

Western Springs, Illinois

Operating Budget Fiscal Year 2015

Corporate Plan 2015-2017



Village of Western Springs
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FY 2015

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Village Manager's Budget Message

December 15, 2014

Honorable President William T. Rodeghier and Members of the Village Board:

It is my privilege to present the proposed 2015 Operating Budget and Corporate Plan for the Village of Western Springs. It is the fifteenth such presentation I have made since my appointment as Village Manager and its assembly presented its own unique challenges this year. These documents have been prepared in partnership with the Director of Finance, Grace Turi, along with input from the other six directors of this organization and their respective staffs. Please see the following chart.

Three Year Actual/Budget Revenue Expenditure Comparisons By Fund						
Fund	Actual FY 2013		Projected FY 2014		Proposed FY 2015	
	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure
General Fund	\$9,877,838	\$9,269,918	\$10,715,728	\$9,521,115	\$10,382,050	\$10,343,151
Transfer	\$0	\$615,000	\$0	\$400,000	\$0	\$0
BNSF Commuter Parking	\$459,200	\$126,446	\$182,802	\$338,209	\$537,818	\$682,336
CBD Parking	\$18,000	\$100	\$17,050	\$90	\$18,000	\$0
Water/Sewer	\$5,106,100	\$4,828,670	\$3,548,505	\$3,719,185	\$3,286,008	\$3,995,731
Recreation	\$2,090,802	\$1,812,439	\$1,634,631	\$1,695,797	\$1,817,504	\$2,005,888
Debt Service	\$1,302,955	\$1,300,609	\$1,331,585	\$1,296,493	\$1,281,748	\$1,232,338
MFT/Infrastructure	\$678,609	\$765,760	\$732,861	\$445,550	\$676,050	\$468,290
Capital Improvement	\$444,811	\$629,159	\$407,847	\$1,043,198	\$1,801,500	\$1,201,626
Roadway Construction	\$8,268	\$615,702	\$4,023	\$1,082,671	\$3,005,461	\$1,056,259
ROW/Grant	\$15,000	\$0	\$0	\$0	\$0	\$0
Tax Increment Financing	\$0	\$0	\$0	\$30,097	\$0	\$100,000
E-911	\$138,050	\$124,211	\$138,032	\$119,282	\$138,030	\$144,600
Public Benefit	\$1,600	\$0	\$4,734	\$76	\$2,100	\$0
Police and Fire Pensions	\$2,588,459	\$1,194,474	\$1,458,615	\$1,291,632	\$1,829,728	\$1,416,441
Special Purpose Reserve	\$909,418	\$300,076	\$1,025,629	\$102,988	\$1,250	\$100,000
Total	\$23,639,109	\$21,582,564	\$21,202,043	\$21,086,383	\$24,777,247	\$22,746,660

In addition to the staff mentioned at the outset, I would also like to thank Cindy Boenzi and Peggy Schuenke for their assistance in the assembly of budget documents.

