	-	-	35	31	50	-
Contractual Services	321,614	1,105,944	790,785	822,756	786,500	985,010
Commodities	-	-	-	-	-	-
Programs	9,425	21,834	19,000	13,030	19,000	19,500
Total Risk Management	331,039	1,127,778	809,820	864,142	846,570	1,076,510
Total General Government	3,936,296	3,341,101	2,757,807	2,428,068	3,127,935	2,767,407
Development Services						
Building & Code Enforcement						
Salaries	256,740	220,190	110,354	126,030	174,700	154,100
Benefits	69,202	54,755	56,715	32,034	52,650	36,250
Professional Development	2,908	4,132	5,900	1,715	3,950	3,250
Contractual Services	27,618	33,395	52,511	18,852	26,700	37,563
Commodities	4,598	2,071	2,980	758	1,900	1,240
Programs	120	354	300	-	300	600
Miscellaneous	34,073	8,420	-	-	-	-
Capital Outlay	-	3,872	-	-	365	-
Total Bldg & Code Enfrcmnt	395,260	327,188	228,760	179,389	260,565	233,003

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Engineering						
Salaries	-	-	37,218	23,193	40,050	45,700
Benefits	-	-	-	6,370	7,865	13,200
Professional Development	-	-	1,200	260	900	1,515
Contractual Services	-	-	-	4,556	4,850	600
Commodities	-	-	-	1,148	1,500	1,025
Capital Outlay	-	-	-	347	350	-
Total Engineering	-	-	38,418	35,527	55,165	62,040
Planning & Zoning						
Salaries	-	-	107,795	54,159	88,800	125,050
Benefits	-	-	-	12,991	22,650	33,250
Professional Development	-	-	3,350	287	1,750	4,150
Contractual Services	-	-	3,650	1,563	3,150	8,050
Commodities	-	-	-	681	1,500	2,400
Programs	-	-	3,000	4,066	7,500	12,500
Capital Outlay	-	-	-	-	-	-
Total Planning & Zoning	-	-	117,795	73,748	125,350	185,400
Economic Development						
Salaries	242,498	173,906	126,541	73,912	96,900	84,350
Benefits	60,763	43,748	58,065	24,838	31,660	26,500
Professional Development	6,767	5,017	6,115	4,139	5,500	10,145
Contractual Services	9,307	8,477	23,075	5,719	9,000	15,250
Commodities	3,545	1,731	3,440	765	1,600	3,450
Programs	29,008	49,808	-	-	-	-
Miscellaneous	15,326	4,710	-	-	-	-
Capital Outlay	-	5,862	-	-	-	-
Total Economic Development	367,214	293,259	217,236	109,372	144,660	139,695
Community Events						
Salaries	-	-	49,014	21,543	39,950	47,350
Benefits	-	-	-	4,475	8,270	11,150
Professional Development	-	-	100	100	-	-
Contractual Services	-	-	-	-	-	2,500
Commodities	-	-	-	-	-	600
Programs	-	-	48,750	34,087	47,000	49,400
Capital Outlay	-	-	-	520	750	-
Total Community Events	-	-	97,864	60,204	95,220	111,000
Total Development Services	762,474	620,447	700,073	458,240	680,960	731,138

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Public Safety						
Police Administration						
Salaries	401,493	332,824	394,492	190,505	278,450	274,850
Benefits	148,316	104,623	144,091	84,895	113,520	108,800
Professional Development	3,325	1,856	2,905	1,151	2,100	2,745
Contractual Services	40,127	44,963	36,135	22,667	35,100	38,400
Commodities	8,466	5,542	7,195	4,340	6,750	7,595
Programs	6,130	5,317	-	-	-	-
Miscellaneous	352,995	162,294	-	-	-	-
Capital Outlay	33,025	34,537	4,500	3,125	4,500	-
Total Police Administration	993,877	691,955	589,318	306,683	440,420	432,390
Investigations						
Salaries	255,072	391,534	388,286	181,328	266,800	287,400
Benefits	81,991	74,635	87,267	73,134	100,531	98,650
Professional Development	4,099	5,408	9,630	1,095	5,750	10,550
Contractual Services	3,361	2,591	3,220	3,258	6,100	5,050
Commodities	3,271	5,070	5,050	1,608	4,550	4,500
Miscellaneous	12,486	4,355	-	-	-	-
Capital Outlay	-	7,898	3,250	-	-	-
Total Investigations	360,281	491,491	496,703	260,422	383,731	406,150
Patrol Operations						
Salaries	2,208,697	2,035,138	1,652,035	1,159,651	1,716,400	1,755,100
Benefits	621,785	601,019	585,355	471,852	766,950	850,350
Professional Development	30,978	15,464	18,550	5,354	15,020	21,000
Contractual Services	20,859	17,954	24,135	17,930	26,550	18,070
Commodities	45,281	32,570	32,715	12,033	32,700	36,930
Programs	9,668	13,489	10,775	5,195	9,600	15,225
Capital Outlay	60,811	416,788	13,000	4,280	12,500	1,600
Total Patrol Operations	2,998,079	3,132,421	2,336,565	1,676,294	2,579,720	2,698,275
School/Community Programs						
Salaries	263,143	197,594	223,947	103,967	163,083	155,250
Benefits	62,388	60,877	51,770	48,626	48,930	37,400
Professional Development	1,362	352	1,280	3,179	3,575	1,180
Contractual Services	1,551	1,191	1,580	781	800	1,100
Commodities	6,364	2,206	4,800	2,517	3,400	3,700
Programs	6,652	-	-	-	-	-
Total School/Cmnty Prgms	341,460	262,219	283,377	159,069	219,788	198,630
Fire Administration						
Salaries	326,534	274,931	280,232	191,110	275,900	285,450
Benefits	79,812	69,766	100,248	105,108	173,767	98,000
Professional Development	8,834	5,041	6,850	2,981	5,250	5,950
Contractual Services	60,201	84,444	58,100	18,919	35,600	41,000
Commodities	6,274	5,686	8,400	3,049	6,250	8,050
Programs	33,893	23,984	11,700	-	7,500	-
Miscellaneous	-	-	-	-	-	-
Capital Outlay	-	27,633	-	2,883	3,500	-
Total Fire Administration	515,548	491,485	465,530	324,051	507,767	438,450

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Fire Operations						
Salaries	2,970,172	3,018,659	3,240,373	2,181,790	3,158,951	3,250,700
Benefits	1,009,815	1,083,631	1,296,147	779,209	1,093,271	1,221,300
Professional Development	21,994	20,201	58,850	21,167	25,750	40,850
Contractual Services	72,706	74,115	95,300	31,881	80,900	107,100
Commodities	60,418	51,384	81,525	34,047	60,950	66,400
Programs	23,420	15,273	23,410	37,635	23,750	24,000
Miscellaneous	197,395	108,038	-	170	320	-
Capital Outlay	65,948	139,170	23,410	34,528	55,000	-
Total Fire Operations	4,421,869	4,510,471	4,819,015	3,120,427	4,498,892	4,710,350
Fire POC Operations						
Salaries	83,801	92,227	-	-	-	-
Benefits	-	-	-	-	-	-
Professional Development	819	-	-	-	-	-
Contractual Services	15,726	(135)	-	-	-	-
Commodities	1,700	122	-	-	-	-
Total Fire POC Operations	102,046	92,214	-	-	-	-
Fire Prevention/Education						
Salaries	101,940	92,146	91,033	74,433	103,000	92,800
Benefits	28,196	28,729	27,525	30,379	41,415	41,100
Professional Development	1,408	1,193	2,430	1,436	2,260	1,950
Contractual Services	420	867	1,160	603	1,010	1,300
Commodities	4,756	4,953	5,950	558	5,150	5,750
Capital Outlay	-	883	-	-	-	-
Total Fire Prevention	136,720	128,771	128,098	107,409	152,835	142,900
Emergency Management						
Salaries	-	-	30,262	14,818	25,600	37,050
Benefits	-	-	-	4,716	8,020	9,200
Professional Development	196	2,833	10,600	991	5,000	13,530
Contractual Services	437	553	4,000	1,824	2,000	1,150
Commodities	4,813	2,907	5,200	401	3,900	2,700
Programs	10,420	10,647	11,000	652	11,000	11,000
Capital Outlay	36,244	-	-	-	-	-
Total Emergency Mgmnt	52,109	16,940	61,062	23,403	55,520	74,630
Dispatch Services						
Professional Development	-	-	-	416	-	-
Contractual Services	450,897	454,443	481,367	280,209	445,500	436,450
Programs	21,399	18,964	18,000	32,767	42,000	18,000
Capital Outlay	-	-	-	25,272	26,000	-
Total Dispatch Services	472,296	473,408	499,367	338,664	513,500	454,450

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Fire & Police Commission						
Professional Development	-	-	-	416	1,500	2,400
Contractual Services	-	-	33,683	11,270	19,500	21,500
Commodities	-	-	-	-	-	500
Programs	-	-	-	6,446	7,500	-
Total Fire & Police Cmmssn	-	-	33,683	18,131	28,500	24,400
Total Public Safety	10,394,285	10,291,375	9,712,718	6,334,553	9,380,673	9,580,625
Public Works						
Administration						
Salaries	85,992	84,255	90,422	38,857	65,050	86,350
Benefits	28,243	28,273	57,984	31,036	39,100	29,200
Professional Development	238	392	1,315	1,010	1,785	1,095
Contractual Services	2,692	2,993	3,750	2,213	3,750	3,500
Commodities	107	340	575	799	1,375	800
Capital Outlay	-	19,026	-	1,609	2,500	-
Total Administration	117,273	135,279	154,046	75,524	113,560	120,945
Street Operations						
Salaries	463,003	321,962	303,186	216,712	325,300	309,800
Benefits	140,310	115,376	123,934	77,866	110,560	104,980
Professional Development	3,175	1,453	3,285	459	1,410	3,450
Contractual Services	176,772	147,589	199,645	82,101	150,125	222,495
Commodities	244,939	155,029	280,750	81,950	168,250	204,075
Programs	109,403	51,377	70,600	21,752	57,000	57,600
Miscellaneous	214,631	122,754	-	2,498	3,500	-
Capital Outlay	23,540	14,033	-	73	150	-
Total Street Operations	1,375,772	929,574	981,400	483,410	816,295	902,400
Forestry						
Salaries	70,628	74,212	80,354	52,875	76,150	69,300
Benefits	24,607	18,409	24,981	12,458	17,540	16,100
Professional Development	2,050	287	1,010	385	850	815
Contractual Services	202,983	170,672	272,475	117,355	211,750	273,775
Commodities	23,727	15,325	24,755	6,179	20,650	7,755
Miscellaneous	22,594	15,300	-	-	-	-
Total Forestry	346,589	294,206	403,575	189,252	326,940	367,745
Property Maintenance Total						
Salaries	64,571	79,751	73,021	66,468	94,750	91,700
Benefits	11,206	12,743	12,940	12,743	18,700	19,700
Professional Development	-	-	-	-	-	-
Contractual Services	130,110	48,735	96,310	40,249	71,700	75,865
Commodities	17,610	13,174	18,955	9,064	16,350	19,155
Programs	120	891	-	-	-	-
Miscellaneous	6,518	4,397	-	911	950	-
Capital Outlay	46,367	-	-	-	-	-
Total Property Maintenance	276,502	159,689	201,226	129,434	202,450	206,420

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund (continued)						
Central Garage						
Salaries	-	-	137,300	128,963	157,800	153,800
Benefits	-	-	66,719	21,482	24,711	51,650
Professional Development	-	-	1,070	294	900	930
Contractual Services	-	-	25,075	20,529	28,100	27,360
Commodities	-	-	330,030	136,277	201,975	262,210
Capital Outlay	-	-	-	545	5,000	-
Total Central Garage	-	-	560,194	308,090	418,486	495,950
Total Public Works	2,116,136	1,518,748	2,300,441	1,185,710	1,877,731	2,093,460
Total General Fund	17,209,191	15,771,671	15,471,039	10,406,572	15,067,299	15,172,630
Capital Improvement Fund						
Development Services						
Engineering						
Salaries	-	-	-	18,407	32,000	60,950
Benefits	-	-	-	5,024	9,000	18,000
Total Engineering	-	-	-	23,431	41,000	78,950
Total Development Services	-	-	-	23,431	41,000	78,950
Village Facilities						
Village Hall						
Contractual Services	-	-	-	-	-	68,500
Capital Outlay	8,924	-	-	-	-	-
Total Village Hall	8,924	-	-	-	-	68,500
Public Safety Facility						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Public Safety	-	-	-	-	-	-
Public Works Facility						
Contractual Services	-	8,200	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Public Works	-	8,200	-	-	-	-
Total Village Facilities	8,924	8,200	-	-	-	68,500
Street Improvements						
Annual Street Imprvmnt Prgrm						
Contractual Services	115,490	115,663	107,600	101,280	107,000	50,300
Capital Outlay	1,262,842	673,161	1,312,500	296,043	1,572,000	625,000
Total Annual Street Program	1,378,332	788,824	1,420,100	397,323	1,679,000	675,300

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Capital Improvement Fund (continued)						
Street Improvement Projects						
Contractual Services	30,932	97,443	325,000	84,656	87,000	-
Capital Outlay	-	-	-	-	-	-
Total Street Projects	30,932	97,443	325,000	84,656	87,000	-
Roadway Infrastructure						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	55,000	56,560	57,000	-
Total Roadway Infrastructure	-	-	55,000	56,560	57,000	-
Total Street Improvements	1,409,264	886,267	1,800,100	538,540	1,823,000	675,300
Community Improvements						
Pedestrian Programs						
Contractual Services	-	-	-	12,977	25,000	5,000
Capital Outlay	4,188	-	101,250	421	1,000	267,000
Total Pedestrian Programs	4,188	-	101,250	13,398	26,000	272,000
Bikeway Programs						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	9,450	10,000	-
Total Bikeway Programs	-	-	-	9,450	10,000	-
Total Community Improvements	4,188	-	101,250	22,848	36,000	272,000
Vehicle & Equipment Purchases						
Equipment Purchases						
Contractual Services	-	-	-	-	-	-
Programs	-	-	-	-	-	72,200
Capital Outlay	-	-	-	62,274	265,000	372,999
Total Equipment Purchases	-	-	-	62,274	265,000	445,199
Vehicle Purchases						
Contractual Services	-	-	-	-	-	-
Programs	-	-	-	-	-	224,000
Capital Outlay	-	-	300,000	980	76,500	336,500
Total Vehicles Purchases	-	-	300,000	980	76,500	560,500
Vehicle & Equipment Total	-	-	300,000	63,254	341,500	1,005,699

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Capital Improvement Fund (continued)						
Stormwater Management						
Stormsewer Improvements						
Contractual Services	12,377	-	-	-	-	-
Capital Outlay	410,950	-	-	-	-	-
Total Stormsewer Imprvmnt	423,327	-	-	-	-	-
Drainage Improvements						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	4,795	10,000	-
Total Drainage Imprvmnt	-	-	-	4,795	10,000	-
Water Management Total	423,327	-	-	4,795	10,000	-
Total Capital Improvement Fund	1,845,703	894,467	2,201,350	652,867	2,251,500	2,100,449
Village Center TIF Fund						
Redevelopment Activities						
Administration						
Salaries	-	56,190	77,977	43,558	64,400	72,650
Benefits	-	-	-	11,432	18,500	21,800
Professional Development	-	-	7,875	2,309	4,500	4,150
Contractual Services	12,532	16,545	239,148	40,490	71,700	39,500
Commodities	-	-	-	8,505	12,500	250
Miscellaneous	28,565	71,175	-	25,977	50,000	36,000
Total Administration	41,097	143,910	325,000	132,271	221,600	174,350
District Improvements						
Contractual Services	-	-	25,000	1,997	2,500	15,000
Commodities	-	-	-	39,972	40,000	101,000
Capital Outlay	50,856	116,315	125,000	9,000	9,000	30,000
Total District Improvements	50,856	116,315	150,000	50,969	51,500	146,000
Redevelopment Programs						
Contractual Services	-	15,965	-	40	1,000	-
Programs	37,580	2,562	-	70,639	71,000	100,000
Capital Outlay	-	2,000	1,990,000	-	-	-
Total Redevelopment Programs	37,580	20,527	1,990,000	70,678	72,000	100,000
Redevelopment Projects						
Contractual Services	260,800	-	250,000	-	-	125,000
Capital Outlay	6,545,777	-	425,000	-	200,000	460,000
Total Redevelopment Projects	6,806,578	-	675,000	-	200,000	585,000
Total Redevelopment Projects	6,936,111	280,752	3,140,000	253,918	545,100	1,005,350

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Village Center TIF Fund (continued)						
Debt Service						
Principal	-	240,000	395,000	355,000	355,000	395,000
Interest & Fiscal Charges	279,621	387,649	558,719	374,275	374,275	360,500
Total Debt Service	279,621	627,649	953,719	729,275	729,275	755,500
Total Village Center TIF Fund	7,215,732	908,401	4,093,719	983,193	1,274,375	1,760,850
Debt Service Fund						
Debt Service						
Principal	530,000	560,000	580,000	-	680,000	755,000
Interest & Fiscal Charges	299,515	188,577	501,000	201,088	328,220	257,540
Debt Service Total	829,515	748,577	1,081,000	201,088	1,008,220	1,012,540
Total Debt Service Fund	829,515	748,577	1,081,000	201,088	1,008,220	1,012,540
Water & Sewer Fund						
Adminisration						
General Government						
Community Services						
Salaries	73,896	95,929	97,042	62,805	89,175	90,400
Benefits	25,321	16,254	16,797	16,162	23,935	30,800
Professional Development	51	229	951	201	900	950
Contractual Services	20,586	13,382	39,672	12,131	21,950	25,950
Commodities	875	740	1,145	2,805	4,000	1,050
Miscellaneous	3,232	1,417	4,423	-	-	-
Capital Outlay	-	-	-	682	700	2,300
Total Community Services	123,961	127,951	160,030	94,785	140,660	151,450
Total General Government	123,961	127,951	160,030	94,785	140,660	151,450
Public Works						
Administration						
Salaries	251,290	157,052	170,329	97,196	194,985	151,400
Benefits	71,232	52,150	47,667	34,656	58,900	48,350
Professional Development	1,526	1,123	2,815	536	1,725	2,520
Contractual Services	254,439	63,079	29,250	11,087	17,650	54,900
Commodities	1,315	2,345	2,200	450	1,250	1,400
Miscellaneous	450,530	668,438	604,497	353,178	670,290	595,380
Capital Outlay	-	-	-	-	-	-
Total Admininstration	1,030,332	944,187	856,758	497,104	944,800	853,950
Total Public Works	1,030,332	944,187	856,758	497,104	944,800	853,950
Administration Total	1,154,293	1,072,137	1,016,788	591,889	1,085,460	1,005,400