Village of Western Springs
LIST OF VILLAGE OFFICIALS
FY 2015

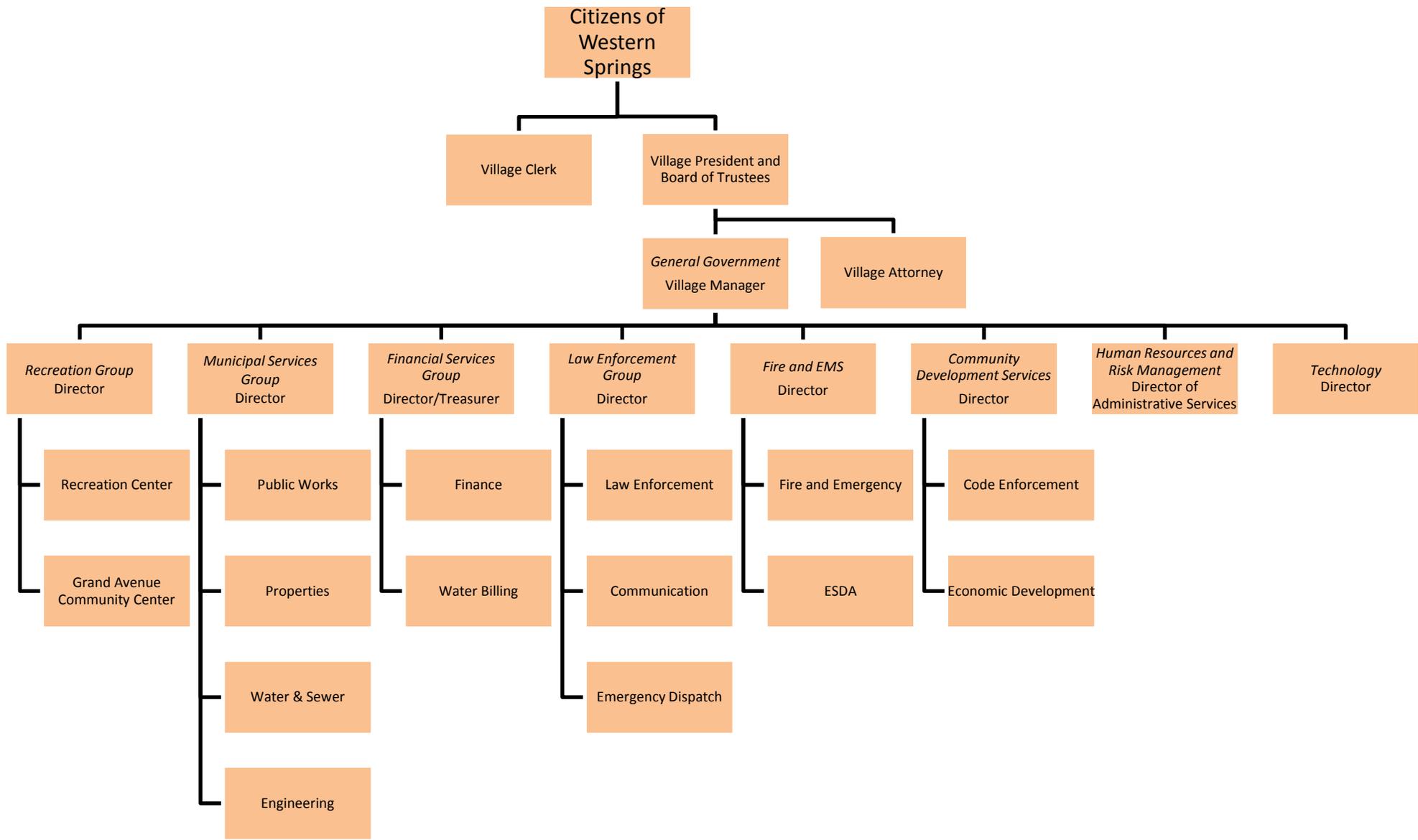
ELECTED OFFICIALS

Village President	William Rodeghier
Village Trustee	Suzanne Glowiak
Village Trustee	James Horvath
Village Trustee	Alice Gallagher
Village Trustee	Sheila Hansen
Village Trustee	Edward Tymick
Village Trustee	Patrick Word
Village Clerk	Jeanine M. Jasica

APPOINTED OFFICIALS

Village Manager	Patrick Higgins
Village Attorney	Klein, Thorpe and Jenkins, Ltd.
Director of Administrative Services	Ingrid Velkme
Director of Finance and Treasurer	Grace Turi
Director of Law Enforcement Services	Pamela Church
Director of Community Development	Martin Scott
Director of Municipal Services	Matthew Supert
Director of Recreation	W. Tracy Alden, III
Director of Technology	Pat Schramm
Director of Fire & Emergency Services	Patrick Kenny
Deputy Clerk	Elaine Haeske

Village of Western Springs ORGANIZATION CHART



Village of Western Springs

BUDGET RECAPITULATION

FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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100—GENERAL FUND

Revenue

Property Taxes	4,123,895	4,054,681	4,222,384	2.39%
General Sales & Use Taxes	803,635	1,121,988	1,196,955	48.94%
Income Taxes	1,267,700	1,272,846	1,301,500	2.67%
Utility Taxes	800,000	872,983	800,000	0.00%
Licenses & Permits	1,242,375	1,391,233	1,189,500	-4.26%
Intergovernmental	353,236	355,490	343,236	-2.83%
Charges for Services	577,640	704,823	670,960	16.16%
Fines	315,000	320,399	320,000	1.59%
Interest Income	5,300	11,077	7,100	33.96%
Rentals	310,315	285,322	310,315	0.00%
Transfer From E-911 Fund	50,000	50,000	0	-100.00%
Transfer From Special Purpose Reserve Fund	0	100,000	0	N/A
Miscellaneous Revenue	19,200	30,994	20,100	4.69%