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Water & Sewer Fund (continued)						
Operations						
Development Services						
Engineering						
Salaries	128,453	187,758	189,580	80,496	106,415	73,300
Benefits	24,269	36,928	37,767	19,135	24,925	20,750
Professional Development	-	303	1,135	198	495	940
Contractual Services	19,407	16,598	7,263	11,135	8,800	6,975
Commodities	-	1,576	2,550	780	1,500	1,200
Total Engineering	172,129	243,163	238,295	111,743	142,135	103,165
Total Development Services	172,129	243,163	238,295	111,743	142,135	103,165
Public Works						
Property Maintenance						
Salaries	12,025	(1,546)	-	-	-	-
Benefits	1,910	(112)	-	-	-	-
Contractual Services	10,116	6,127	14,410	2,635	6,700	10,350
Commodities	1,603	2,525	3,775	-	-	3,875
Total Property Maintenance	25,655	6,993	18,185	2,635	6,700	14,225
Conveyance System						
Salaries	409,721	323,000	388,669	160,527	291,443	323,050
Benefits	123,673	94,788	98,749	50,846	86,980	118,700
Professional Development	2,816	1,705	2,520	50	1,800	1,580
Contractual Services	92,612	42,709	74,235	8,162	38,150	69,170
Commodities	84,169	63,558	140,880	20,791	74,850	97,300
Programs	51,812	17,390	31,670	-	31,000	20,000
Miscellaneous	146,273	87,487	122,465	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Conveyance	911,075	630,637	859,188	240,376	524,223	629,800
Water Production						
Salaries	124,330	119,647	87,202	78,543	127,450	117,900
Benefits	26,210	25,802	20,707	19,780	32,625	28,750
Professional Development	1,944	605	1,930	123	975	2,930
Contractual Services	183,946	156,681	212,750	43,966	150,025	168,370
Commodities	78,522	85,273	91,695	34,741	79,900	128,990
Miscellaneous	20,784	10,750	17,771	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Water Production	435,737	398,757	432,055	177,153	390,975	446,940

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Water & Sewer Fund (continued)						
Wastewater Treatment						
Salaries	348,154	306,389	331,059	143,057	265,050	290,550
Benefits	105,796	99,501	106,922	52,952	91,950	95,450
Professional Development	2,772	2,163	3,230	706	2,100	2,140
Contractual Services	350,519	300,416	426,200	93,552	297,525	397,260
Commodities	65,508	82,721	62,490	36,130	66,450	92,475
Miscellaneous	26,157	15,180	21,284	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Wastewater Treatment	898,905	806,370	951,185	326,397	723,075	877,875
Public Works Total	2,271,372	1,842,757	2,260,613	746,560	1,644,973	1,968,840
Operations Total	2,443,502	2,085,920	2,498,908	858,304	1,787,108	2,072,005
Capital Expenses						
Village Facilitites						
Public Works Facility						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Public Works Facility	-	-	-	-	-	-
Village Facilities Total	-	-	-	-	-	-
Vehicle & Equipment Purchases						
Equipment Purchases						
Contractual Services	-	-	-	-	-	-
Capital Outlay	4,941	-	-	-	-	-
Total Equipment Purchases	4,941	-	-	-	-	-
Vehicle Purchases						
Contractual Services	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Total Vehicle Purchase	-	-	-	-	-	-
Total Vehicle & Equipment	4,941	-	-	-	-	-
Stormwater Management Projects						
Stormwater Projects						
Contractual Services	-	120,823	-	43,447	55,000	22,650
Capital Outlay	-	49,123	-	31,500	50,000	550,000
Total Stormwater Projects	-	169,945	-	74,947	105,000	572,650
Stormwater Management Total	-	169,945	-	74,947	105,000	572,650

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Water & Sewer Fund (continued)						
Water & Sewer System Projects						
Water Main Projects						
Contractual Services	29,346	102,805	70,000	6,750	10,000	56,300
Capital Outlay	442,154	224,975	1,425,000	815,871	1,250,000	600,000
Total Water Main Projects	471,500	327,781	1,495,000	822,621	1,260,000	656,300
Water Facilities Projects						
Contractual Services	93,211	13,012	-	166	200	65,500
Capital Outlay	-	-	225,000	-	-	175,000
Total Water Facilities	93,211	13,012	225,000	166	200	240,500
Sanitary Sewer Main Projects						
Contractual Services	122,824	34,766	116,000	39,304	50,200	93,000
Capital Outlay	1,346,358	330,598	509,250	165,876	500,000	637,000
Total Sanitary Sewer Mains	1,469,182	365,365	625,250	205,181	550,200	730,000
Wastewater Facilities Projects						
Contractual Services	23,874	79,451	85,000	51,690	70,000	105,750
Capital Outlay	237,190	64,310	865,000	399,000	750,000	2,265,000
Total Wastewater Facilities	261,064	143,761	950,000	450,690	820,000	2,370,750
Total Water & Sewer Projects	2,294,956	849,919	3,295,250	1,478,658	2,630,400	3,997,550
Sub-Total Capital Expenses	2,299,897	1,019,864	3,295,250	1,553,605	2,735,400	4,570,200
Less: Capitalized Fixed Assets	(1,464,225)	(494,189)	(2,330,000)	(578,133)	(1,520,000)	(4,370,200)
Total Capital Expenses	835,671	525,675	965,250	975,472	1,215,400	200,000
Debt Service						
Principal	384,494	1,500,052	401,749	107,157	440,761	516,627
Interest & Fiscal Charges	150,447	251,701	227,651	359,414	639,811	532,951
Debt Service Total	534,941	1,751,753	629,400	466,572	1,080,572	1,049,578
Total Water & Sewer Fund	4,968,407	5,435,485	5,110,346	2,892,236	5,168,540	4,326,983

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Recycling & Refuse Fund						
Administration						
General Government						
Community Services						
Salaries	46,258	32,823	33,985	26,651	39,350	40,450
Benefits	7,790	5,582	5,883	7,023	10,735	13,350
Professional Development	-	-	77	-	75	450
Contractual Services	7,732	5,413	15,615	3,712	7,750	9,800
Commodities	215	196	530	1,228	2,000	750
Miscellaneous	2,132	1,971	3,105	-	-	-
Capital Outlay	-	-	-	422	250	1,200
Total Community Services	64,126	45,985	59,195	39,036	60,160	66,000
Total General Government	64,126	45,985	59,195	39,036	60,160	66,000
Total Administration	64,126	45,985	59,195	39,036	60,160	66,000
Operations						
Public Works						
Recyclng & Refuse Operations						
Salaries	57,509	54,684	60,700	40,485	62,200	73,650
Benefits	22,578	21,455	25,387	14,662	19,410	30,300
Professional Development	-	-	-	-	-	-
Contractual Services	763,593	747,483	816,300	423,164	790,000	875,737
Commodities	10,927	-	500	16	450	500
Miscellaneous	105,417	129,574	135,416	99,811	135,416	119,700
Total Operations	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887
Total Public Works	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887
Total Operations	960,024	953,196	1,038,303	578,138	1,007,476	1,099,887
Total Recycling & Refuse Fund	1,024,150	999,181	1,097,498	617,173	1,067,636	1,165,887
Parking System Fund						
Administration						
General Government						
Community Services						
Salaries	40,139	35,347	35,847	31,980	48,400	54,600
Benefits	18,225	5,966	6,205	8,453	12,290	17,950
Professional Development	-	-	600	-	-	300
Contractual Services	96,685	111,984	125,030	87,523	111,510	115,700
Commodities	636	694	240	2,164	2,725	850
Programs	11,551	3,553	25,400	-	-	-
Miscellaneous	160,379	167,129	172,289	127,337	165,200	152,520
Capital Outlay	-	-	-	424	500	1,200
Total Community Services	327,616	324,674	365,611	257,880	340,625	343,120
Total General Government	327,616	324,674	365,611	257,880	340,625	343,120
Total Administration	327,616	324,674	365,611	257,880	340,625	343,120

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Parking System Fund (continued)						
Operations						
Police Department						
Parking Enforcement						
Salaries	286,893	185,788	253,231	124,200	178,640	166,600
Benefits	54,297	29,491	44,697	27,210	42,405	52,000
Contractual Services	5,342	3,664	6,015	901	5,200	6,375
Commodities	2,308	1,789	2,915	1,393	3,200	3,850
Capital Outlay	-	-	-	-	-	5,600
Total Parking Enforcement	348,840	220,733	306,858	153,705	229,445	234,425
Public Works						
Parking System Maintenance						
Salaries	87,581	79,162	118,387	56,011	82,800	63,950
Benefits	14,651	12,902	20,593	15,711	23,710	27,000
Contractual Services	132,415	106,991	149,865	42,995	106,000	119,300
Commodities	20,100	22,022	36,005	18,521	26,700	32,000
Total Parking Maintenance	254,746	221,078	324,850	133,238	239,210	242,250
Total Operations	603,586	441,810	631,708	286,943	468,655	476,675
Capital Expenses						
Parking Improvements						
Commuter Lots Projects						
Contractual Services	-	254	-	-	-	-
Capital Outlay	6,000	-	1,030,000	302,703	880,000	-
Total Commuter Lots	6,000	254	1,030,000	302,703	880,000	-
Parking Lots Projects						
Contractual Services						
Capital Outlay						
Total Parking Lots	-	-	-	-	-	-
Total Parking Improvements	6,000	254	1,030,000	302,703	880,000	-
Sub-Total Capital Expenses Total	6,000	254	1,030,000	302,703	880,000	-
Less: Capitalized Fixed Assets	-	-	(1,030,000)	(302,703)	(880,000)	-
Total Capital Expenses	6,000	254	-	-	-	-
Total Parking System Fund	937,202	766,738	997,319	544,823	809,280	819,795

Budgeted Expenditures/Expenses by Fund, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Firefighter's Pension Fund						
Admininstration						
Benefits	23,273	95,885	205,000	96,058	147,500	265,000
Professional Development	4,248	2,511	4,320	1,932	3,000	5,000
Contractual Services	69,857	71,218	61,305	81,625	102,900	67,000
Commodities	53	5,404	200	-	100	200
Total Administration	97,431	175,019	270,825	179,616	253,500	337,200
Total Firefighter's Pension	97,431	175,019	270,825	179,616	253,500	337,200
Police Pension Fund						
Admininstration						
Benefits	778,494	1,117,910	1,447,000	1,036,887	1,387,500	1,455,000
Professional Development	1,517	1,250	4,100	1,500	2,500	4,000
Contractual Services	85,129	92,331	120,555	72,354	94,000	107,500
Commodities	-	41	100	-	50	100
Total Administration	865,140	1,211,532	1,571,755	1,110,741	1,484,050	1,566,600
Police Pension Total	865,140	1,211,532	1,571,755	1,110,741	1,484,050	1,566,600
Total Village Expenditures	36,456,697	27,405,261	33,194,851	17,863,738	29,024,400	32,633,134

Interfund Transfers

Illustrated below are the transfers between Accounting Funds in 2011 authorized by the Village Board's adoption of the Budget Ordinance. In general, net Interfund Transfers should equal $0, however, in 2009 the elimination of the Information Systems and Central Garage Funds led to the transfer out of their net assets into the Capital Improvement Fund and the Water & Sewer Fund, producing a positive Interfund Transfer amount in 2009 (only the Transfers In are illustrated as the two eliminated Funds are not displayed in the chart).

Interfund Transfers, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
General Fund						
Transfers Out						
Captial Improvement Fund	-	-	-		(375,000)	(375,000)
Debt Service Fund	-	-	-		-	-
Recycling & Refuse Fund	(5,000)	(5,000)	(5,000)	(3,749)	(5,000)	-
Total Transfers Out	(5,000)	(5,000)	(5,000)	(3,749)	(380,000)	(375,000)
General Fund Net Transfers	(5,000)	(5,000)	(5,000)	(3,749)	(380,000)	(375,000)
Capital Improvement Fund						
Transfers In						
General Fund	-	-	-	-	375,000	375,000
Information Systems	-	825,671	-	-	-	-
Central Garage	-	2,793,836	-	-	-	-
Total Transfers In	-	3,619,507	-	-	375,000	375,000
Transfers Out						
General Fund	-	-	-	-	-	-
Debt Service Fund	-	-	(250,000)	-	(230,000)	(230,000)
Total Transfers Out	-	-	(250,000)	-	(230,000)	(230,000)
Capital Imprvmnt Net Trnsfrs	-	3,619,507	(250,000)	-	145,000	145,000
Debt Service Fund						
Transfers In						
General Fund	-	-	-	-	-	-
Capital Improvement Fund	-	-	250,000	-	230,000	230,000
Total Transfers In	-	-	250,000	-	230,000	230,000
Debt Service Net Transfers	-	-	250,000	-	230,000	230,000

Interfund Transfers, Fiscal Year 2008 Actual to Fiscal Year 2011 Budget (continued)

	FY 2008 Actual	FY 2009 Actual	FY 2010 Revised Budget	FY 2010 9-Month Actual	FY 2010 Projected Actual	FY 2011 Budget
Water & Sewer Fund						
Transfers In						
Central Garage	-	833,675	-	-	-	-
Total Transfers In	-	833,675	-	-	-	-
Water & Sewer Net Transfers	-	833,675	-	-	-	-
Recycling & Refuse Fund						
Transfers In						
General Fund	5,000	5,000	5,000	3,749	5,000	-
Total Transfers In	5,000	5,000	5,000	3,749	5,000	-
Recycling & Refuse Net Trnsfrs	5,000	5,000	5,000	3,749	5,000	-
Net Interfund Transfers	-	4,453,182	-	-	-	-

COMPENSATION PLAN FOR 2011

The Compensation Plan is approved by the Village Board as part of the legal budget because it sets the number and classification of authorized positions as well as the minimum and maximum salary levels for those positions. Annual adjustments to the plan are included as part of the initial budget proposal presented to the Village Board and review of the plan is part of the budget process. Recommended changes are based on an analysis of the staffing needs of the Village, economic and labor market conditions, and the classification of positions.

The Compensation Plan for 2011 provides legal authorization for the compensation ranges for all positions, including full-time represented, full-time non-represented, regular part-time, and temporary or seasonal positions. The number of authorized Full Time Equivalent (FTE) positions and the total number of authorized hours for regular part-time and temporary or seasonal positions are also authorized by the Plan.

Individual Salary Adjustments, Non-Represented Positions

The goal of the compensation plan for non-represented employees is to encourage excellence in service by tying salary increases to job performance rather than tenure. A second goal of the plan is to reward outstanding employees for meritorious job performance by providing them with a salary increase greater than what is received by other employees who may not be performing at the same level. To accomplish this goal, the actual amount of the increase is determined by the level of performance of the particular employee. There is no set time period in which an employee can reach the top of the salary range. Employees whose performance consistently exceeds expectations will reach the top of the salary range in a shorter time period than others who may not be consistently meeting or exceeding expectations.

The Village administers salary increases for non-represented employees by linking performance to the percent of increase that an individual employee receives. Employee performance for the previous fiscal year is evaluated by supervisors in the first quarter of the current fiscal year. An employee's overall evaluation, based on individual performance factors considered, will fall into a performance category and their salary increase is based on this rating (but in no case can an increase exceed the maximum of the applicable range). The actual increases for each category are traditionally identified in this document. Based on the state of the economy at the time the budget was developed, these percent increases have not been established.

Non-represented employees completing their introductory period and advancing to regular status shall be considered for a salary increase based on their individual performance as documented through the employee evaluation process. The increase is again tied to the level of performance and the method of calculation is consistent with the methodology established for annual (May 1) increases. To transition to regular status, introductory employees should have been rated as meeting or exceeding expectations. Introductory employee increases are also traditionally identified in this document. Based on the state of the economy at the time the budget was developed, these percent increases have not been established.

If ranges are adjusted during an employee's introductory period and create a situation where the employee is below the range minimum, the employee's wage will be adjusted to the minimum wage established for their respective position. The first May 1 increase granted to an Employee after transitioning to regular status shall be consistent with the process followed for Regular Employees with the exception that the increase shall be subject to a pro-ration based on the number of months (inclusive of the month of transition) since the date the employee transitioned to regular status (normally the date six months after employment) through April 30. In each case the percent increase shall be rounded up to the closest ½ % increment.

Individual Salary Adjustments, Represented Positions

Represented employees are subject to the salary increase provisions of the contract negotiated between the Village and the Union. There are three employee groups represented by Unions, Police Officers are represented by the Fraternal Order of Police (FOP), Fire Lieutenants and Firefighter/Paramedics are represented by the Barrington Firefighters, Local 3481, and public works Maintenance Workers, Utility Treatment Operators, Mechanics, and the Lab Technician are represented by the Teamsters Local 700.

Salary provision in Contracts between the Village and the Unions typically involve two components, an economic adjustment and a series of step increases as an employee gains experience and seniority in working for the Village. Both the economic adjustment and the step increases require a represented employee to perform satisfactorily on their annual performance review to receive the increase. The economic adjustment is typically awarded to represented employees on the anniversary of the contract beginning, typically May 1 for Village contracts. Step increases are awarded to represented employees on their anniversary date as step increases are tied to years of service. Step increases are only awarded to employees after they have completed their introductory period which is determined by an employee's collective bargaining agreement. During a represented employee's introductory period, an employee may be disciplined, terminated, or laid off at the discretion of the Village. In general, it takes a represented employee six (6) years to move through the step program.