Total General Fund Revenue	\$9,868,296	\$10,571,837	\$10,382,050	5.21%
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Expenditures

1101100 Board of Trustees	126,610	107,474	141,955	12.12%
1201100 Administration	1,264,048	1,020,274	1,068,668	-15.46%
1202100 Legal	220,000	207,699	225,000	2.27%
1203100 Management Services	374,649	352,675	386,170	3.08%
1204100 Communications	141,535	114,032	162,633	14.91%
Subtotal - General Government	<u>\$2,126,842</u>	<u>\$1,802,154</u>	<u>\$1,984,426</u>	-6.70%
2101100 Finance	\$421,793	\$411,492	\$413,222	-2.03%
Subtotal - Financial Administration	<u>\$421,793</u>	<u>\$411,492</u>	<u>\$413,222</u>	-2.03%
3101100 Administration	\$1,293,067	\$1,264,362	\$1,393,001	7.73%
3102100 Patrol Services	\$1,463,300	\$1,533,305	\$1,574,910	7.63%
3103100 Criminal Investigations	\$447,380	\$290,585	\$374,345	-16.33%
3104100 Crime Prevention/Youth	\$112,040	\$100,762	\$132,035	17.85%
3105100 Communication/Info Mgmt	\$359,367	\$310,036	\$359,816	0.12%
3106100 Parking Enf/Ord Control	\$87,627	\$82,425	\$90,649	3.45%
Subtotal - Law Enforcement Services	<u>\$3,762,781</u>	<u>\$3,581,475</u>	<u>\$3,924,756</u>	4.30%
4101100 Administration	\$125,719	\$121,672	\$139,015	10.58%
4102100 R-O-W Maintenance	\$440,510	\$462,204	\$538,655	22.28%
4103100 Vehicle/Equip Maintenance	\$348,460	\$325,008	\$324,357	-6.92%
4104100 Municipal Properties	\$185,927	\$169,758	\$204,420	9.95%
4105100 Forestry	\$410,711	\$399,170	\$421,301	2.58%
Subtotal - Municipal Services	<u>\$1,511,327</u>	<u>\$1,477,812</u>	<u>\$1,627,748</u>	7.70%

Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
5101100 Fire Administration	\$485,294	\$463,865	\$542,262	11.74%
5102100 Fire Suppression	\$219,741	\$188,386	\$230,540	4.91%
5103100 Emergency Medical Services	\$703,562	\$701,596	\$743,829	5.72%
5104100 Training & Public Education	\$125,348	\$81,413	\$177,590	41.68%
5105100 Fire Prevention	\$68,341	\$55,212	\$60,436	-11.57%
5106100 ESDA	\$12,425	\$8,000	\$10,610	-14.61%
Subtotal - Fire & Emergency Services	<u>\$1,614,711</u>	<u>\$1,498,473</u>	<u>\$1,765,267</u>	9.32%
5201100 Community Development	\$668,993	\$614,059	\$627,732	-6.17%
Subtotal - Community Development	<u>\$668,993</u>	<u>\$614,059</u>	<u>\$627,732</u>	-6.17%
Total General Fund Expenditures	<u>\$10,106,447</u>	<u>\$9,385,464</u>	<u>\$10,343,151</u>	2.34%
Excess of Revenue (deficiency) over expenditures	(238,151)	1,186,372	38,899	
Transfer to Special Purpose Reserve Fund	\$400,000	\$400,000	0	
Fund Balance @ 12/31/2013	<u>3,786,470</u>	<u>3,786,470</u>		
Projected Fund Balance @ 12/31/2014	<u>3,148,319</u>	<u>4,572,842</u>	<u>4,572,842</u>	
Projected Fund Balance @ 12/31/2015			<u>\$4,611,741</u>	
210—RECREATION FUND				
Revenue				
Property Taxes	348,832	366,418	354,404	1.60%
Charges for Services	1,078,500	1,046,013	1,193,300	10.64%
Interest Income	700	1,519	1,500	114.29%
Donations	50,000	1,000	50,000	0.00%
Rentals	<u>212,300</u>	<u>210,887</u>	<u>218,300</u>	2.83%
Total Recreation Fund Revenue	<u>\$1,690,332</u>	<u>\$1,625,836</u>	<u>\$1,817,504</u>	7.52%
Expenditures				
6601210 Administration	\$383,139	\$374,941	\$382,662	-0.12%
Transfer to Special Purpose Reserve Fund	\$46,393	\$46,393	\$0	-100.00%
Transfer to Debt Service Fund	\$65,581	\$65,581	\$64,400	N/A
6602210 Recreation Services	\$761,797	\$717,285	\$803,083	5.42%
6603210 Building Services	\$327,750	\$310,719	\$390,775	19.23%
6605210 Grand Avenue Community Center	<u>\$260,775</u>	<u>\$216,694</u>	<u>\$364,968</u>	39.96%
Total Recreation Fund Expenditures	<u>\$1,845,435</u>	<u>\$1,731,612</u>	<u>\$2,005,888</u>	8.69%
Excess of Revenue (deficiency) over expenditures	(155,103)	(105,776)	(188,384)	
Fund Balance @ 12/31/2013	<u>838,929</u>	<u>838,929</u>		
Projected Fund Balance @ 12/31/2014	<u>683,826</u>	<u>733,153</u>	<u>733,153</u>	
Projected Fund Balance @ 12/31/2015			<u>\$544,769</u>	

Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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310—CAPITAL IMPROVEMENT FUND

Revenue

Property Taxes	207,700	211,603	207,700	0.00%
Intergovernmental Revenue		48,995		N/A
Interest Income	3,800	5,824	3,800	0.00%
Sale of Village Property/Fixed Assets	170,000	119,053	115,000	-32.35%
Insurance Reimbursement		21,782		N/A
Proceeds of Long Term Debt	240,000		1,475,000	N/A
Donations/Contributions	100,000			N/A

Total Capital Improvement Fund Revenue	\$721,500	\$407,257	\$1,801,500	149.69%
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Expenditure

1101310 Board Of Trustees		4,081	3,000	N/A
1201310 Administration	5,000	4,213	163,600	3172.00%
Transfer to Debt Service Fund	63,995	63,995	64,126	0.20%
1203310 Management Services	60,000	56,157	75,000	25.00%
2101310 Finance Administration	3,000	1,678	3,000	0.00%
3101310 Police Administration	59,300	50,242	46,000	-22.43%
3102310 Patrol Services	259,000	254,529	123,000	-52.51%
3103310 Criminal Investigations	1,500	426	5,000	233.33%
4101310 Municipal Services	7,500	7,500	7,500	0.00%
4103310 Vehicle/Equipment Maintenance	37,620	37,620	28,900	-23.18%
4104310 Municipal Properties	461,155	216,797	184,000	-60.10%
4105310 Forestry	3,000	2,823	9,500	216.67%
5101310 Fire Administration	265,340	261,904	41,500	-84.36%
5102310 Fire Suppression	40,750	51,662	397,500	875.46%
5103310 Emergency Medical Services	6,000	6,165	50,000	733.33%
5201510 Community Development				N/A

Total Capital Improvement Fund Expenditures	\$1,273,160	\$1,019,791	\$1,201,626	-5.62%
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Excess of Revenue (deficiency) over expenditures	(551,660)	(612,534)	599,874
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Fund Balance @ 12/31/2013	1,307,519	1,307,519
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Projected Fund Balance @ 12/31/2014	755,859	694,985	694,985
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Projected Fund Balance @ 12/31/2015		\$1,294,859
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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320—PUBLIC BENEFIT FUND

Revenue				
Interest Income	1,100	6,624	2,100	90.91%
Total Public Benefit Fund Revenue	\$1,100	\$6,624	\$2,100	90.91%
Expenditure				
2401320 Public Benefit	\$0	\$0	\$0	N/A
Total Public Benefit Fund Expenditures	\$0	\$0	\$0	N/A
Excess of Revenue (deficiency) over expenditures	1,100	6,548	2,100	
Fund Balance @ 12/31/2013	81,926	81,926		
Projected Fund Balance @ 12/31/2014	83,026	88,474	88,474	
Projected Fund Balance @ 12/31/2015			\$90,574	