Compensation Plan - Schedule I: Full-Time Represented Employees

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Authorized Positions
Effective 01.01.2011 to 04.30.2011									
Maintenance Worker	Annual	42,929	45,341	47,757	50,171	52,582	54,998	57,408	8.0
	Hourly	20.64	21.80	22.96	24.12	25.28	26.44	27.60	
Utility Treatment Operator	Annual	44,226	46,923	49,617	52,315	55,012	57,710	60,403	4.0
	Hourly	21.26	22.56	23.85	25.15	26.45	27.75	29.04	
Mechanic	Annual	45,902	48,799	51,697	54,595	57,493	60,390	63,287	2.0
	Hourly	22.07	23.46	24.85	26.25	27.64	29.03	30.43	
Lab Technician	Annual	45,902	48,799	51,697	54,595	57,493	60,390	63,287	1.0
	Hourly	22.07	23.46	24.85	26.25	27.64	29.03	30.43	
Firefighter/Paramedic	Annual	55,239	58,538	61,836	65,135	68,431	71,730	75,026	25.0
	Hourly	20.04	21.24	22.43	23.63	24.83	26.03	27.22	
Police Officer	Annual	55,037	60,008	64,813	69,368	73,507	76,794	78,998	17.0
	Hourly	26.46	28.85	31.16	33.35	35.34	36.92	37.98	
Fire Lieutenant	Annual	78,287	81,304	84,320	87,338	-	-	-	9.0
	Hourly	28.40	29.50	30.59	31.69	-	-	-	
								Sub-Total Full-Time Represented Positions	66.0
Effective 05.01.2011 to 12.31.2011									
Maintenance Worker	Annual	42,929	45,341	47,757	50,171	52,582	54,998	57,408	8.0
	Hourly	20.64	21.80	22.96	24.12	25.28	26.44	27.60	
Utility Treatment Operator	Annual	44,226	46,923	49,617	52,315	55,012	57,710	60,403	4.0
	Hourly	21.26	22.56	23.85	25.15	26.45	27.75	29.04	
Mechanic	Annual	45,902	48,799	51,697	54,595	57,493	60,390	63,287	2.0
	Hourly	22.07	23.46	24.85	26.25	27.64	29.03	30.43	
Lab Technician	Annual	45,902	48,799	51,697	54,595	57,493	60,390	63,287	1.0
	Hourly	22.07	23.46	24.85	26.25	27.64	29.03	30.43	
Firefighter/Paramedic	Annual	57,448	60,880	64,309	67,740	71,168	74,599	78,027	25.0
	Hourly	20.84	22.09	23.33	24.58	25.82	27.07	28.31	
Police Officer	Annual	55,037	60,008	64,813	69,368	73,507	76,794	78,998	17.0
	Hourly	26.46	28.85	31.16	33.35	35.34	36.92	37.98	
Fire Lieutenant	Annual	81,418	84,556	87,693	90,831	-	-	-	9.0
	Hourly	29.54	30.68	31.82	32.96	-	-	-	
								Sub-Total Full-Time Represented Positions	66.0

(1) Represented employees move up one step on an annual basis with satisfactory job performance.

(2) Full-time equivalent hours equal 2,080 except for Firefighter/Paramedic and Fire Lieutenant positions which equal 2,756 hours.

(3) Job sharing is permitted if hours paid do not exceed budget; the number of FTE positions do not increase but the classification of the of the positions may change.

(4) The 25th Firefighter/Paramedic position will only be filled if a shift vacancy is anticipated.

(5) Stipend paid to Firefighter Paramedic assigned as station Lieutenant for a 24 hour period is $1.25 per hour.

(6) Stipend paid to Fire Lieutenant assigned as Shift Commander for a 24 hour period is $1.50 per hour.

(7) The total number of Police Sworn Personnel shall not exceed 23 FTEs.

(8) The Police contract expired on 04.30.2010.

(9) The Public Works contract expires on 04.30.2011.

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

Effective 01.01.2011 to 12.31.2011

	Annual		Hourly		Authorized
	Minimum	Maximum	Minimum	Maximum	Positions
Office Assistant	29,476	44,842	14.17	21.56	1.0
Records/Police Assistant	32,991	46,825	15.86	22.51	1.0
Accounting Assistant	33,005	49,233	15.87	23.67	1.0
Executive Assistant	42,907	60,407	20.63	29.04	3.0
Records Supervisor	42,508	61,688	20.44	29.66	1.0
Accountant	47,723	68,940	22.94	33.14	1.0
Zoning Coordinator	47,723	68,940	22.94	33.14	1.0
Assistant to the Deputy Village Manager	47,723	76,350	22.94	36.71	1.0
Development Planner	51,763	78,792	24.89	37.88	1.0
Project Manager	54,417	78,792	26.16	37.88	1.0
Public Works Supervisor	58,385	79,186	28.07	38.07	4.0
HR/Risk Management Coordinator	57,119	83,075	27.46	39.94	1.0
Information Systems Coordinator	57,119	83,075	27.46	39.94	1.0
Sergeant	68,361	90,129	32.87	43.33	5.0
Fire Prevention Officer	69,156	91,603	33.25	44.04	1.0
Assistant Directors:					
Community & Financial Services	70,913	93,416	34.09	44.91	1.0
Engineering & Building	70,913	93,416	34.09	44.91	1.0
Public Works - Water & Sewer	70,913	93,870	34.09	45.13	1.0
Public Works - Operations	70,913	93,870	34.09	45.13	1.0
Manager of HR & Risk Management	70,913	93,416	34.09	44.91	1.0
Assistant Fire Chief	73,800	96,760	26.78	35.11	3.0
Deputy Chief	79,925	103,854	38.43	49.93	1.0
Directors:					
Community & Financial Services	83,058	116,710	39.93	56.11	1.0
Economic & Community Development	83,058	116,710	39.93	56.11	1.0
Engineering & Building	83,058	116,710	39.93	56.11	1.0
Public Works	83,058	116,710	39.93	56.11	1.0
Chief of Fire/EMS	95,231	119,892	45.78	57.64	1.0
Chief of Police	95,231	119,892	45.78	57.64	1.0
Deputy Village Manager	95,231	126,257	45.78	60.70	1.0
Village Manager	116,448	142,561	55.98	68.54	1.0
			Sub-Total Full-Time Non-Represented Employees		41.0

(1) Full-time equivalent hours equal 2,080 except for Assistant Chief positions which equal 2,756 hours.

(2) Job sharing is permitted if hours paid do not exceed budget; the number of FTE positions do not increase but the classification of the positions may change

(3) Part-Time non-exempt positions will be compensated at the hourly equivalent within their range.

(4) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(5) The total number of sworn police personnel shall not exceed 23 FTEs.

Compensation Plan - Schedule III: Regular & Temporary Part-Time Employees

Effective 01.01.2011 to 12.31.2011

	Hourly		Actual	Authorized	Full-Time Equivalent
	Minimum	Maximum	Positions	Hours	Positions
Temporary/Seasonal Positions					
Seasonal Laborer					
Seasonal Support	15.00	20.00	20.0	2,000	0.96
Street Operations	8.25	11.00	2.0	1,373	0.66
Forestry & Property Maintenance	8.25	17.50	1.0	686	0.33
Water & Sewer Maintenance	8.25	11.00	2.0	1,373	0.66
Water Production	8.25	11.00	1.0	686	0.33
Crossing Guards	N/A	15.00	9.0	6,165	2.96
Interns					
Village Manager	9.00	15.00	1.0	300	0.14
Economic Development	9.00	15.00	1.0	354	0.17
Engineering	9.00	15.00	1.0	686	0.33
Water & Sewer Technician	15.00	20.00	1.0	1,040	0.50
Regular Part-Time Positions					
Laborer/Janitor	13.00	19.50	6.0	7,488	3.60
Part-Time Firefighter I	12.00	14.00	10.0	4,295	1.56
Office Assistant	14.17	21.56	3.0	4,264	2.05
Part-Time Firefighter II	14.00	16.00	2.0	858	0.31
Records/Police Assistant	15.86	22.51	7.0	7,904	3.80
Accounting Assistant	15.87	23.67	1.0	1,456	0.70
Public Service Officer	17.02	24.44	1.0	1,456	0.70
Events/Marketing Coordinator	17.88	27.05	1.0	1,560	0.75
Information Systems Technician	19.10	27.05	1.0	520	0.25
Building Inspector	11.00	33.14	1.0	1,248	0.60
Planner	22.94	33.14	1.0	1,300	0.63
Senior Building Inspector	24.86	34.80	1.0	1,248	0.60
Development Planner	24.89	37.88	1.0	1,560	0.75
			Sub-Total Part-Time Full Time Equivalent Positions		23.34

(1) An employee serving as both a Records Clerk and a PSO is eligible for a maximum 5% increase, not to exceed 5% above the max of the Records Clerk range, once the employee has completed 250 hours of PSO service.

(2) To qualify as a Part-time Firefighter II, an employee must by certified as an EMT-P, FF II, and FAE.

Appendix I – Five-Year Financial Projection

The Five-Year Financial Projection is intended to provide elected officials, Village Staff, and Village residents with a long-range projection of the financial condition for the major operating funds of the Village. The operating funds included in this forecast provide all of the services the Village offers to its residents. The forecast will also illustrate the funding that will be available for the Village to complete capital infrastructure projects during the next five years.

The Five Year Financial Forecast is not as detailed or precise as the Village's annual Budget; however, it is an extremely useful tool for the budgeting process because it provides a way to assess the long-range financial impact of current decisions. Although the Village's audited financial statements are prepared on an accrual or modified accrual basis (as applicable and consistent with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board), the Five-Year Financial Projection, like the annual Municipal Budget, is prepared and presented on a cash basis. This results in an easily understood document that is useful in projecting the resources that will be available to the Village in the future.

The presentation for each of the Operating Funds includes a brief description of the Fund and the revenues in the Fund followed by an analysis of projected expenditures and a projected Statement of Revenues, Expenditures, and Changes in Fund Balance. Some of the Funds also include either a chart illustrating the Changes in Fund Balances or a Projected Cash Flow Analysis. All of these projections begin with the 2011 budget .

General Assumptions

The principal assumptions for the Five-Year Financial Plan involve the rate of increase for general inflation, "personnel inflation" (salary and fringe benefits costs), inflation for operational services and goods, the rate of growth in the principal revenue sources of each Fund, and interest rates. The 2009-2013 Five-Year Financial Plan is based on the following general assumptions:

- General inflation at a rate of 1.0% in 2011, 2.5% in 2012, and 3.0% in 2013, 2014, and 2015;
- Personnel inflation: In years beyond 2011, Salaries, including economic adjustments and merit adjustments applicable to personnel not at the top of their salary range, are projected to increase at the general rate of inflation. Fringe benefits are projected to increase at 4.50% per year, the long term average growth rate;
- The rate of increase for operational services and goods is generally projected to be .50% lower than the general rate of inflation for the five year period. However, there are some significant exceptions and these are noted in the text for each Fund.
- The rate of growth in principal revenue sources for each operating Fund is analyzed in the Analysis of Major Revenue Sources by Fund on Pages 54 to 70;

In years 2013-2015, 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 also partially helps to offset the effects of compounding of the inflation assumptions in the later years. Other assumptions specific to particular funds are described in the narrative accompanying the presentation of each fund.

Relationship to the Annual Budget

The Five-Year Financial Projection and Plan was prepared by the Village for the first time in 2010. The document will typically be prepared in conjunction with the Village Board Objectives meeting held early in the budget cycle to provide a framework for decision making. The 2011 Budget and 2012-2016 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 yet not completed, projects that are the recipient of grant funding, and items required to comply with Illinois and Federal law.
- Projects or expenditures that will directly contribute to increased revenues from sales tax, utility and telecommunications taxes, and Hotel/Motel taxes.
- Projects or expenditures that will significantly increase the efficiency of Village operations.
- Projects or expenditures that will significantly improve the safety, convenience, or quality of life for residents, non-residents, and businesses.
- Projects or expenditures that will improve the aesthetics of the Village.
- Discretionary projects or expenditures that add new services or amenities.

The economic difficulties facing our country and community are having major negative impacts on the Village of Barrington and its residents and businesses. The impact of this recessionary economy is particularly difficult for the General Corporate Fund, which is the major operating fund of the Village. Details of the impact of the economy are contained on the pages addressing the particular fund, but overall the preparation of this Five-Year Plan has been extremely challenging and the assumptions contained in the projection are important to analyze.

General Fund

The General Fund provides the bulk of municipal services to residents including general administration, development services, police protection, fire protection, and infrastructure maintenance. The Fund is supported by a combination of taxes, intergovernmental transfers, permits and licenses, charges for services, usage of Village property, fines and forfeitures, and investment income. An analysis of the major revenue sources for the General Fund can be found on Pages 56 – 65.

Analysis of Expenditures

Expenditures in the General Fund are projected to increase at the rates of inflation discussed under General Assumption on the first page of this appendix. The effects of the inflationary assumptions vary depending on the category of expenditure. In general, Salaries and Benefits are projected to increase between 3% and 5% throughout the five year period. Other types of expenses, including professional development, contractual services, commodities, programs, and capital outlays are projected to increase between 1% to 2.5% throughout the period.

During the six years profiled below, Salaries and Benefits comprise an average of 75% of the Village's expenditures in the General Fund. This is fairly typical for a municipal government as the services provided to residents are dependent on staffing resources. However, this is an increase for the Village as the percent of expenditures related to personnel was lower in the early 2000's (benefit costs have increased at rates greater than the general rate of inflation during the latter half of the previous decade).

General Fund Expenditures by Category

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Expenditures by Category						
Salaries	8,072,950	8,274,653	8,523,100	8,779,200	9,043,200	9,314,900
(% change)	2.53%	2.50%	3.00%	3.00%	3.01%	3.00%
Benefits	3,059,655	3,097,146	3,236,070	3,381,100	3,533,234	3,692,072
(% change)	4.23%	1.23%	4.49%	4.48%	4.50%	4.50%
Professional Development	207,505	208,600	211,400	214,800	218,400	222,000
(% change)	0.38	0.53%	1.34%	1.61%	1.68%	1.65%
Contractual Services	2,929,260	2,947,500	2,942,396	2,808,990	2,850,984	2,893,879
(% change)	-7.11%	0.62%	-0.17%	-4.53%	1.49%	1.50%
Commodities	656,935	644,400	656,900	672,500	688,700	705,300
(% change)	19.01%	-1.91%	1.94%	2.37%	2.41%	2.41%
Programs	244,725	246,000	249,600	253,800	258,000	262,300
(% change)	-5.53%	0.52%	1.46%	1.68%	1.65%	1.67%
Miscellaneous	-	-	-	-	-	-
(% change)	-100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Outlay	1,600	1,600	1,600	1,600	1,600	1,600
(% change)	-98.85%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Expenditures	15,172,630	15,419,899	15,821,066	16,111,990	16,594,118	17,092,052
(% change)	-35.48%	1.63%	2.60%	1.84%	2.99%	3.00%

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

The projected net change in Fund Balance in the General Fund varies between $20,000 and $40,000 throughout the five year period. However, the ability to generate these small surpluses is the result of a change in policy for the use of the majority of the Village's utility taxes. In previous years, utility taxes were dedicated to the Capital Improvement Fund for infrastructure improvements in the Village. In the 2011 five year projection, the only way to maintain Village services at their current levels is to move the Telecommunications and Electricity Utility Taxes to the General Fund to offset the unprecedented decrease in general revenues that occurred in 2008 and 2009. The General Fund will then transfer excess funds to the Capital Improvement Fund for infrastructure improvements. Although the Transfer Out each year is significant, a portion of this transfer will be saved for future equipment purchases and the amount available for infrastructure improvements is substantially less than in previous years.

General Fund, Five Year Forecasted Statement of Revenues, Expenditures, and Changes in Fund Balance

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Revenues						
Property Taxes	2,762,000	2,842,000	2,902,000	2,962,000	2,997,000	3,062,000
Other Taxes	6,110,000	6,250,000	6,425,000	6,705,000	6,985,000	7,185,000
Intergovernmental	125,500	126,000	126,000	126,000	126,000	126,000
Licenses & Permits	354,500	344,500	364,500	364,500	379,500	379,500
Charges for Services	5,364,620	5,543,666	5,746,392	5,941,611	6,144,650	6,360,851
Fines & Forfeitures	148,000	102,500	102,500	102,500	102,500	102,500
Village Property Usage	420,000	440,000	490,000	490,000	490,000	490,000
Investment Income	253,325	268,325	283,325	303,325	328,325	353,325
Miscellaneous	35,000	30,000	30,000	30,000	30,000	30,000
Total Revenues	15,572,945	15,946,991	16,469,717	17,024,936	17,582,975	18,089,176
Expenditures						
General Government	2,767,407	2,809,899	2,815,466	2,687,390	2,735,418	2,784,852
Development Services	731,138	748,800	769,800	791,500	814,100	837,200
Public Safety	9,580,625	9,749,500	10,068,700	10,403,400	10,750,300	11,109,000
Public Works	2,093,460	2,111,700	2,167,100	2,229,700	2,294,300	2,361,000
Total Expenditures	15,172,630	15,419,899	15,821,066	16,111,990	16,594,118	17,092,052
Excess (Deficiency) of Revenues Over (Under) Expenditures	400,315	527,093	648,651	912,947	988,858	997,124
Other Financing (Uses)						
Transfers Out						
Equipment Replacement	(174,025)	(250,000)	(375,000)	(475,000)	(550,000)	(575,000)
Infrastructure Improvements	(200,975)	(250,000)	(250,000)	(400,000)	(400,000)	(400,000)
Net Other Financing	(375,000)	(500,000)	(625,000)	(875,000)	(950,000)	(975,000)
Net Change in Fund Balance	25,315	27,093	23,651	37,947	38,858	22,124
Beginning Fund Balance	10,119,873	10,145,188	10,172,281	10,195,932	10,233,879	10,272,736
Ending Fund Balance	10,145,188	10,172,281	10,195,932	10,233,879	10,272,736	10,294,860

Analysis of Projected Changes in Fund Balances

The Unassigned Fund Balance is projected to increase from $5.098 million in 2011 to $6.816 million in 2016. The increase in the Unassigned Fund Balance is caused by small surpluses in every year combined with reductions in the Restricted and Assigned Fund Balances. The Restricted Fund Balance will decrease as the Village will be using restricted revenues to fund appropriate expenditures. In previous years, restricted revenue had been accumulated and the Unassigned Fund Balance had been used to fund those expenditures. Beginning in 2010, the Village changed this policy and is now utilizing the restricted revenues as needed to offset associated expenditures. The Assigned Fund Balance is decreasing as the Village continues to move the Fund Balance Assigned for Equipment Purchases to the Capital Improvement Fund; it is more appropriate for these types of equipment purchases to be made out of the Capital Improvement Fund and the Village will accumulate reserves in that fund to make future equipment purchases.

The number of months of expenses available in the Unassigned Fund Balance will increase from 4.03 months at the end of 2011 to 4.79 months at the end of 2016. This is a result of the small surpluses combined with the decreases in the Restricted and Assigned Fund Balances.

General Fund - Projected Analysis of Changes in Fund Balance

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Fund Balance						
Non-spendable	-	-	-	-	-	-
Restricted	757,087	602,792	531,292	476,921	470,421	463,921
Committted	-	-	-	-	-	-
Assigned	4,290,350	4,139,826	3,814,826	3,439,826	2,914,000	3,014,000
Unassigned	5,097,751	5,429,663	5,849,814	6,317,132	6,888,315	6,816,939
Fund Balance Total	10,145,188	10,172,281	10,195,932	10,233,879	10,272,736	10,294,860
One Month Expenses	1,264,386	1,284,992	1,318,422	1,342,666	1,382,843	1,424,338
Three Months Expenses	3,793,158	3,854,975	3,955,267	4,027,997	4,148,529	4,273,013
Months of Expenses in Unassigned Fund Balance	4.03	4.23	4.44	4.70	4.98	4.79

Capital Improvement Fund

The Capital Improvement Fund is utilized by the Village for capital expenditures including facility construction and renovation, infrastructure improvements, and equipment and vehicle purchases. Capital expenditures are defined by the Village as expenditures on facilities, infrastructure, or equipment that have useful lives of multiple years and cost in excess of $1,000. Under Illinois Statute, the Village can accumulate up to 3% of the equalized assessed value of real estate in the community for future capital improvement expenditures; this was equal to $21,191,002 at the end of 2009. The Capital Improvement Fund is funded by Natural Gas Utility Taxes, Charges for Services, Village Property Usage, interest earnings on its Fund Balance, and a transfer from the General Fund.

Analysis of Expenditures

Expenditures in the Capital Improvement Fund range from a low of $1,380,700 in 2013 to a high of $2,307,270 in 2014. Development Service expenditures represent a portion of the salaries and benefits for employees who spend a portion of their time planning and supervising the Village's annual road program. Expenditures on Village facilities will be $68,500 in 2011 due to the need to improve the Hough-Main properties in 2011. Thereafter, an estimated $25,000 per year will have to be spent to maintain various these properties.

Expenditures for Street Improvements will range from $675,300 in 2011 to $1,590,000 in 2014, this will comprise the road portion of the annual road improvement program (a portion of these expenditures also come from the Water & Sewer Fund for the underground utility work associated with the reconstruction of certain streets). It should be noted this is a substantial decrease from previous years (e.g., 2000 to 2007 when the Village was able to spend approximately $1.3 million per year on the road program) as the Village has experienced severe decreases in its revenues.

The $272,000 expected to be spent in 2011 for Community improvements is the result of a grant received for new sidewalk installation in the Village in 2011. In the period from 2012 to 2016 the Village has no funding for sidewalk repairs or new installations. Vehicle and Equipment purchases ranging from $330,900 in 2013 to $1,005,699 in 2011 are necessary to provide the Village's operating departments with the equipment they need to be able to provide services to Barrington residents.

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

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Revenues						
Other Taxes	250,000	250,000	250,000	250,000	250,000	250,000
Intergovernmental	250,000	-	-	-	-	-
Licenses & Permits	-	-	-	-	-	-
Charges for Services	296,200	60,850	30,000	43,810	47,200	349,000
Village Property Usage	-	89,520	92,206	94,972	97,821	100,756
Investment Income	40,750	50,750	50,750	90,750	90,750	90,750
Miscellaneous	30,500	28,500	20,500	50,000	32,500	40,000
Total Revenues	867,450	479,620	443,456	529,532	518,271	830,506
Expenditures						
Development Services	78,950	81,400	84,800	88,700	92,800	97,100
Village Facilities	68,500	25,000	25,000	25,000	25,000	25,000
Street Improvements	675,300	940,000	940,000	1,590,000	1,040,000	1,040,000
Community Improvements	272,000	-	-	-	-	-
Vehicles & Equipment	1,005,699	647,850	330,900	603,570	504,000	935,185
Stormwater Management	-	-	-	-	-	-
Total Expenditures	2,100,449	1,694,250	1,380,700	2,307,270	1,661,800	2,097,285
Excess (Deficiency) of Revenues Over (Under) Expenditures	(1,232,999)	(1,214,630)	(937,244)	(1,777,738)	(1,143,529)	(1,266,779)
Other Financing (Uses)						
Transfers In	375,000	500,000	625,000	875,000	950,000	975,000
Transfers Out	(230,000)	(275,000)	(275,000)	(275,000)	(275,000)	(275,000)
Debt Proceeds	-	-	-	-	-	-
Net Other Financing	145,000	225,000	350,000	600,000	675,000	700,000
Net Change in Fund Balance	(1,087,999)	(989,630)	(587,244)	(1,177,738)	(468,529)	(566,779)
Beginning Fund Balance	12,291,635	11,203,636	10,214,006	9,626,761	8,449,023	7,980,494
Ending Fund Balance	11,203,636	10,214,006	9,626,761	8,449,023	7,980,494	7,413,714

Analysis of Projected Changes in Fund Balances

The Unassigned Fund Balance will range from $21,760 at the end of 2011 to $124,630 at the end of 2012; this represents the amount available for capital projects such as the annual road program or sidewalk improvements. The Non-spendable Fund Balance is the amount owed by the Village's TIF Fund to the Capital Improvement Fund and will decline by $450,000 per year as the TIF Fund repays the Capital Improvement Fund throughout the period.

The Restricted Fund Balance is for Public Benefits and will be used in 2012 for the annual road improvement program. Committed Fund Balance represents amounts that have been committed by the Village Board for certain purposes. This Fund Balance includes amounts for future Facility Improvements, Street Improvements, Downtown Parking, and Bikeways Construction. The Committed Balance will be declining in every year as a

portion of the Facility Improvement funds are used for improvements to Village properties. The Committed Fund Balance will decline significantly in 2015 as funds that have been committed for the Hart Road Intersection project are depleted for the project in 2015. The Assigned Fund Balance is the amount that has been set aside by the Village for future vehicle and equipment purchases. This balance will decline throughout the period to approximately $2.350 million at the end of 2016.

Capital Improvement Fund - Analysis of Changes in Fund Balance

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Fund Balance						
Non-spendable	6,250,000	5,800,000	5,350,000	4,900,000	4,450,000	4,000,000
Restricted	277,000	-	-	-	-	-
Committed	1,634,500	1,609,500	1,584,500	1,029,500	1,004,500	979,500
Assigned	3,020,376	2,679,876	2,628,117	2,473,839	2,479,417	2,344,715
Unassigned	21,760	124,630	64,144	45,684	46,577	89,499
Fund Balance Total	11,203,636	10,214,006	9,626,761	8,449,023	7,980,494	7,413,714

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 Cook Street Plaza, and contributed to improvement 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; this is profiled in the Analysis of Major Revenues by Fund section on Page 66.

Analysis of Expenditures

Expenditures in the TIF Fund range from a low of $979,100 in 2013 to a high of $1,760,850 in 2011. The Administration costs are those costs associated with administering and marketing the Fund and its programs. District Improvements are the infrastructure improvements completed from TIF Funds within the Village center. The expenditures in 2011 and 2012 provide for a wayfinding sign program and continued streetscape improvements. Redevelopment Programs are those programs and services intended to benefit all businesses in the District such as the façade and small business improvement grant program. Redevelopment projects are expenses related to encouraging the redevelopment of certain properties in the District; the $585,000 in expenditures in 2011 provides for the redevelopment of the Adco Property. The Debt Service expenditures repay the debt certificates that were issued in 2007 that allowed the Village to purchase the properties at Hough and Main.

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

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Revenues						
Property Taxes	1,375,000	1,450,000	1,450,000	1,475,000	1,500,000	1,500,000
Village Property Usage	-	-	-	-	-	-
Investment Income	7,000	7,500	7,500	10,000	10,000	12,500
Miscellaneous	-	-	-	-	-	-
Total Revenues	1,382,000	1,457,500	1,457,500	1,485,000	1,510,000	1,512,500
Expenditures						
Community Development						
Administration	174,350	141,600	131,100	136,500	142,100	148,000
District Improvements	146,000	125,000	-	-	-	-
Redevelopment Programs	100,000	50,000	50,000	50,000	50,000	50,000
Redevelopment Projects	585,000	-	-	-	-	-
Debt Service	755,500	772,000	798,000	822,000	845,000	871,000
Total Expenditures	1,760,850	1,088,600	979,100	1,008,500	1,037,100	1,069,000
Excess (Deficiency) of Revenues Over (Under) Expenditures	(378,850)	368,900	478,400	476,500	472,900	443,500
Net Change in Fund Balance	(378,850)	368,900	478,400	476,500	472,900	443,500
Beginning Fund Balance	(5,448,237)	(5,827,087)	(5,458,187)	(4,979,787)	(4,503,287)	(4,030,387)
Ending Fund Balance	(5,827,087)	(5,458,187)	(4,979,787)	(4,503,287)	(4,030,387)	(3,586,887)

Projected Cash Flow

The TIF Fund has a negative Fund Balance because it was loaned $7,000,000 by the Capital Improvement Fund in the early 2000's as a source of funding to get the District started. To understand the resources available to complete projects in the TIF District, an analysis of the Fund's cash must be completed. The cash flow analysis below demonstrates that the TIF Fund will be able to meet its future obligations from it future cash receipts. Throughout the six year period a cash balance between $680,000 and $765,000 will be maintained. However, no expenditures for the redevelopment of the Hough-Main properties have been included in the projection as it is unknown when this redevelopment may occur.

The TIF Fund will be repaying the Capital Improvement Fund $450,000 per year and this will lead to a reduction in the cash available for projects but will increase the Fund Balance.

Village Center TIF Fund - Cash Flow Analysis

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Beginning Cash Balance	1,593,212	764,362	683,262	711,662	738,162	761,062
Cash Receipts						
Revenues	1,382,000	1,457,500	1,457,500	1,485,000	1,510,000	1,512,500
Increase/(Decrease) in Assets	-	-	-	-	-	-
Net Cash Receipts	1,382,000	1,457,500	1,457,500	1,485,000	1,510,000	1,512,500
Cash Outflows						
Expenditures	1,760,850	1,088,600	979,100	1,008,500	1,037,100	1,069,000
Decrease/(Increase) in Liabilities	450,000	450,000	450,000	450,000	450,000	450,000
Net Cash Outflows	2,210,850	1,538,600	1,429,100	1,458,500	1,487,100	1,519,000
Change in Net Cash	(828,850)	(81,100)	28,400	26,500	22,900	(6,500)
Ending Cash Balance	764,362	683,262	711,662	738,162	761,062	754,562

Water & Sewer Fund

The Water and Sewer Fund provides water and sewer services to residents and businesses in the Village and in some areas surrounding the Village. The Fund is an enterprise activity and is therefore expected to charge users for the services provided in an amount that is sufficient to pay for the administration, operations, infrastructure improvements, and debt service needed to provide the utility services. The primary revenue source for the Water & Sewer Fund, including a five year projection, is profiled on Page 68 of this document.

Analysis of Expenditures

Operating Expenses in the Water & Sewer Fund range from $3,277,405 in 2011 to $3,878,700 in 2016. Administration costs include management and financial services. Operation costs include everything necessary to provide the basic services including providing potable water to residences and businesses and collecting and treating wastewater from residences and businesses. Capital outlays are those infrastructure improvement or equipment purchase expenses that are not capitalized and depreciated. Non-operating expenses consist of interest

Water & Sewer Fund - Statement of Revenues, Expenditures, Transfers, and Changes in Net Assets

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Operating Revenues						
Charges for Services	4,558,000	4,671,950	4,788,749	4,908,467	5,031,179	5,156,959
Miscellaneous	7,500	7,500	7,500	7,500	7,500	7,500
Total Revenues	4,565,500	4,679,450	4,796,249	4,915,967	5,038,679	5,164,459
Operating Expenses						
Administration	1,005,400	1,019,000	1,046,700	1,080,300	1,114,900	1,150,700
Operations	2,072,005	2,110,000	2,176,900	2,255,800	2,337,800	2,423,000
Capital Outlay	200,000	469,000	495,000	205,000	5,000	305,000
Total Operating Expenses	3,277,405	3,598,000	3,718,600	3,541,100	3,457,700	3,878,700
Operating Income (Loss) Before Depreciation	1,288,095	1,081,450	1,077,649	1,374,867	1,580,979	1,285,759
Depreciation	800,000	825,000	850,000	850,000	850,000	850,000
Operating Income (Loss)	488,095	256,450	227,649	524,867	730,979	435,759
Non-operating Revenues/(Expenses)						
Investment Income	35,000	35,000	35,000	45,000	45,000	50,000
Connection Fees	125,000	125,000	125,000	175,000	200,000	200,000
Other Income	157,750	5,000	5,000	5,000	5,000	5,000
Disposal of Capital Assets	-	-	-	-	-	-
Interest & Fiscal Charges	(532,951)	(518,848)	(505,805)	(492,157)	(471,577)	(452,921)
Total Non-operating Revenues/ (Expenses)	(215,201)	(353,848)	(340,805)	(267,157)	(221,577)	(197,921)
Change in Net Assets	272,894	(97,398)	(113,156)	257,710	509,402	237,838
Net Assets - January 1	22,863,940	23,136,834	23,039,436	22,926,279	23,183,990	23,693,392
Net Assets - December 31	23,136,834	23,039,436	22,926,279	23,183,990	23,693,392	23,931,230

payments on debt issued for water and sewer infrastructure improvements.

The change in Net Assets for the Fund will range from a decrease of $113,156 in 2013 to an increase of $509,402 in 2015. The increase or decrease is largely determined by a combination of non-capitalized infrastructure expenses and depreciation. The Fund is generating sufficient revenues to easily support operations and interest expense on an accounting basis.

Projected Cash Flow

The Change in Net Assets in the Statement of Revenues, Expenditures, and Changes in Net Assets is an indicator of the Funds long-term financial standing but does not provide sufficient information to determine the resources available in a particular year to finance operations and complete infrastructure improvements. The cash flow analysis below illustrates the Fund's cash position at the beginning and end of each fiscal year, thus providing the information needed to understand the financial resources available to the Fund in a particular year. As demonstrated by the projection, the Funds cash position will decline throughout the five year period and end at $3,896,990 in 2016 (85% of non-capital cash expenses in that year). This decline is occurring as the Village will be drawing down upon bond proceeds from the 2009 bond issue to complete some necessary capital improvements. An unanticipated major infrastructure project could really impact this cash analysis (an example would be the purchasing or construction of backup water wells which is a project that has been recommended by the Village's Public Works Department).

Water & Sewer Fund - Cash Flow Analysis

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Beginning Cash Balance	9,978,386	6,164,453	5,114,404	4,252,408	4,224,921	3,957,593
Cash Receipts						
Receipts from Users	4,848,250	4,809,450	4,926,249	5,095,967	5,243,679	5,369,459
Investment Income	35,000	35,000	35,000	45,000	45,000	50,000
Debt Proceeds	-	-	-	-	-	-
Cash from Operations	4,883,250	4,844,450	4,961,249	5,140,967	5,288,679	5,419,459
Non-Capital Cash Expenses						
Operating Expenses	3,077,405	3,129,000	3,223,600	3,336,100	3,452,700	3,573,700
Interest Expense	532,951	518,848	505,805	492,157	471,577	452,921
Principal Payments	516,627	532,651	543,840	735,198	576,730	598,440
Non-Capital Cash Expenses	4,126,983	4,180,499	4,273,245	4,563,455	4,501,007	4,625,061
Cash Avail/Capital Expenses	10,734,653	6,828,404	5,802,408	4,829,921	5,012,593	4,751,990
Capital Cash Expenses						
Non-Capitalized	200,000	469,000	495,000	205,000	5,000	305,000
Capitalized	4,370,200	1,245,000	1,055,000	400,000	1,050,000	550,000
Capital Cash Expenses	4,570,200	1,714,000	1,550,000	605,000	1,055,000	855,000
Net Change in Cash	(3,813,933)	(1,050,049)	(861,996)	(27,488)	(267,328)	(60,602)
Ending Cash Balance	6,164,453	5,114,404	4,252,408	4,224,921	3,957,593	3,896,990

Recycling & Refuse Fund

The Recycling and Refuse Fund provides recycling and refuse collection and disposal services to residents and businesses in the Village. The Fund is an enterprise activity and is therefore expected to charge users for the services provided in an amount that is sufficient to pay for the administration and operations necessary to provide the collection and disposal services. The primary revenue source for the Recycling & Refuse Fund, including a five year projection, is profiled on Page 69 of this document.

Analysis of Expenditures

Operating Expenses in the Recycling & Refuse Fund range from a low of $1,165,887 in 2011 to a high of $1,355,800 in 2016. Administration costs include management and financial services and Operation costs primarily include the cost for the contracts to collect and dispose of recycling and refuse. The primary component of the cost escalation in the six year period is the projected increases in the cost of the contracts to provide collection and disposal services.

The Change in Net Assets will be negative in 2011 and 2012 before becoming and remaining positive from 2013 through 2016. The Village will absorb some of the cost increases related to the disposal contract in 2011 and 2012 to avoid a large rate increase in one year. Net Assets are sufficient to absorb the costs for a couple of years as long as rate increases catch up and the Change in Net Assets turns positive in 2013.

Recycling & Refuse Fund - Statement of Revenues, Expenditures, Transfers, and Changes in Net Assets

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Operating Revenues						
Charges for Services	1,134,000	1,191,000	1,238,640	1,275,799	1,314,073	1,353,495
Miscellaneous	3,000	3,000	3,000	3,000	3,000	3,000
Total Revenues	1,137,000	1,194,000	1,241,640	1,278,799	1,317,073	1,356,495
Operating Expenses						
Administration	66,000	67,800	70,400	73,300	76,400	79,600
Operations	1,099,887	1,130,100	1,164,200	1,200,400	1,237,700	1,276,200
Total Operating Expenses	1,165,887	1,197,900	1,234,600	1,273,700	1,314,100	1,355,800
Operating Income/(Loss)	(28,887)	(3,900)	7,040	5,099	2,973	695
Non-operating Revenues						
Investment Income	1,000	1,000	1,000	2,500	2,500	3,000
Income Before Transfers	(27,887)	(2,900)	8,040	7,599	5,473	3,695
Transfers						
Transfers In	-	-	-	-	-	-
Net Transfers	-	-	-	-	-	-
Change in Net Assets	(27,887)	(2,900)	8,040	7,599	5,473	3,695
Net Assets - January 1	328,663	300,776	297,876	305,916	313,515	318,988
Net Assets - December 31	300,776	297,876	305,916	313,515	318,988	322,684

Parking System Fund

The Parking System Fund provides access to parking facilities in the downtown area of the Village, including the 975 spaces associated with the Village's commuter train station. The Fund is an enterprise activity and is therefore expected to charge users for the use of various Village parking facilities to provide the resources for maintaining those facilities. The primary revenue source for the Parking Fund, including a five year projection, is profiled on Page 70 of this document.