360—CBD PARKING FUND

Revenue				
Permits	18,000	17,050	18,000	0.00%
Total CBD Parking Fund Revenue	\$18,000	\$17,050	\$18,000	N/A
Expenditure				
4501360 Public Parking	\$0	\$90	\$0	\$0
Total CBD Fund Expenditures	\$0	\$90	\$0	\$0
Excess of Revenue (deficiency) over expenditures	18,000	16,960	18,000	
Fund Balance @ 12/31/2013	11,473	11,473		
Projected Fund Balance @ 12/31/2014	29,473	28,433	28,433	
Projected Fund Balance @ 12/31/2015			\$46,433	

Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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370—MOTOR FUEL TAX FUND

Revenue

Utility Taxes	360,300	227,132	360,300	0.00%
MFT Distribution	308,350	429,727	314,700	2.06%
Interest income	550	4,222	1,050	90.91%

Total MFT Fund Revenue	\$669,200	\$661,081	\$676,050	1.02%
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Expenditures

4102370 R-O-W Maintenance	84,500	88,175	114,500	35.50%
Transfer to Debt Service Fund	367,260	356,850	353,790	-3.67%

Total MFT Fund Expenditures	\$451,760	\$445,025	\$468,290	3.66%
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Excess of Revenue (deficiency) over expenditures	217,440	216,056	207,760	
Fund Balance @ 12/31/2013	1,147,052	1,147,052		
Projected Fund Balance @ 12/31/2014	1,364,492	1,363,108	1,363,108	

Projected Fund Balance @ 12/31/2015			\$1,570,868	
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375—ROADWAY CONSTRUCTION FUND

Revenue

General Property Tax	3,905	4,014	3,746	-4.07%
Interest Income	1,715	16	1,715	0.00%
Proceeds of Long Term Debt	0	0	3,000,000	0.00%

Total Roadway Construction Fund Revenue	\$5,620	\$4,029	\$3,005,461	N/A
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Expenditures

4102375 Roadway Construction	1,100,000	1,064,028	1,056,259	-3.98%
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Total Roadway Construction Fund Expenditures	\$1,100,000	\$1,064,028	\$1,056,259	N/A
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Excess of Revenue (deficiency) over expenditures	(1,094,380)	(1,059,999)	1,949,202	
Fund Balance @ 12/31/2013	1,083,489	1,083,489		
Projected Fund Balance @ 12/31/2014	-10,891	23,490	23,490	

Projected Fund Balance @ 12/31/2015			\$1,972,692	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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380—ROW/GRANT FUND

Grants	\$0	\$0	\$0	N/A
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Total ROW/GRANT Fund Revenue	\$0	\$0	\$0	N/A
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Expenditures

4102280 ROW/GRANT	0	0	0	N/A
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Total ROW/GRANT Fund Expenditures	\$0	\$0	\$0	N/A
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Excess of Revenue (deficiency) over expenditures	0	0	0	
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Fund Balance @ 12/31/2013	21,669	21,669		
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Projected Fund Balance @ 12/31/2014	21,669	21,669	21,669	
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Projected Fund Balance @ 12/31/2015			\$21,669	
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390—TAX INCREMENT FINANCING DISTRICT

Revenue	0	0	0	N/A
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Total TIF District	\$0	\$0	\$0	N/A
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Expenditures

5201390 Community Development	0	22,037	100,000	N/A
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Total Debt Service Fund Expenditures	\$0	\$22,037	\$100,000	N/A
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Excess of Revenue (deficiency) over expenditures	0	(22,037)	(100,000)	
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Fund Balance @ 12/31/2013	0	0		
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Projected Fund Balance @ 12/31/2014	0	(22,037)	(22,037)	
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Projected Fund Balance @ 12/31/2015			(\$122,037)	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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410—DEBT SERVICE FUND

Revenue

Property Taxes	863,370	846,258	799,373	-7.41%
Interest Income	90	64	60	-33.33%
Transfer From Motor Fuel Tax Fund	356,850	356,850	353,790	-0.86%
Transfer From Recreation Fund	65,581	65,581	64,400	N/A
Transfer From Capital Improvement Fund	63,995	63,995	64,126	0.20%

Total Debt Service Fund Revenue	\$1,349,886	\$1,332,749	\$1,281,749	-5.05%
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Expenditures

2301410 General Obligation Debt	1,297,397	1,296,493	1,232,338	-5.01%
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Total Debt Service Fund Expenditures	\$1,297,397	\$1,296,493	\$1,232,338	-5.01%
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Excess of Revenue (deficiency) over expenditures	52,489	36,255	49,411	
Fund Balance @ 12/31/2013	220,314	220,314		
Projected Fund Balance @ 12/31/2014	272,803	256,569	256,569	

Projected Fund Balance @ 12/31/2015			\$305,980	
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510/515—WATER/SEWER FUND

Revenue

Property Taxes	102,550	105,657	103,008	0.45%
Charges/User Fees	3,369,500	2,797,536	3,182,500	-5.55%
Interest Income	500	2,101	500	0.00%
Miscellaneous Revenue	0	160,445	0	N/A
IEPA Loan—Water Plant	0	429,697	0	N/A

Total Water/Sewer Fund Revenue	\$3,472,550	\$3,495,437	\$3,286,008	-5.37%
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Expenditures

2501510 Water Bond & Interest	806,098	428,948	602,098	-25.31%
4301510 Water Administration	302,088	279,304	305,088	0.99%
4302510 Water Production	1,034,085	1,094,175	1,118,707	8.18%
4303510 Water Distribution	646,953	580,257	689,666	6.60%
4304510 Water Meter Reading	99,393	105,562	106,005	6.65%
4306510 Water Plant R/O	0	153,393	0	N/A
2502515 Sewer Bond & Interest	55,643	55,643	55,643	0.00%
4401515 Sewer Administration	208,565	196,809	200,659	-3.79%
4402515 Sewer Maintenance	373,930	334,070	917,865	145.46%

Total Water/Sewer Fund Expenditures	\$3,526,755	\$3,228,161	\$3,995,731	13.30%
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Excess of Revenue (deficiency) over expenditures	(\$54,205)	\$267,276	(\$709,723)	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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590—BURLINGTON NORTHERN FUND

Revenue

Property Taxes	4,826	4,965	4,818	-0.17%
Intergovernmental Revenue	0	0	240,000	N/A
Charges for Services	190,000	171,225	190,000	0.00%
Interest Income	0	0	0	N/A
Rental	3,000	3,000	3,000	0.00%
Transfer from Special Purpose Reserve Fund	0	0	100,000	#DIV/0!

Total Burlington Northern Fund Revenue	\$197,826	\$179,191	\$537,818	171.86%
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Expenditures

4201590 Accounting/Collections	18,980	22,182	26,643	40.37%
4202590 B/N Municipal Services	532,693	129,579	655,692	23.09%

Total Burlington Northern Fund Expenditures	\$551,673	\$151,761	\$682,335	23.68%
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Excess of Revenue (deficiency) over expenditures	(\$353,847)	\$27,431	(\$144,517)	
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595—E-911 FUND

Revenue

Utility Taxes	138,000	138,021	138,000	0.00%
Interest Income	30	10	30	0.00%

Total E 911 Fund Revenue	\$138,030	\$138,031	\$138,030	0.00%
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Expenditures

3111595 E-911 Operation	145,600	144,992	144,600	-0.69%
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Total E 911 Fund Expenditures	\$145,600	\$144,992	\$144,600	-0.69%
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Excess of Revenue (deficiency) over expenditures	(\$7,570)	(\$6,961)	(\$6,570)	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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640—SPECIAL PURPOSE RESERVE FUND

Revenue

Interest Income	1,200	1,073	1,250	N/A
Sale of Village Property	0	622,000	0	N/A
Transfer from General Fund	0	400,000	0	N/A
Transfer from Recreation Fund	46,393	46,393	0	N/A

Total Special Purpose Reserve Fund Revenue	\$47,593	\$1,069,466	\$1,250	N/A
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Expenditures

Administration	0	2,779	0	N/A
Transfer To General Fund	100,000	100,000	0	-100.00%
Transfer to Burlington Northern Fund		0	100,000	N/A