Analysis of Expenditures

Operating Expenses in the Parking System Fund range from a low of $819,795 in 2011 to a high of $940,000 in 2016. Administration costs include management and financial services and Operation costs are the expenses associated with parking enforcement and maintenance. The increase in expenses throughout the six year period is primarily caused by increases in salaries and benefits for the employees who provide services related to the parking system.

As demonstrated by the negative Change in Net Assets for the six year period, the Parking Fund will probably have the most difficulty of any of the Village's Funds in generating the resources needed to maintain the system. The parking system has a fixed source of revenues which is the number of spaces available for parking. However, expenses in the Fund are not fixed and continue to escalate; this is especially true for salary and benefit expenses.

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

	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Operating Revenues						
Licenses & Permits	246,000	246,000	246,000	246,000	246,000	246,000
Charges for Service	430,000	430,000	430,000	430,000	430,000	430,000
Fines & Forfeitures	100,000	100,000	100,000	100,000	100,000	100,000
Village Property Usage	7,500	7,500	7,500	7,500	7,500	7,500
Miscellaneous	-	-	-	-	-	-
Total Revenues	783,500	783,500	783,500	783,500	783,500	783,500
Operating Expenses						
Administration	343,120	344,820	350,220	360,600	371,200	382,300
Operations	476,675	479,800	496,500	516,100	536,500	557,700
Capital Outlay	-	-	-	-	-	-
Total Operating Expenses	819,795	824,620	846,720	876,700	907,700	940,000
Operating Income/(Loss)	(36,295)	(41,120)	(63,220)	(93,200)	(124,200)	(156,500)
Non-operating Revenues						
Property Taxes	45,000	-	-	-	-	-
Investment Inccome	20,000	20,000	20,000	25,000	25,000	30,000
Total Non-Operating Revenues	65,000	20,000	20,000	25,000	25,000	30,000
Change in Net Assets	28,705	(21,120)	(43,220)	(68,200)	(99,200)	(126,500)
Net Assets - January 1	3,218,362	3,247,067	3,225,947	3,182,727	3,114,527	3,015,327
Net Assets - December 31	3,247,067	3,225,947	3,182,727	3,114,527	3,015,327	2,888,827

This mismatch between increases in revenues and expenses causes the continuous escalation in the deficits in the Parking Fund. In future years, the Village will have to find additional revenue or reduce expenditures in order to maintain the financial position of the Parking Fund.

Projected Cash Flow

The Change in Net Assets in the Statement of Revenues, Expenditures, and Changes in Net Assets is an indicator of the Funds long-term financial standing but does not provide sufficient information to determine the resources available in a particular year to finance operations and complete infrastructure improvements. The cash flow analysis below illustrates the Fund's cash position at the beginning and end of each fiscal year, thus providing the information needed to understand the financial resources available to the Fund in a particular year. The Fund's cash position will deteriorate throughout the six year period as the deficit spending has a compounding negative effective on the Funds available cash.

Parking System Fund - Cash Flow Analysis

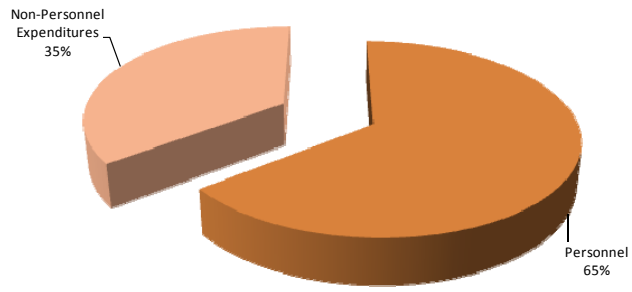
	FY 2011 Budget	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected
Beginning Cash Balance	1,210,964	1,239,669	1,218,549	1,175,329	1,107,129	1,007,929
Cash Receipts						
Receipts from Users	676,000	676,000	676,000	676,000	676,000	676,000
Fines & Forfeits	100,000	100,000	100,000	100,000	100,000	100,000
Rental Income	7,500	7,500	7,500	7,500	7,500	7,500
Investment Income	20,000	20,000	20,000	25,000	25,000	30,000
Property Taxes	45,000	-	-	-	-	-
Other Income	-	-	-	-	-	-
Cash from Operations	848,500	803,500	803,500	808,500	808,500	813,500
Non-Capital Cash Expenses						
Operating Expenses	819,795	824,620	846,720	876,700	907,700	940,000
Non-Capital Cash Expenses	819,795	824,620	846,720	876,700	907,700	940,000
Cash Avail/Capital Expenses	1,239,669	1,218,549	1,175,329	1,107,129	1,007,929	881,429
Capital Cash Expenses						
Non-Capitalized	-	-	-	-	-	-
Capitalized	-	-	-	-	-	-
Capital Cash Expenses	-	-	-	-	-	-
Net Change in Cash	28,705	(21,120)	(43,220)	(68,200)	(99,200)	(126,500)
Ending Cash Balance	1,239,669	1,218,549	1,175,329	1,107,129	1,007,929	881,429

Appendix II – Personnel Analysis

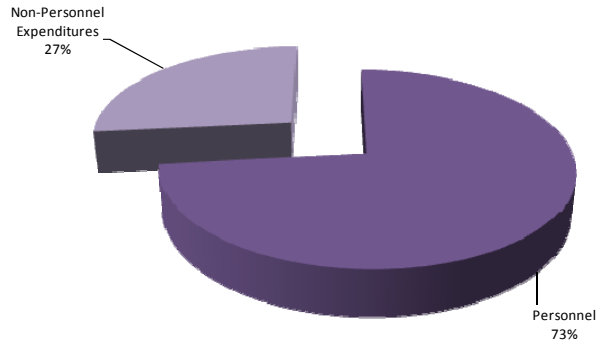
The mission of municipalities such as the Village is to provide services to their residents. Providing residents with high quality municipal services is largely dependent on the number and quality of staff employed by the organization. A municipality does not produce goods but is organized to provide services that are difficult for the private sector to provide.

This appendix includes an analysis of the effect of personnel costs, both salaries and benefits, on the Village's total operating expenditures. As illustrated in the chart below, 65% of the Village's total operating costs and 73% of the total operating costs within the General Fund are directly related to personnel.

All Village Funds



General Fund



Number of Employees

Personnel costs are directly tied to the actual number of employees employed by the Village. The Village converts the number of full-time and part-time employees to full-time equivalency to accurately reflect the number of employees on the payroll. Full-time equivalency is equal to 2,080 hours for all employees except Assistant Fire Chiefs, Fire Lieutenants and Firefighter/Paramedics whose full-time equivalency is 2,756 hours.

The 2011 Budget includes 119.43 full-time equivalent employees of which 106 are classified as full-time and 75 are classified as regular part-time or temporary/seasonal part-time employees. This represents an 18.53% reduction in full-time equivalent employees when compared to the 2008 budget. The decrease is the net result of a reduction in force, not replacing several vacant positions, an early retirement program, the reduction of four full-time employees to part-time, and the reduction of hours for 4 part-time employees.

Personnel Summary by Fund, Program Area, and Budget Unit

	FY 2008	FY 2009	FY 2010	2009 - 2010 Change	FY 2011	2010 - 2011 Change
General Fund						
General Government						
Village Board	-	-	-	-	0.25	0.25
Village Manager's Office	4.00	4.00	4.00	-	2.90	(1.10)
Information Systems	1.20	1.20	1.20	-	1.25	0.05
Financial Services	4.61	2.61	2.61	-	2.55	(0.06)
Human Resources	2.70	2.50	2.00	(0.50)	1.30	(0.70)
Risk Management	-	-	-	-	0.70	0.70
Total General Government	12.51	10.31	9.81	(0.50)	8.95	(0.86)

Personnel Summary by Fund, Program Area, and Budget Unit (continued)

	FY 2008	FY 2009	FY 2010	2009 - 2010 Change	FY 2011	2010 - 2011 Change
General Fund (continued)						
Development Services						
Building & Property Maintenance	5.15	3.61	3.61	-	2.21	(1.40)
Engineering	-	-	-	-	0.61	0.61
Planning & Zoning	-	-	-	-	1.95	1.95
Economic Development	4.61	3.01	3.01	-	1.46	(1.55)
Community Events	-	-	-	-	0.85	0.85
Total Development Services	9.76	6.62	6.62	-	7.08	0.46
Public Safety						
Police Department						
Administration	6.20	5.45	5.45	-	4.80	(0.65)
Investigations	5.00	4.94	4.25	(0.69)	3.00	(1.25)
Patrol Operations	26.50	24.56	16.25	(8.31)	19.25	3.00
School/Community Programs	1.50	1.50	1.50	-	0.75	(0.75)
Fire Department						
Administration	4.00	3.00	3.00	-	3.00	-
Operations	36.00	36.00	36.00	-	36.00	-
Prevention/Education	1.00	1.00	1.00	-	1.00	-
Services						
Emergency Management	-	-	-	-	0.30	0.30
Total Public Safety	80.20	76.45	67.45	(9.00)	68.10	0.65
Public Works						
Administration	1.09	0.94	0.94	-	0.93	(0.01)
Street Operations	5.40	4.20	4.20	-	3.90	(0.30)
Forestry	1.84	1.68	1.68	-	1.45	(0.23)
Property Maintenance	1.91	1.88	1.88	-	2.20	0.32
Central Garage	3.05	3.00	3.00	-	2.25	(0.75)
Total Public Works	13.29	11.70	11.70	-	10.73	(0.97)
General Fund Total	115.76	105.08	95.58	(9.50)	94.86	(0.72)
Capital Improvement Fund						
Development Services						
Engineering	-	-	-	-	0.75	0.75
Total Development Services	-	-	-	-	0.75	0.75
Capital Improvement Fund Total	-	-	-	-	0.75	0.75
Village Center TIF Fund						
Development Services						
Economic Development	-	-	-	-	0.65	0.65
Total Development Services	-	-	-	-	0.65	0.65
Village Center TIF Fund Total	-	-	-	-	0.65	0.65

Personnel Summary by Fund, Program Area, and Budget Unit (continued)

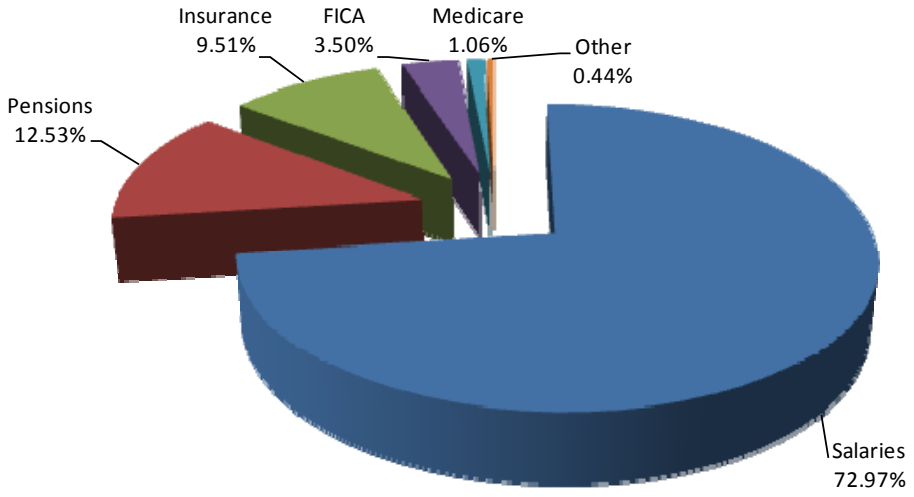
	FY 2008	FY 2009	FY 2010	2009 - 2010 Change	FY 2011	2010 - 2011 Change
Water & Sewer Fund						
General Government						
Community Services	1.60	1.60	1.60	-	1.48	(0.12)
Total General Government	1.60	1.60	1.60	-	1.48	(0.12)
Development Services						
Engineering	2.00	2.81	2.81	-	0.85	(1.96)
Total Development Services	2.00	2.81	2.81	-	0.85	(1.96)
Public Works						
Administration	3.17	2.17	2.17	-	1.90	(0.27)
Maintenance	7.27	4.07	4.07	-	3.90	(0.17)
Water Production	1.85	1.75	1.75	-	2.00	0.25
Wastewater Treatment	5.65	4.75	4.75	-	5.75	1.00
Total Public Works	17.94	12.74	12.74	-	13.55	0.81
Water & Sewer Fund Total	21.54	17.15	17.15	-	15.88	(1.27)
Recycling & Refuse Fund						
General Government						
Community Services	0.55	0.56	0.56	-	0.66	0.10
Total General Government	0.55	0.56	0.56	-	0.66	0.10
Public Works						
Operations	0.94	0.99	0.99	-	1.12	0.13
Total Public Works	0.94	0.99	0.99	-	1.12	0.13
Recycling & Refuse Fund Total	1.49	1.55	1.55	-	1.78	0.23
Parking System Fund						
General Government						
Community Services	0.57	0.93	0.93	-	0.91	(0.02)
Total General Government	0.57	0.93	0.93	-	0.91	(0.02)
Public Safety						
Parking Enforcement	5.60	4.85	4.85	-	3.70	(1.15)
Total Public Safety	5.60	4.85	4.85	-	3.70	(1.15)
Public Works						
Operations	1.63	1.87	0.87	(1.00)	0.90	0.03
Total Public Works	1.63	1.87	0.87	(1.00)	0.90	0.03
Parking System Fund Total	7.80	7.65	6.65	(1.00)	5.51	(1.14)
Total Village Employees	146.59	131.43	120.93	(10.50)	119.43	(1.50)

In terms of the distribution of actual employees, the majority of Village employees are those who directly provide services to residents (i.e. Police Officers, Firefighter/Paramedics, Public Works Maintenance Employees); these employees represent 82% of the total Village work Force.

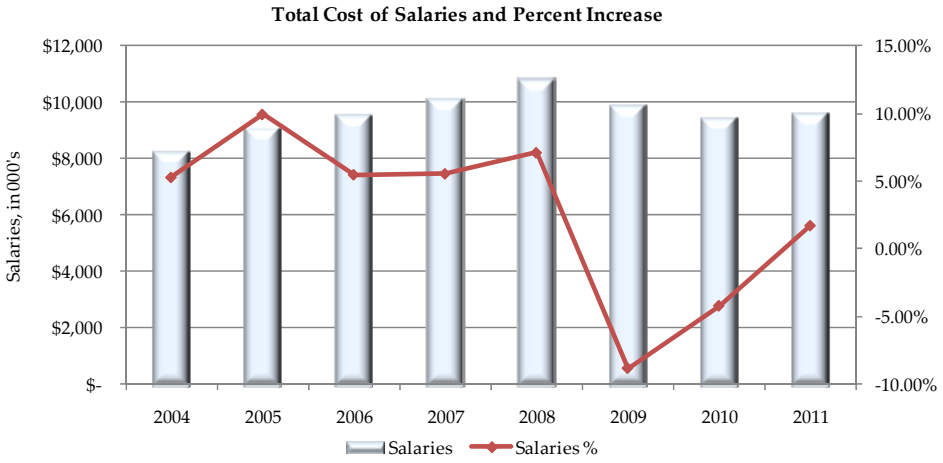
	FY 2008	FY 2009	FY 2010	2009 - 2010 Change	FY 2011	2010 - 2011 Change
Employees by Function						
Management/Admininstration	19.84	16.41	15.91	(0.50)	15.26	(0.65)
Engineering/Property Maintenance	7.15	6.42	6.42	-	6.37	(0.05)
Public Safety - Police Services	44.80	41.30	32.30	(9.00)	31.50	(0.80)
Public Safety - Fire Services	41.00	40.00	40.00	-	40.00	-
Public Works - Streets & Maintenance	14.92	13.57	12.57	(1.00)	11.63	(0.94)
Public Works - Utility Services	18.88	13.73	13.73	-	14.67	0.94
Total Employees	146.59	131.43	120.93	(10.50)	119.43	(1.50)

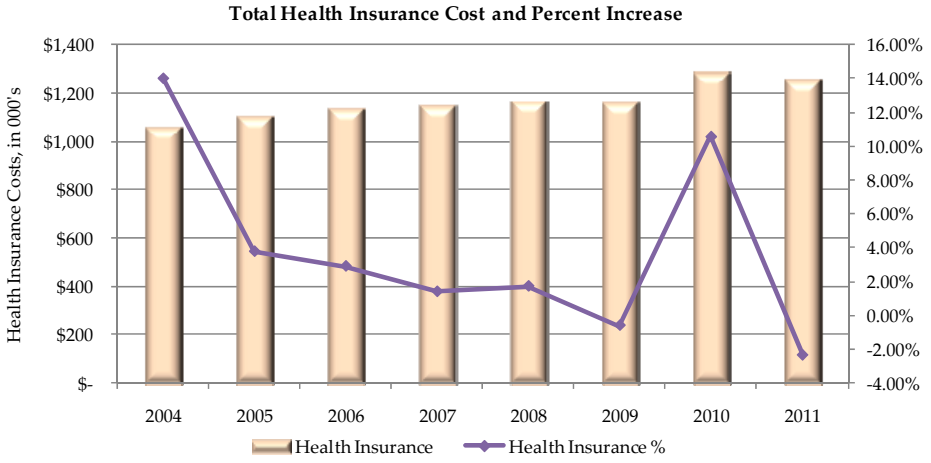
Analysis of Personnel Costs

The Village's workforce of 119.43 full-time equivalent employees in 2011 results in total Village wide personnel costs of $13,197,707. The largest portion of these costs is salaries at 73% of total personnel costs. However, fringe benefit costs, currently at 27% of total personnel costs, continue to increase faster than salary costs and are projected to comprise a greater portion of total personnel costs in the future. Pensions are the largest part of fringe benefit costs, comprising 46.37% ($1,654,287) of total fringe benefit costs and 12.53% of total personnel costs. Health insurance is the second largest fringe benefit cost at $1,254,612 (35.17% of fringe benefit costs and 9.51% of total personnel costs).