Total Special Purpose Reserve Fund Expenditures	\$100,000	\$102,779	\$100,000	N/A
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Excess of Revenue (deficiency) over expenditures	(52,407)	966,687	(98,750)	
Fund Balance @ 12/31/2013	1,378,120	1,378,120		
Projected Fund Balance @ 12/31/2014	1,325,713	2,344,807	2,344,807	

Projected Fund Balance @ 12/31/2015			\$2,246,057	
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660—POLICE PENSION FUND

Revenue

Village Contributions—Property Tax	784,313	779,294	859,924	9.64%
State Replacement Tax	12,000	10,295	12,000	0.00%
Interest Income	773,500	616,529	773,500	0.00%
Employee Contributions	171,200	165,553	172,300	9.64%

Total Police Pension Fund Revenue	\$1,741,013	\$1,571,672	\$1,817,724	4.41%
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Expenditures

Police Pension Beneficiary Benefits	1,290,790	1,153,600	1,394,628	8.04%
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Total Police Pension Fund Expenditures	\$1,290,790	\$1,153,600	\$1,394,628	8.04%
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Excess of Revenue (deficiency) over expenditures	450,223	418,072	423,096	
Net Assets @ 12/31/2013	13,420,165	13,420,165		
Projected Net Assets @ 12/31/2014	13,870,388	13,838,237	13,838,237	

Projected Net Assets @ 12/31/2015			\$14,261,333	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2015

	FY 2014 AMENDED BUDGET	FY 2014 ESTIMATED ACTUAL (cash basis)	FY 2015 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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670—FIRE PENSION FUND

Revenue

Village Contributions—Property Tax	\$6,047	\$5,615	\$10,000	65.36%
Interest Income	\$2,004	\$1,473	\$2,004	0.00%

Total Fire Pension Fund Revenue	\$8,051	\$7,088	\$12,004	49.09%
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Expenditures

Fire Pension Beneficiary Benefits	22,128	21,863	21,813	-1.42%
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Total Fire Pension Fund Expenditures	\$22,128	\$21,863	\$21,813	-1.42%
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Excess of Revenue (deficiency) over expenditures	(14,077)	(14,774)	(9,809)	
Net Assets @ 12/31/2013	310,413	310,413		
Projected Net Assets @ 12/31/2014	296,336	295,639	295,639	

Projected Net Assets @ 12/31/2015			\$285,830	
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Village of Western Springs
FUND BALANCES - SOURCES/USES
FY 2015

OPERATING FUNDS	Revenue	Expenditures	Addition to - (Reduction from Surplus)
General	\$10,382,050	(\$10,343,151)	\$38,899
Recreation	1,817,504	(2,005,888)	(188,384)
Debt Service	1,281,748	(1,232,338)	49,410
Special Purpose	1,250	(100,000)	(98,750)
Emergency 911	138,030	(144,600)	(6,570)
Subtotal	\$13,620,582	(\$13,825,977)	(\$205,395)
CAPITAL FUNDS			
Motor Fuel Tax	\$676,050	(\$468,290)	\$207,760
Tax Increment Financing		(100,000)	(100,000)
Roadway Construction Fund	3,005,461	(1,056,259)	1,949,202
Capital Improvement Fund	1,801,500	(1,201,626)	599,874
Water and Sewerage	3,286,008	(3,995,731)	(709,723)
Public Benefit Fund	2,100	0	2,100
Burlington Northern Commuter Parking	537,818	(682,336)	(144,518)
ROW/Grant Fund	0	0	0
CBD Parking Fund	18,000	0	18,000
Subtotal	\$9,326,937	(\$7,504,242)	\$1,822,695
PENSION FUNDS			
Police Pension	\$1,817,724	(\$1,394,628)	\$423,096
Fire Pension	12,004	(21,813)	(\$9,809)
Subtotal	\$1,829,728	(\$1,416,441)	\$413,287
Total	\$24,777,247	(\$22,746,660)	\$2,030,587