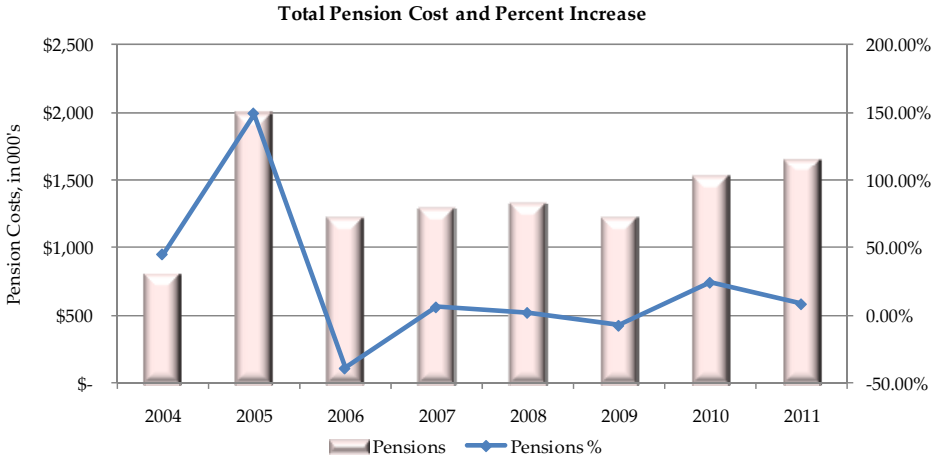
Total salary costs have increased from $8.267 million in fiscal year 2004 to a budgeted $9.630 million in 2011, a total increase of 7.85% over the six year period. The increase in salary costs ranges from a low of -8.82% in 2009 to a high of 9.94% in 2005. The spike in costs in 2008 was caused by the reduction in force that occurred in that year which caused the Village to pay out accrued vacation time for those employees whose positions were eliminated. The decreases in 2009 and 2010 were caused by the reductions in force that occurred in 2008 and 2009. The 2008 reduction in force was precipitated by a decrease in revenue caused by the recession and eliminated 13 FTE positions, thereby reducing personnel expenditures in 2009. The 2009 reduction in force occurred in the Police Department due to the loss of the contract to provide police services to the Village of Inverness. This reduction in force reduced expenses in 2010 as 9 FTE positions in the Police Department were eliminated through an early retirement program in 2009.





Health insurance costs ranged from $1,061,067 in fiscal year 2004 to a budgeted $1,285,184 in 2010. Although the cost for health insurance per employee has increased substantially during the seven years illustrated in the chart, the reductions in force that occurred in 2008 and 2009 have moderated the impact of the increases per employee on the total actual cost.

Total pension costs have increased from $804,295 in 2004 to a budgeted total of $1,654,287 in 2011, a total increase of 105.68% over the seven year period. The debilitating increase in pension costs is making it challenging for the Village to balance revenues and expenses and is reducing the resources available for capital projects. The average increase of 15% per year well exceeds increases in revenues received by the Village. The spike in cost in 2005 is the result of a one-time contribution by the Village and Barrington Countryside Fire Protection District to bring the Firefighter's Pension Fund to 100% funded status.



Appendix III – Debt Analysis

Illinois Statute (65 ILCS) limits the amount of general obligation debt a municipality of less than 500,000 may incur. The legal debt margin is set at 8.625% of a municipalities Equalized Assessed Value (EAV). Barrington's legal debt margin based on the 2009 EAV (the most recent available) is:

Legal Debt Margin

2009 Equalized Assessed Value	$ 706,366,747
Legal Debt Limit (8.625% of EAV):	60,924,132
Less Amount of Debt Applicable to Limit:	
Debt Certificates	8,905,000
General Obligation Bonds	5,305,000
Legal Debt Margin:	$ 52,019,132

A schedule of the Village's total debt and debt per capita from 2001 through 2016 is provided below. This schedule assumes no further debt issuances by the Village as there are currently not any plans to issue new debt in the foreseeable future.

Outstanding Debt by Type, 2001 - 2016

	General Government				Enterprise Activities			
Fiscal Year	General Obligation Bonds	Installment Contracts	Alternate Revenue Bonds	Debt Certificates	Alternate Revenue Bonds	IEPA Loans	Total Debt	Debt Per Capita
2001	9,780,000	585,000	-	-	2,415,000	2,560,817	15,340,817	$ 1,506.66
2002	9,380,000	500,000	-	-	2,275,000	2,656,768	14,811,768	$ 1,452.70
2003	8,960,000	410,000	-	-	2,125,000	4,147,903	15,642,903	$ 1,531.97
2004	8,525,000	315,000	-	-	1,970,000	4,007,445	14,817,445	$ 1,449.14
2005	8,060,000	215,000	-	-	1,810,000	3,818,750	13,903,750	$ 1,357.92
2006	7,575,000	110,000	-	-	1,645,000	3,624,932	12,954,932	$ 1,264.76
2007	7,065,000	-	-	9,500,000	1,470,000	3,425,845	21,460,845	$ 2,092.11
2008	6,535,000	-	-	9,500,000	1,290,000	3,221,350	20,546,350	$ 2,000.23
2009	5,890,000	-	2,550,000	9,260,000	9,690,000	3,011,299	30,401,299	$ 2,955.60
2010	5,305,000	-	2,455,000	8,905,000	9,395,000	2,795,538	28,855,538	$ 2,777.78
2011	4,650,000	-	2,340,000	8,510,000	9,090,000	2,573,911	27,163,911	$ 2,614.93
2012	3,975,000	-	2,225,000	8,080,000	8,780,000	2,346,260	25,406,260	$ 2,445.73
2013	3,275,000	-	2,110,000	7,605,000	8,285,000	2,112,420	23,387,420	$ 2,251.39
2014	2,575,000	-	1,995,000	7,085,000	7,955,000	1,872,222	21,482,222	$ 2,067.98
2015	1,825,000	-	1,875,000	6,520,000	7,610,000	1,625,492	19,455,492	$ 1,872.88
2016	1,050,000	-	1,755,000	5,905,000	7,260,000	1,372,052	17,342,052	$ 1,669.43

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

Debt Certificate Series of 2007

December 31, 2009

Date of Issue	October 15, 2007
Date of Maturity	January 1, 2023
Authorized Issue	$9,500,000
Interest Rates	4.00% - 4.50%
Interest Dates	July 1 and January 1
Principal Maturity Date	January 1
Payable at	The Bank of New York Trust Company, N.A.

Current and Future Principal and Interest Requirements

Fiscal Year Ending	Requirements			Interest Due on			
	Principal	Interest	Totals	January 1	Amount	July 1	Amount
2010	$ 355,000	374,275	729,275	2010	190,912	2010	183,363
2011	395,000	358,337	753,337	2011	183,368	2011	174,969
2012	430,000	340,807	770,807	2012	174,975	2012	165,832
2013	475,000	321,575	796,575	2013	165,837	2013	155,738
2014	520,000	300,431	820,431	2014	155,743	2014	144,688
2015	565,000	278,081	843,081	2015	144,693	2015	133,388
2016	615,000	254,481	869,481	2016	133,393	2016	121,088
2017	665,000	228,881	893,881	2017	121,093	2017	107,788
2018	720,000	201,181	921,181	2018	107,793	2018	93,388
2019	775,000	171,281	946,281	2019	93,393	2019	77,888
2020	835,000	138,561	973,561	2020	77,894	2020	60,667
2021	900,000	102,776	1,002,776	2021	60,671	2021	42,105
2022	970,000	64,207	1,034,207	2022	42,107	2022	22,100
2023	1,040,000	22,100	1,062,100	2023	22,100	2023	-
	9,260,000	3,156,974	12,416,974		1,673,972		1,483,002

Note: These Debt Certificates were utilized by the Village's TIF District to assemble land at the corner of Hough (Illinois Route 59) and Main Streets (Lake-Cook Road) for the purpose of facilitating redevelopment of the site and spurring development activity in the Village Center.

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

Taxable General Obligation Alternate Revenue Source Bond Series of 2009

December 31, 2009

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2028
Authorized Issue	$8,600,000
Denomination of Bonds	$5,000
Interest Rates	1.25% - 5.72%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	The Bank of New York Mellon Trust Company, N.A.

Current and Future Principal and Interest Requirements

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2009	$ 25,000	527,547	552,547	2010	309,252	2010	218,295
2010	80,000	436,278	516,278	2011	218,139	2011	218,139
2011	80,000	435,038	515,038	2012	217,519	2012	217,519
2012	85,000	433,246	518,246	2013	216,623	2013	216,623
2013	270,000	431,020	701,020	2014	215,510	2014	215,510
2014	330,000	422,596	752,596	2015	211,298	2015	211,298
2015	345,000	410,650	755,650	2016	205,325	2016	205,325
2016	350,000	396,850	746,850	2017	198,425	2017	198,425
2017	365,000	381,555	746,555	2018	190,777	2018	190,778
2018	375,000	365,056	740,056	2019	182,528	2019	182,528
2019	385,000	347,544	732,544	2020	173,772	2020	173,772
2020	500,000	328,988	828,988	2021	164,494	2021	164,494
2021	645,000	302,136	947,136	2022	151,068	2022	151,068
2022	685,000	267,500	952,500	2023	133,750	2023	133,750
2023	760,000	230,716	990,716	2024	115,358	2024	115,358
2024	785,000	189,904	974,904	2025	94,952	2025	94,952
2025	815,000	145,002	960,002	2026	72,501	2026	72,501
2026	845,000	98,384	943,384	2027	49,192	2027	49,192
2027	875,000	50,050	925,050	2028	25,025	2028	25,025
	8,600,000	6,200,060	14,800,060		3,145,508		3,054,552

Note: These Alternate Revenue Bonds were issued for capital improvements to the Village's Water and Sanitary Sewer System including the renovation of the Wastewater Treatment Plan, the rehabilitation of several lift stations, and the installation or reconstruction of water and sewer main throughout the Village.

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

Taxable General Obligation Alternate Revenue Source Bond Series of 2009

December 31, 2009

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2028
Authorized Issue	$2,550,000
Denomination of Bonds	$5,000
Interest Rates	1.25% - 5.72%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2028
Payable at	The Bank of New York Mellon Trust Company, N.A.

Current and Future Principal and Interest Requirements

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2009	$ 95,000	137,888	232,888	2010	80,831	2010	57,057
2010	115,000	112,928	227,928	2011	56,464	2011	56,464
2011	115,000	111,144	226,144	2012	55,572	2012	55,572
2012	115,000	108,568	223,568	2013	54,284	2013	54,284
2013	115,000	105,556	220,556	2014	52,778	2014	52,778
2014	115,000	101,968	216,968	2015	50,984	2015	50,984
2015	120,000	97,804	217,804	2016	48,902	2016	48,902
2016	120,000	93,004	213,004	2017	46,502	2017	46,502
2017	125,000	87,760	212,760	2018	43,880	2018	43,880
2018	130,000	82,110	212,110	2019	41,055	2019	41,055
2019	130,000	76,040	206,040	2020	38,020	2020	38,020
2020	135,000	69,774	204,774	2021	34,887	2021	34,887
2021	140,000	62,524	202,524	2022	31,262	2022	31,262
2022	145,000	55,006	200,006	2023	27,503	2023	27,503
2023	155,000	47,220	202,220	2024	23,610	2024	23,610
2024	160,000	38,896	198,896	2025	19,448	2025	19,448
2025	165,000	29,744	194,744	2026	14,872	2026	14,872
2026	175,000	20,306	195,306	2027	10,153	2027	10,153
2027	180,000	10,296	190,296	2028	5,148	2028	5,148
	2,550,000	1,448,536	3,998,536		736,155		712,381

Note: These Alternate Revenue Bonds were issued for capital improvements to the Village's streets for 2009, 2010, 2011, and 2012.

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

General Obligation (Alternate Revenue Source) Refunding Bond Series of 2009B

December 31, 2009

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2014
Authorized Issue	$1,090,000
Denomination of Bonds	$5,000
Interest Rates	2.25% - 2.50%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2014
Payable at	The Bank of New York Mellon Trust Company, N.A.

Current and Future Principal and Interest Requirements

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2009	$ 200,000	30,314	230,314	2010	17,770	2010	12,544
2010	215,000	20,588	235,588	2011	10,294	2011	10,294
2011	225,000	15,750	240,750	2012	7,875	2012	7,875
2012	225,000	10,688	235,688	2013	5,344	2013	5,344
2013	225,000	5,624	230,624	2014	2,812	2014	2,812
	1,090,000	82,964	1,172,964		44,095		38,869

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 1992 and used for water and sewer improvements.

Village of Barrington, Illinois

Schedule of Long-Term Debt Requirements

General Obligation Refunding Bond Series of 2009A

December 31, 2009

Date of Issue	September 30, 2009
Date of Maturity	December 15, 2018
Authorized Issue	$5,890,000
Denomination of Bonds	$5,000
Interest Rates	2.25% - 3.50%
Interest Dates	June 15 and December 15
Principal Maturity Date	December 15, 2018
Payable at	The Bank of New York Mellon Trust Company, N.A.

Current and Future Principal and Interest Requirements

Tax Levy Year	Tax Levy Requirements			Interest Due on			
	Principal	Interest	Totals	June 15	Amount	December 15	Amount
2009	$ 585,000	188,832	773,832	2010	110,695	2010	78,137
2010	640,000	143,112	783,112	2011	71,556	2011	71,556
2011	655,000	128,712	783,712	2012	64,356	2012	64,356
2012	675,000	113,974	788,974	2013	56,987	2013	56,987
2013	700,000	98,788	798,788	2014	49,394	2014	49,394
2014	700,000	81,288	781,288	2015	40,644	2015	40,644
2015	750,000	62,038	812,038	2016	31,019	2016	31,019
2016	775,000	39,538	814,538	2017	19,769	2017	19,769
2017	410,000	14,350	424,350	2018	7,175	2018	7,175
	5,890,000	870,632	6,760,632		451,595		419,037

Note: These Refunding Bonds were issued to lower the interest rate paid on outstanding bonds that were originally issued in 1998 and 1999 for the construction of the Public Safety Facility and the Village Hall.

Village of Barrington, Illinois

Long-Term Debt Requirements

IEPA Loan of 2001

December 31, 2009

Date of Contract	December 15, 2001
Date of Maturity	December 15, 2020
Amount of Loan	$1,649,301
Interest Rate	2.535%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1616

Current and Future Principal and Interest Requirements

Year Ended	Requirements		
	Principal	Interest	Totals
2010	$ 82,451	25,641	108,092
2011	84,555	23,538	108,093
2012	86,712	21,380	108,092
2013	88,924	19,168	108,092
2014	91,192	16,900	108,092
2015	93,519	14,573	108,092
2016	95,904	12,188	108,092
2017	98,351	9,741	108,092
2018	100,859	7,233	108,092
2019	103,433	4,659	108,092
2020	106,071	2,020	108,091
	1,031,971	157,041	1,189,012

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

Village of Barrington, Illinois

Long-Term Debt Requirements

IEPA Loan of 2002

December 31, 2009

Date of Contract	December 15, 2002
Date of Maturity	December 15, 2021
Amount of Loan	$1,885,195
Interest Rate	2.905%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1238

Current and Future Principal and Interest Requirements

Year Ended	Requirements		
	Principal	Interest	Totals
2010	$ 92,243	37,206	129,449
2011	94,943	34,506	129,449
2012	97,721	31,728	129,449
2013	100,580	28,869	129,449
2014	103,523	25,926	129,449
2015	106,552	22,897	129,449
2016	109,670	19,779	129,449
2017	112,879	16,570	129,449
2018	116,182	13,267	129,449
2019	119,582	9,867	129,449
2020	123,081	6,367	129,448
2021	126,682	2,767	129,449
	1,303,638	249,749	1,553,387

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

Village of Barrington, Illinois

Long-Term Debt Requirements

IEPA Loan of 2002

December 31, 2009

Date of Contract	September 25, 2002
Date of Maturity	June 1, 2023
Amount of Loan	$887,776
Interest Rate	2.570%
Interest Date	June 15 and December 15
Payable at	Illinois Environmental Protection Agency
Loan Number	L17-1480

Current and Future Principal and Interest Requirements

Year Ended	Requirements		
	Principal	Interest	Totals
2010	$ 41,067	17,103	58,170
2011	42,129	16,041	58,170
2012	43,218	14,952	58,170
2013	44,336	13,834	58,170
2014	45,483	12,687	58,170
2015	46,659	11,511	58,170
2016	47,866	10,304	58,170
2017	49,104	9,066	58,170
2018	50,374	7,796	58,170
2019	51,677	6,493	58,170
2020	53,014	5,156	58,170
2021	54,385	3,785	58,170
2022	55,792	2,378	58,170
2023	50,586	928	51,514
	675,690	132,034	807,724

Note: This loan, in conjunction with two other loans, from the Illinois Environmental Protection Agency was utilized to make water and sewer improvements including the construction of the Iron Removal Facility for the Village's water system.

Appendix IV – 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 document is to provide an overview of the implementation of GASB Statement No. 34 for the Village and to establish those policies and procedures necessary to ensure continued compliance with Statement 34.

Classes and Capitalization Thresholds for Fixed Assets

This document is applicable to capital assets that the Village is responsible for reporting according to GASB Statement 34 requirements. This is not an inventory policy and should not be construed as the level at which the Village's inventory of equipment or other assets should be tracked.

Capital assets are typically defined as all tangible assets including but not limited to land, improvements to land, rights of way, buildings, vehicles, equipment, and infrastructure (including streets, intersections, sidewalks, storm sewer, street lighting, etc.) that are used in operations and have initial useful lives extending beyond a fiscal year. In addition, capital assets typically require substantial financial resources to acquire.

Based on this definition of a capital asset, the Village of Barrington 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 with Statement 34 and those assets that do not need to be reported. The classifications and thresholds for all of the capital assets of the Village are detailed in Exhibit A to this document according to the columns entitled "Class of Asset" and "Type of Activity Capitalized".

Useful Life and Depreciation

The useful life of fixed assets is dependent on the type of asset and is detailed by the Class of Asset on Exhibit A to this document.

The Village will depreciate all items on a straight line basis and will include full years only. This means that there will be no depreciation in the first year in which an asset was purchased or completed while the last year of the asset's useful life will include a full year of depreciation.

Recognition of Capital Assets Donated or Provided to the Village of Barrington

Many of the assets acquired by the Village of Barrington are acquired by donation or conveyance (a prime example of this are Village Streets which are often acquired by the Village upon annexation of a subdivision into the Village). The Village will recognize donated or conveyed assets as belonging to the Village on the date upon which the Corporate Authorities of the Village formally accept the donated/conveyed asset. Once this formal acceptance is complete, the asset will be placed into the appropriate classification according to Exhibit A and the proper procedures to account for that asset will be initiated from that point forward (i.e. annual depreciation, etc).

Class of Asset	Threshold for Capitalization	Type of Activity Capitalized	Depreciable Life	Asset Description	Description of Initial Asset Analysis
Land	All Land	Purchase/Donation	N/A	All parcels of land owned by Village	A list of all parcels of land owned by the Village was compiled. A search was conducted of Village and township records to determine original date of acquisition and historical cost was available. If a historical cost was not available, an estimated cost was calculated by deflating current cost of land back to year of purchase.
Right of Way	All Land	Purchase/Donation	N/A	All right of ways owned by the Village, typically including roads and alleys along with the parkway and sidewalks, with a width of usually 60', 66', or 80'.	A list of all segments of right of way was compiled and a process of valuing the historical cost of the right of way similar to the valuation of the Village owned land was conducted.
Bridges	$50,000	Acquisition, Construction, or Reconstruction	40 Years	All acquisitions, construction or reconstruction of bridges that exceed $50,000	A list of bridges owned by the Village was compiled and the historical cost was used. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition, construction, or reconstruction.
Buildings	$25,000	Acquisition, Construction, or Reconstruction	40 Years	All acquisitions, construction or reconstruction of buildings that exceed $25,000	The historical cost to acquire or construct buildings was obtained from Village Records. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition or construction.

Class of Asset	Threshold for Capitalization	Type of Activity Capitalized	Depreciable Life	Asset Description	Description of Initial Asset Analysis
Streets	All Streets	Acquisition, Construction, or Reconstruction	60 Years	All acquisitions, construction or reconstruction of streets	A list of all Village owned streets was compiled. The year of acquisition, construction, or reconstruction was determined or estimated based on Village records. If the historical cost was not available, an estimated historical cost was calculated by estimating the current cost of construction and deflating it using the Chicago area CPI to the year of acquisition or construction.
Vehicles & Equipment	$50,000	Acquisition, Construction, or Reconstruction	Variable, Depending on Item	All acquisitions of vehicles or equipment greater than $50,000	The cost of acquisition of each vehicle or piece of equipment was determined from the Village's financial records.
Stormsewer Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of stormsewer segments	An average current cost to construct a linear foot of storm sewer was determined by the Village Engineer. The current cost was then applied to storm sewer segments and then depreciated to original date of construction/reconstruction.
Traffic Signals		Do not capitalize			These were excluded from capitalization because they did not meet the capitalization threshold of the entire system being at least 10% of the GFAAG at $1,449,791 in 1999.
Sidewalks		Do not capitalize			
Streetlights		Do not capitalize			
Water Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of water main or water system segments	Determined by the current financial records of the Village (since these are included in the Water & Sewer Fund, an Enterprise Fund, the Village had current records of capitalization and depreciation from the beginning of the Water and Sewer Fund.
Sewer Main	All Segments	Acquisition, Construction, or Reconstruction	75 Years	All acquisitions, construction or reconstruction of sewer main or sewer system segments or equipment	

Appendix V – Investment Policy

I. Policy

It is the policy of the Village of Barrington to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the entity and conforming to all state and local statutes governing the investment of public funds.

II. Scope

This investment policy applies to all financial assets and investment activities of the Village of Barrington with the exception of the financial assets and investment activities of the Police and Firefighters' Pension Funds which are governed by independent Boards of Trustees and the assets in the Internal Revenue Code Section 457 Deferred Compensation Plan which, while titled to the Village of Barrington, are governed by individual employees. The financial assets of all funds, excepting Police and Firefighters' Pension Funds and the Deferred Compensation Agency Fund, accounted for in the Village's Comprehensive Annual Financial Report, including the General Fund, Special Revenue funds, Capital Project funds, Debt Service funds, Enterprise funds, and any other funds that may be created from time to time, shall be administered in accordance with the provisions of this policy.

III. Objectives

The primary objectives of investment activities shall be:

1. Safety of Principal - Safety of principal is the foremost objective of the investment program. Investments of the Village shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. To attain this objective, diversification is required so that potential losses on individual securities and/or financial institutions do not exceed the income generated from the remainder of the portfolio.

2. Liquidity - The Village's investment portfolio shall remain sufficiently liquid to enable the Village to meet all operating requirements which may be reasonable anticipated within each of the Village's individual Funds.

3. Return on Investments - The investment portfolio of the Village shall be designed with the objective of attaining a market average rate of return throughout budgetary and economic cycles, taking into account the Village's risk constraints, the cash flow characteristics of the portfolio and legal restrictions for the return on investment.

IV. Standards of Care

1. Prudence - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and 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 Administrative 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 Administrative Services and approved by the Village Manager. The Director of Administrative Services shall be responsible for all transactions undertaken and shall establish a system of internal controls to safeguard Village assets. The Director of Administrative Services may from time to time amend the written procedures in a manner not inconsistent with this Policy or with State law. The responsibility for investment activities of the Police and Firefighters' Pension Funds rests with the Board of Trustees of each of those Funds.

4. Maintaining the Public Trust - All Participants in the investment process shall seek to act responsibly as custodians of the public trust and shall avoid any transactions that might impair public confidence in the Village.

V. Safekeeping and Custody

1. Authorized Financial Dealers and Institutions - The Director of Administrative 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 Administrative 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 Administrative 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 assure 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 Administrative Services and evidenced by safekeeping receipts.

VI. Suitable and Authorized Investments

1. Investment Instruments - The Village may invest in any type of security authorized by the Public Funds Investment Act (30 ILCS 235), a copy of which is attached hereto as Attachment A and made a part hereof, except as noted below. Attachment A shall be updated as changes to the Public Funds Investment Act occur.

The Village shall invest in commercial paper only if the commercial paper has a Moody's rating of Prime-1 or a Standard and Poor's rating of A-1 or better.

2. Collateralization - It is the policy of the Village of Barrington to require that funds on deposits in excess of FDIC insurable limits be secured by some form of collateral. The Village will accept any of the following assets as collateral:

- U.S. Government Securities
- Obligations of Federal Agencies
- Obligations of Federal Instrumentalities
- Obligations of the State of Illinois
- General Obligation Municipal Bonds of the State of llinois 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.

VII. Investment Parameters

1. Diversification - It is the policy of the Village to diversify its investment portfolio. Investments shall be diversified to eliminate the risk of loss resulting in over concentration in a specific maturity, issuer, or class of securities. Diversification strategies shall be determined and revised periodically by the Director of Administrative Services or his/her designee with approval by the Director of Administrative Services. In no case, however, shall the following diversification limits be exceeded unless specifically authorized by the Board of Trustees:

   A. No financial institution shall hold more than 50% of the Village's investment portfolio, exclusive of U.S. Treasury securities in safekeeping.

   B. Monies deposited at a financial institution shall not exceed 65% of the capital stock and surplus of that institution.

   C. Commercial paper shall not exceed 30% of the Village's investment portfolio.

   D. Deposits in the Illinois Funds shall not exceed 50% of the investment portfolio.

   E. Deposits in the Illinois Metropolitan Investment Fund (IMET) shall not exceed 15% of the investment portfolio.

2. Maximum Maturities - To the extent possible, the Village of Barrington will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, or controlled by specific ordinance, the Village will not directly invest in securities maturing more than five (5) years from the date of purchase.

   Reserve funds may be invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of the funds.

VIII. Reporting

1. Methods - The Director of Administrative Services shall submit to the Village Board of Trustees, at least quarterly, an investment report which shall describe the portfolio in terms of types, percentages, and amounts of investments by fund. The report shall include names of institutions and the percentage of total investment funds purchased through those institutions. A monthly report shall be produced listing type, institution, fund, rate of return, book value, income earned, market value, purchased date, and maturity date.

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

The basis to be used by the Village to determine whether market yields are being achieved shall be the six-month U.S. Treasury Bill.

IX. Policy

1. Exemption - Any investment held by the Village of Barrington on or before the adoption of this policy shall be exempted from the requirements of said policy. At maturity or liquidation, such monies shall be reinvested only in accordance with this policy.

2. Adoption/Amendment - This policy shall be adopted by resolution of the Corporate Authorities of the Village of Barrington. The policy shall be reviewed from time to time and any revisions made thereto shall be presented to the Corporate Authorities for their approval.

3. Conflict - All Village Ordinances and parts of Ordinances and all Resolutions or parts thereof in conflict with this policy, or any parts thereof, are hereby repealed. In the event of any conflict between this Policy and the Illinois Compiled Statutes or case decisions of the State of Illinois, then the Statutes and case law decisions shall control.

4. Captions and Headings - The captions and headings used herein are for convenience of reference only and do not define or limit the contents.

Appendix VI – Historical Statistics

The following statistics are intended to provide historical perspective on many aspects of the Village's financial operations. They begin by presenting information about the Village's Equalized Assessed Value, continue with statistics on the total sources and uses of funds, move to an overview of Governmental and Enterprise Funds, then present General Fund performance, and finally provide information about Village Sales Tax receipts. This section of the budget document is presented in a landscape format to enhance the readability of the numbers.

Historical Changes in Equalized Assessed Valuation (EAV)

Year	Residential Property	Commercial Property	Industrial Property	Farm	Railroad	Total Assessed Value	% Increase or Decrease from Prior Year	Ratio of Commercial & Industrial EAV to Residential
2000	244,628,725	96,351,563	32,608,764	5,926	75,074	373,670,052	3.26%	34.53%
2001	270,997,588	110,333,352	49,657,393	5,926	230,617	431,224,876	15.40%	37.16%
2002	291,665,510	115,301,439	39,490,942	5,926	264,704	446,728,521	3.60%	34.71%
2003	316,487,085	125,305,502	33,526,421	5,926	294,205	475,619,139	6.47%	33.46%
2004	350,332,278	131,777,623	36,812,617	5,926	327,058	519,255,502	9.17%	32.53%
2005	367,287,879	138,379,808	38,733,231	5,926	307,641	544,714,485	4.90%	32.57%
2006	388,341,502	139,783,380	42,423,318	5,926	304,144	570,858,270	4.80%	31.97%
2007	464,957,230	153,596,653	39,231,826	110,366	338,311	658,234,386	15.31%	29.36%
2008	499,046,138	156,630,113	41,009,582	35,871	357,841	697,079,545	5.90%	28.41%

Analysis of Sources & Uses of Funds

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Sources of Funds										
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,665,795	4,636,916	4,750,969
Other Taxes	6,751,178	6,174,058	6,625,521	6,240,924	6,294,426	6,672,447	6,714,655	6,176,403	5,668,163	6,305,000
Licenses & Permits	688,321	367,819	480,875	638,026	681,160	812,878	551,418	718,967	633,726	533,400
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	275,000
Charges for Services	7,166,317	7,509,170	7,809,988	8,785,233	10,218,586	10,023,100	10,795,700	10,988,777	10,413,883	11,243,036
Fines & Forfeits	194,121	159,856	173,600	206,716	269,079	225,230	210,473	225,556	229,721	220,500
Property Usage	432,261	490,686	427,122	412,678	427,309	452,456	516,645	580,598	496,129	448,500
Investment Income	1,235,987	404,500	440,335	601,736	648,548	1,325,713	1,522,060	636,750	199,750	261,500
Miscellaneous	1,317,371	1,443,071	1,448,492	1,571,789	1,565,770	1,963,370	1,847,368	1,358,089	88,895	266,641
Total Sources of Funds	20,900,989	20,010,360	21,066,780	22,231,300	24,558,783	25,876,908	26,873,660	25,794,533	23,204,194	24,304,546
Uses of Funds										
General Government	1,921,961	2,079,632	2,696,350	2,411,394	2,408,929	2,367,272	2,776,073	4,451,999	3,808,979	3,669,380
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	7,870,713	1,011,759	1,157,695
Public Safety	7,406,514	8,501,024	7,500,616	8,158,984	10,107,606	9,722,807	10,719,753	10,743,125	10,495,169	9,610,118
Public Works	4,741,984	4,585,035	5,101,269	5,592,792	5,582,021	5,660,998	6,409,398	6,632,609	5,660,241	5,314,190
Capital Improvements	6,668,698	3,665,645	3,725,242	2,758,617	3,055,490	7,506,310	6,314,220	4,151,601	2,213,924	6,077,400
Debt Service	1,341,900	1,432,406	1,503,509	1,545,721	1,561,092	1,824,741	1,874,826	1,644,077	3,177,165	2,818,067
Total Uses of Funds	22,716,938	20,895,568	20,968,891	20,978,640	23,253,844	27,641,690	28,722,276	35,494,124	26,367,237	28,646,850
Other Financing Sources										
Debt Proceeds	1,322,117	181,463	1,619,707	29,783	-	-	9,500,000	-	18,130,000	-
Net Other Financing Sources	1,322,117	181,463	1,619,707	29,783	-	-	9,500,000	-	18,130,000	-
Net Sources of Funds Over / (Under) Uses of Funds	(493,832)	(703,745)	1,717,596	1,282,443	1,304,939	(1,764,782)	7,651,384	(9,699,591)	14,966,957	(4,342,304)

1. This chart excludes non-cash expenses such as depreciation but includes revenues and expenses not recognized in the Income Statements such as capital expenses and principal payments in the Enterprise Funds.

2. This chart excludes the Internal Service Funds that existed prior to 2009 but does not adjust for the corresponding Interfund Charges related to those Funds.

Analysis of Governmental Fund Revenues

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Taxes										
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,619,999	4,635,436	4,705,969
Sales Tax	4,670,622	4,352,592	4,520,109	4,179,395	4,238,256	4,420,193	4,381,733	3,702,421	3,229,784	3,350,000
Photo Finishing Tax	22,919	9,415	-	-	-	-	-	-	-	-
Income Tax	728,820	671,488	624,763	650,813	765,054	833,098	907,704	961,415	826,460	760,000
Utility Tax	591,730	507,879	581,327	563,412	627,657	621,940	613,226	650,249	704,226	900,000
Telecommunications Tax	489,974	426,934	677,618	596,304	372,313	475,117	472,112	514,353	601,656	735,000
Auto Rental Tax	18,326	14,276	12,847	16,236	20,878	20,029	17,367	18,117	15,445	15,000
Local Use Tax	113,738	91,141	90,967	105,438	116,270	133,189	134,875	149,252	124,894	120,000
Replacement Tax	95,891	59,009	68,769	76,973	104,522	113,510	133,506	132,789	112,406	105,000
Foreign Fire Tax	19,158	24,430	32,600	35,703	31,447	34,690	31,234	28,952	41,544	35,000
Hotel/Motel Tax	-	16,894	16,521	16,650	18,029	20,681	22,898	18,855	11,748	10,000
Motor Fuel Tax	-	-	-	-	-	-	-	-	-	275,000
Total Taxes	9,449,145	9,083,115	9,721,721	9,581,765	10,188,350	10,623,202	10,952,162	10,796,402	10,303,599	11,010,969
Licenses & Permits	508,470	195,767	311,609	430,846	468,856	590,417	328,884	490,148	380,561	287,400
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	275,000
Charges for Services	2,996,697	3,151,168	3,363,105	3,996,558	5,036,962	4,873,444	5,338,692	5,572,153	4,614,155	5,180,036
Fines & Forfeits	98,597	74,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	120,500
Village Property Usage	429,388	485,470	419,785	404,679	414,569	430,803	503,624	569,465	490,183	441,000
Investment Income	960,065	311,600	349,508	277,983	451,589	982,745	1,153,498	469,308	154,901	223,000
Miscellaneous Revenue	968,299	552,531	830,055	808,165	900,400	866,465	915,521	944,430		
Total	15,828,127	14,406,571	15,640,815	16,013,850	18,147,205	18,917,841	19,762,112	19,392,712	16,919,338	17,537,905

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

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenue										
Property Taxes	2,697,967	2,909,057	3,096,200	3,340,841	3,893,924	3,950,755	4,237,507	4,619,999	4,635,436	4,705,969
Other Taxes	6,751,178	6,174,058	6,625,521	6,240,924	6,294,426	6,672,447	6,714,655	6,176,403	5,668,163	6,305,000
Licenses & Permits	508,470	195,767	311,609	430,846	468,856	590,417	328,884	490,148	380,561	287,400
Intergovernmental	417,466	552,143	564,647	433,357	559,981	450,959	477,834	443,598	837,011	275,000
Charges for Services	2,996,697	3,151,168	3,363,105	3,996,558	5,036,962	4,873,444	5,338,692	5,572,153	4,614,155	5,180,036
Fines & Forfeits	98,597	74,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	120,500
Village Property Usage	429,388	485,470	419,785	404,679	414,569	430,803	503,624	569,465	490,183	441,000
Investment Income	960,065	311,600	349,508	277,983	451,589	982,745	1,153,498	469,308	154,901	223,000
Miscellaneous	968,299	552,531	830,055	808,165	900,400	866,465	915,521	944,430	1,093,629	-
Total Revenue	15,828,127	14,406,571	15,640,815	16,013,850	18,147,205	18,917,841	19,762,112	19,392,712	18,012,967	17,537,905
Expenditures										
General Government	1,803,251	1,961,544	2,343,124	2,011,550	2,001,111	1,953,053	2,284,155	3,936,297	3,351,097	3,127,935
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	7,698,584	908,145	1,015,560
Public Safety	6,863,678	6,942,907	7,210,189	7,869,718	9,827,353	9,439,030	10,395,661	10,394,285	10,274,437	9,380,673
Public Works	1,820,362	1,519,773	1,619,527	1,648,192	1,695,027	1,676,608	2,052,672	2,116,136	1,518,748	1,877,731
Captial Outlay	4,148,677	3,516,023	1,841,635	1,885,289	1,528,100	5,851,468	5,228,218	1,845,703	894,467	2,462,000
Debt Service										
Principal	470,000	485,000	510,000	530,000	565,000	590,000	620,000	530,000	800,000	1,035,000
Interest	567,097	539,941	512,065	482,761	452,329	695,494	715,476	579,136	625,412	702,495
Total	16,308,946	15,597,014	14,478,445	14,938,642	16,607,626	20,765,215	21,924,188	27,100,141	18,372,306	19,601,394
Excess of Revenues Over (Under) Expenditures	(480,819)	(1,190,443)	1,162,370	1,075,208	1,539,579	(1,847,374)	(2,162,076)	(7,707,429)	(359,339)	(2,063,489)
Other Financing Sources/(Uses)										
Transfers In	762,098	950,676	512,800	513,696	114,364	114,807	2,015,016	-	3,619,507	-
Transfers Out	(817,098)	(1,005,676)	(547,800)	(518,696)	(119,364)	(119,807)	(2,020,016)	(5,000)	(5,000)	(5,000)
Debt Issuance	-	-	-	-	-	-	9,500,000	-	8,440,000	-
Payment to Escrow Agent	-	-	-	-	-	-	-	-	(5,975,000)	-
Sale of Property	-	34,489	-	-	-	-	-	-	-	-
Net Other Financing	(55,000)	(20,511)	(35,000)	(5,000)	(5,000)	(5,000)	9,495,000	(5,000)	6,079,507	(5,000)
Net Change in Fund Balances	(535,819)	(1,210,954)	1,127,370	1,070,208	1,534,579	(1,852,374)	7,332,924	(7,712,429)	5,720,168	(2,068,489)
Fund Balances - January 1	13,004,989	14,190,506	13,201,255	14,301,716	15,371,924	16,906,503	15,054,129	22,387,053	13,455,932	19,176,100
Fund Balances - December 31	12,469,170	12,979,552	14,328,625	15,371,924	16,906,503	15,054,129	22,387,053	14,674,624	19,176,100	17,107,611

Analysis of Enterprise Funds Changes in Net Assets

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Operating Revenues										
Licenses & Permits	179,851	172,052	169,266	207,180	212,304	222,461	222,534	228,819	253,165	246,000
Charges for Services	4,169,620	4,358,002	4,446,883	4,788,675	5,181,624	5,149,656	5,457,008	5,416,624	5,799,728	6,063,000
Fines & Forfeitures	95,524	85,079	93,215	126,219	142,581	125,424	118,576	118,348	90,793	100,000
Village Property Usage	2,873	5,216	7,337	7,999	12,740	21,653	13,021	11,133	5,946	7,500
Miscellaneous	37,629	32,381	38,426	61,341	71,751	50,975	87,736	95,545	448,104	11,000
Total Revenues	4,485,497	4,652,730	4,755,127	5,191,414	5,621,000	5,570,169	5,898,875	5,870,469	6,597,736	6,427,500
Operating Expenses										
Administration	659,451	708,779	814,491	867,613	868,124	867,910	947,861	1,218,419	1,221,738	1,486,245
Operations	2,923,717	4,032,688	3,310,904	3,766,097	3,706,941	3,814,476	4,224,875	4,334,725	3,701,983	2,863,239
Capital Outlay	138,632	612,386	633,661	551,724	541,955	543,893	735,671	841,672	525,929	1,215,400
Total Operating Expenses	3,721,800	5,353,853	4,759,056	5,185,434	5,117,020	5,226,279	5,908,407	6,394,816	5,449,650	5,564,884
Operating Income/(Loss)	763,697	(701,123)	(3,929)	5,980	503,980	343,890	(9,532)	(524,347)	1,148,086	862,616
Depreciation	521,312	495,931	633,388	660,264	667,528	666,258	678,261	681,457	714,588	800,000
Operating Income (Loss)	242,385	(1,197,054)	(637,317)	(654,284)	(163,548)	(322,368)	(687,793)	(1,205,804)	433,498	62,616
Non-operating Revenues/(Expenses)										
Investment Income	275,922	92,900	90,827	323,753	196,959	342,968	368,562	167,442	44,849	38,500
Property Taxes	-	-	-	-	-	-	-	45,796	1,480	45,000
Connection Fees	343,435	739,790	471,620	677,450	572,370	747,680	426,025	407,635	76,970	75,000
Other Income	5,637	150,750	146,817	86,174	93,000	349,225	505,822	6,024	11,925	191,641
Disposal of Capital Assets	-	-	-	(22,275)	(15,395)	(93,223)	(23,369)	(7,282)	-	-
Interest & Fiscal Charges	(174,803)	(181,953)	(202,872)	(207,719)	(195,069)	(180,429)	(165,263)	(150,447)	(251,701)	(639,811)
Non-Operating Net	450,191	801,487	506,392	857,383	651,865	1,166,221	1,111,777	469,168	(116,477)	(289,670)
Income (Loss) Before Transfers	692,576	(395,567)	(130,925)	203,099	488,317	843,853	423,984	(736,636)	317,021	(227,054)
Transfers In	55,000	55,000	35,000	5,000	5,000	5,000	5,000	5,000	838,675	5,000
Change in Net Assets	747,576	(340,567)	(95,925)	208,099	493,317	848,853	428,984	(731,636)	1,155,696	(222,054)
Net Assets - January 1	21,730,349	20,336,590	25,409,282	25,313,357	25,521,456	26,014,773	26,863,626	27,292,610	26,560,974	27,716,670
Capital Contributions	-	388,000	-	-	-	-	-	-	-	-
Net Assets - December 31	22,477,925	20,384,023	25,313,357	25,521,456	26,014,773	26,863,626	27,292,610	26,560,974	27,716,670	27,494,616

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

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Revenue										
Property Taxes	1,744,828	1,941,960	1,954,739	2,037,627	2,306,927	2,349,170	2,424,595	2,663,475	2,596,464	2,705,969
Sales Tax	4,670,622	4,352,592	4,520,109	4,179,395	4,238,256	4,420,193	4,381,733	3,702,421	3,229,784	3,350,000
Other Taxes	755,211	661,898	846,467	901,813	1,056,200	1,155,197	1,247,584	1,309,380	2,438,379	2,955,000
Licenses & Permits	508,380	195,767	311,609	430,846	468,856	590,417	308,884	490,148	380,561	187,500
Intergovernmental	95,656	359,691	382,823	396,879	423,234	449,477	477,834	443,598	837,011	287,400
Charges for Services	2,801,583	3,147,358	3,363,105	3,993,355	5,036,105	4,873,444	5,338,692	5,572,153	4,614,155	5,180,036
Fines & Forfeits	85,892	73,777	80,385	80,497	126,498	99,806	91,897	107,208	138,928	120,500
Village Property Usage	212,113	238,024	87,585	96,090	105,747	115,878	134,060	223,588	427,183	420,000
Investment Income	544,833	190,685	246,307	156,402	238,890	469,784	534,271	207,510	119,468	201,750
Miscellaneous	851,264	541,531	716,924	788,141	688,534	603,597	810,321	844,430	996,239	54,100
Total Revenue	12,270,382	11,703,283	12,510,053	13,061,045	14,689,247	15,126,963	15,749,871	15,563,911	15,778,172	15,462,255
Expenditures										
General Government	1,780,321	1,961,544	2,343,124	2,011,550	2,001,111	1,953,053	2,284,155	3,936,297	3,351,097	3,127,935
Development Services	635,881	631,826	441,905	511,132	538,706	559,562	628,006	762,473	627,393	680,960
Public Safety	6,625,745	6,942,907	7,210,189	7,869,718	9,827,353	9,439,030	10,395,661	10,394,285	10,274,437	9,380,673
Public Works	1,416,299	1,519,773	1,619,527	1,648,192	1,695,027	1,676,608	2,052,672	2,116,136	1,518,748	1,877,731
Total	10,458,246	11,056,050	11,614,745	12,040,592	14,062,197	13,628,253	15,360,494	17,209,191	15,771,675	15,067,299
Excess of Revenues Over (Under) Expenditures	1,812,136	647,233	895,308	1,020,453	627,050	1,498,710	389,377	(1,645,280)	6,497	394,956
Other Financing Sources/(Uses)										
Transfers In	-	-	-	-	-	-	-	-	-	-
Transfers Out	(817,098)	(1,005,676)	(547,800)	(518,696)	(119,364)	(119,807)	(2,020,016)	(5,000)	(5,000)	(375,000)
Sale of Property	-	-	-	-	-	-	-	-	-	-
Net Other Financing	(817,098)	(1,005,676)	(547,800)	(518,696)	(119,364)	(119,807)	(2,020,016)	(5,000)	(5,000)	(375,000)
Net Change in Fund Balances	995,038	(358,443)	347,508	501,757	507,686	1,378,903	(1,630,639)	(1,650,280)	1,497	19,956
Fund Balance - January 1	8,180,636	10,897,010	10,760,271	10,995,992	11,497,749	12,005,435	13,384,338	11,753,699	10,103,419	10,104,916
Fund Balance - December 31	9,175,674	10,538,567	11,107,779	11,497,749	12,005,435	13,384,338	11,753,699	10,103,419	10,104,916	10,124,872

Annual Sales Tax Receipts - Analysis by Category - Cook County

Sales Category	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Average
Food	35,006	32,673	30,472	29,091	32,336	30,368	33,089	39,735	36,686	33,046	33,250
Drinking & Eating Places	61,516	60,876	58,948	56,140	57,143	67,638	82,419	89,798	79,841	72,287	68,660
Apparel	52,284	34,788	26,814	28,303	26,731	25,411	29,583	24,199	22,234	15,264	28,561
Furniture, Household & Radio	200,997	192,721	166,914	156,706	159,731	139,599	132,549	149,491	123,681	89,792	151,218
Lumber, Building, Hardware	46,846	34,997	35,172	31,406	34,523	35,772	38,528	39,869	27,318	-	32,443
Automobile & Filling Stations	1,613,467	1,540,948	1,538,851	1,724,153	1,523,302	1,527,975	1,594,726	1,503,589	1,255,958	1,081,771	1,490,474
Drugs & Misc. Retail	76,629	72,293	77,390	79,427	78,535	81,008	111,322	131,087	122,771	129,191	95,965
Agriculture & All Other*	133,640	140,973	176,884	134,256	132,228	109,502	107,720	135,828	106,050	72,796	124,988
Manufacturers			-	18,014	16,022	17,509			-	35,206	14,458
Total Received	2,220,383	2,110,268	2,111,444	2,257,496	2,060,551	2,034,780	2,129,936	2,113,597	1,774,539	1,529,353	2,040,018

Analysis of Percent of Total

Food	1.58%	1.55%	1.44%	1.29%	1.57%	1.49%	1.55%	1.88%	2.07%	2.16%	1.63%
Drinking & Eating Places	2.77%	2.88%	2.79%	2.49%	2.77%	3.32%	3.87%	4.25%	4.50%	4.73%	3.37%
Apparel	2.35%	1.65%	1.27%	1.25%	1.30%	1.25%	1.39%	1.14%	1.25%	1.00%	1.40%
Furniture, Household & Radio	9.05%	9.13%	7.91%	6.94%	7.75%	6.86%	6.22%	7.07%	6.97%	5.87%	7.41%
Lumber, Building, Hardware	2.11%	1.66%	1.67%	1.39%	1.68%	1.76%	1.81%	1.89%	1.54%	0.00%	1.59%
Automobile & Filling Stations	72.67%	73.02%	72.88%	76.37%	73.93%	75.09%	74.87%	71.14%	70.78%	70.73%	73.06%
Drugs & Misc. Retail	3.45%	3.43%	3.67%	3.52%	3.81%	3.98%	5.23%	6.20%	6.92%	8.45%	4.70%
Agriculture & All Other*	6.02%	6.68%	8.38%	5.95%	6.42%	5.38%	5.06%	6.43%	5.98%	4.76%	6.13%
Manufacturers	0.00%	0.00%	0.00%	0.80%	0.78%	0.86%	0.00%	0.00%	0.00%	2.30%	0.71%
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Analysis of Change from Previous Year

Food	-6.66%	-6.74%	-4.53%	11.15%	-6.09%	8.96%	20.08%	-7.67%	-9.92%
Drinking & Eating Places	-1.04%	-3.17%	-4.76%	1.79%	18.37%	21.85%	8.95%	-11.09%	-9.46%
Apparel	-33.46%	-22.92%	5.55%	-5.55%	-4.94%	16.42%	-18.20%	-8.12%	-31.35%
Furniture, Household & Radio	-4.12%	-13.39%	-6.12%	1.93%	-12.60%	-5.05%	12.78%	-17.27%	-27.40%
Lumber, Building, Hardware	-25.29%	0.50%	-10.71%	9.92%	3.62%	7.71%	3.48%	-31.48%	-100.00%
Automobile & Filling Stations	-4.49%	-0.14%	12.04%	-11.65%	0.31%	4.37%	-5.71%	-16.47%	-13.87%
Drugs & Misc. Retail	-5.66%	7.05%	2.63%	-1.12%	3.15%	37.42%	17.75%	-6.34%	5.23%
Agriculture & All Other*	5.49%	25.47%	-24.10%	-1.51%	-17.19%	-1.63%	26.09%	-21.92%	-31.36%
Manufacturers	0.00%	0.00%	100.00%	-11.06%	9.28%	-100.00%	0.00%	0.00%	100.00%
	-4.96%	0.06%	6.92%	-8.72%	-1.25%	4.68%	-0.77%	-16.04%	-13.82%

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 Tranfsers, Official Compensation Plan, and Schedule of Estimated Real*

Estate Tax Levies) to the legislative body and the residents of the Village. The document includes written summaries, schedules of revenues, expenditures, and transfers, and charts and graphs to ease the understanding of the effect of the Legal Budget on the Village's financial condition.

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Improvement Program – Plan for capital expenditures to be incurred each year over a fixed period of several future years, setting forth each capital project, identifying its expected beginning and ending date, the amount to be expended in each year, and the method of financing those expenditures.

Capital Equipment – Expenditures for the acquisition of capital assets, i.e., vehicles, operating equipment, office equipment.

Capital Projects – Projects involving the purchase or construction of capital assets. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility.

Cash Accounting – A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management – The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Contingency Account – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Debt Service – The Village's obligation to pay for the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Funds – Funds created to pay for the principal and interest of all bonds and other debt instruments according to a predetermined schedule.

Deficit – The excess of expenditures over revenues during an accounting period; or, in the case of Enterprise and Intergovernmental Service Funds, the excess of expense over income during an accounting period.

Depreciation – The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Eliminations – When funds are consolidated, transactions between funds are eliminated in order to eliminate double accounting.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.

Enterprise Fund – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the Village Board is that the costs of providing services to the general

public on a continuing basis be financed or recovered primarily through user charges, i.e., water utility, parking system.

Equalized Assessed Valuation – The Board of Review, on a county basis, reviews assessed valuation of all townships and may assign multipliers to equalize assessed valuations from township to township. If necessary, the State will then assign multipliers for counties in order that all property will be assessed at 33⅓ percent of market value.

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

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

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

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

Full Faith and Credit – A pledge of the general taxing power of a government to replay debt obligations (typically used in reference to bonds).

Full-Time Equivalent Position (FTE) – A part-time position coverted to the decimal equivalent of a full-time position based on 2,090 hours per year. For example, a Head Start teacher working for nine months, or 1,560 hours, would be equivalent to 0.75 of a full-time position.

Fund – A budgetary and accounting entity that is segregated from other funds for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance – The fund equity of governmental funds and trust funds (excess of assets over liabilities).

Fund Type – In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust and Agency.

General Fund – The fund used to account of all activities of a government except those required to be accounted for in another fund.

General Obligation Bond – Bonds that have the full faith and credit of the issuing government or agency to be used or expended for a specified purpose or activity.

Governmental Funds - Funds generally used to account for tax-supported activities.

Grant – A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Intergovernmental Revenues – Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

Internal Service Fund – A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost reimbursement basis.

Investment – Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Letter of Transmittal – The opening section of the budget provides the Village Board and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the objectives and assumptions that provide guidance to the development of the budget.

Line-Item Budget – A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

Liquidity – Available cash or the capacity to obtain it on demand.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

Mission Statement – A brief description of functions and objectives rendered by an organization for the community it serves.

Modified Accrual Accounting – A basis of accounting in which expenditures are accrued but revenues are accounted for an a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "measurable" and available for "expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

Obligations – Amounts that a government may be required legally to meet out of its resources. They include not only actual liabilities, but also unliquidated encumbrances.

Operating Budget – The authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year or less. The use of annual operating budgets is usually required by law.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as state statute, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

Pension Trust Fund – A trust fund used to account for public employee retirement systems.

Performance Budget – A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.

Performance Measures – Specific quantitative and qualitative measures of work performed as an objective in the department.

Property Tax – Property taxes are levied on real property according to the property's valuation and the tax rate.

Rating – The credit worthiness of a Village as evaluated by independent agencies.

Requisition – A written demand or request, usually from one department, to the purchasing office to another department for specific articles or services.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue Bonds – Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Revenue – Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Risk Management – An organized attempt to protect a government's assets against accidental loss in the most economical method.

Securities – Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

Special Revenue Fund – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

Surplus – An excess of the assets of a fund over its liabilities and reserves.

Tax Anticipation Notes – Notes issued in anticipation of collection of taxes and retired from the proceeds of the tax levy whose collection they anticipate.

Tax Increment Financing (TIF) District – Areas of the Village (as defined by State law) in need of development/redevelopment improvements that use a portion of property taxes collected in this area to make public improvements.

Tax Levy – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

Tax Rate – The amount of tax levied for each $100 of equalized assessed valuation. The tax rate times equalized assessed valuation equals the tax levy.

Transfers In/Out – A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

User Charges – The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Acronyms

BACOG – Barrington Area Council of Governments

BARN – Barrington Area Radio Network

BCFPD – Barrington Countryside Fire Protection District

BOT – Board of Trustees

CAFR – Comprehensive Annual Financial Report

CIF – Capital Improvement Fund

CIP – Capital Improvement Projects

CMAP – Chicago Metropolitan Agency for Planning

COW – Committee of the Whole

EAV – Equalized Assessed Valuation

EJ&E – Elgin, Joliet & Eastern Rail System

EMS – Emergency Management Services

FATS – Fire Arms Training System

FTE – Full Time Equivalent

GAAP – Generally Accepted Accounting Principals

GASB – Governmental Accounting Standards Board

GDP – Gross Domestic Product

GFOA – Government Finance Officers Association

GIS – Geographical Information Systems

IDOT – Illinois Department of Transportation

IEPA – Illinois Environmental Protection Agency

IGA – Intergovernmental Agreement

IPBC – Intergovernmental Personnel Benefit Cooperative

IRMA – Intergovernmental Risk Management Agency

IWINS – Illinois Wireless Information Network from the State of Illinois

NPDES – National Pollutant Discharge Elimination System

PZED – Planning, Zoning and Economic Development

SWANCC – Solid Waste Agency of Northern Cook County

TIF District – Tax Increment Financing District

VOB – Village of Barrington

WWTP – Waste Water Treatment Plant