Village of Western Springs

REVENUE ALLOCATION

FY 2015

General Fund Revenue



All Other Funds



Village of Western Springs
2014 PROPERTY TAX LEVY SUMMARY
FY 2015 BUDGET

TAXING AUTHORITY	TOTAL LEVY
Corporate	\$1,043,248
Refuse Disposal	138,490
Street & Bridge	302,948
Fire Protection	332,684
Police Protection	289,849
Civil Defense	3,162
Auditing	26,198
Liability Insurance	224,776
Street Lighting	130,324
Crossing Guards	30,367
Ambulance Service	460,247
Forestry	137,915
Subtotal Corporate Fund Levy	\$3,120,208
 OTHER PROPERTY TAX SUPPORTED FUNDS	
Capital Improvement	\$212,180
Police Pension	858,424
Fire Pension	10,000
IMRF	388,516
Recreation	210,120
Recreation for Handicapped - SEASPAR	109,597
Debt Service	784,373
Subtotal Other Property Tax Supported Funds	\$2,573,210
 TOTAL PROPERTY TAX LEVY	 \$5,693,418
 THOMAS FORD MEMORIAL LIBRARY TAX LEVY	
Library Operation	\$1,047,710
Library Building & Sites	123,940
IMRF	67,750
TOTAL THOMAS FORD MEMORIAL LIBRARY LEVY	\$1,239,400
 COMBINED VILLAGE AND LIBRARY LEVY	 \$6,932,818

Village of Western Springs

PROPERTY TAX RATES FY 2015

(Rate is expressed in dollars per \$100 in Equalized Assessed Valuation)

		2011 LEVY ACTUAL		2012 LEVY ACTUAL	
Equalized Assessed Valuation (EAV)		\$636,370,071		\$595,459,035	
Percent Change in EAV		-18.55%		-6.43%	
Village Tax Receipts per \$1 M in EAV		\$8,426		\$9,224	
Percent Change in Tax Receipts		28.061%		9.471%	
VILLAGE OF WESTERN SPRINGS		Tax Rate	Gross Taxes	Tax Rate	Gross Taxes
Corporate Levy		0.1396	\$888,223	0.1523	\$906,871
Garbage		0.0205	\$130,540	0.0226	\$134,456
IMRF/FICA		0.0626	\$398,439	0.0747	\$444,733
Street & Bridges		0.0449	\$285,557	0.0494	\$294,124
Public Benefit		0.0000	\$0	0.0000	\$0
Fire Protection		0.0493	\$313,586	0.0542	\$322,994
Police Protection		0.0429	\$273,211	0.0473	\$281,407
Civil Defense		0.0005	\$2,981	0.0005	\$3,070
Auditing		0.0039	\$24,694	0.0043	\$25,435
Liability Insurance		0.0386	\$245,897	0.0383	\$228,325
Street Lighting		0.0193	\$122,843	0.0212	\$126,528
Crossing Guards		0.0045	\$28,624	0.0050	\$29,483
Ambulance		0.0682	\$433,827	0.0750	\$446,842
Forestry		0.0204	\$129,998	0.0225	\$133,898
	Subtotal	0.5152	\$3,278,420	0.5673	\$3,378,166
Debt Service		0.1352	\$860,141	0.1425	\$848,687
	Subtotal	0.1352	\$860,141	0.1425	\$848,687
Police Pension		0.1070	\$680,813	0.1216	\$723,843
Fire Pension		0.0009	\$6,000	0.0010	\$6,180
	Subtotal	0.1079	\$686,813	0.1226	\$730,023
Recreation		0.0321	\$204,001	0.0353	\$210,121
Handicapped Fund		0.0199	\$126,795	0.0191	\$113,488
	Subtotal	0.0520	\$330,796	0.0543	\$323,609
Capital Improvement		0.0324	\$206,000	0.0356	\$212,180
	Subtotal	0.0324	\$206,000	0.0356	\$212,180
TOTAL VILLAGE TAX RATE		0.8426	\$5,362,170	0.9224	\$5,492,665
THOMAS FORD LIBRARY					
Library Operations		0.1393	\$886,180	0.1624	\$966,747
Liability Insurance		0.0015	\$9,400	0.0019	\$11,227
Library Building and Sites		0.0246	\$156,260	0.0200	\$118,892
IMRF		0.0118	\$74,800	0.0124	\$74,006
	Subtotal	0.1770	\$1,126,640	0.1966	\$1,170,872
TOTAL LIBRARY TAX RATE					
TOTAL VILLAGE AND LIBRARY		1.0197	\$6,488,810	1.1191	\$6,663,537

Village of Western Springs

PROPERTY TAX RATES

FY 2015

(Rate is expressed in dollars per \$100 in Equalized Assessed Valuation)

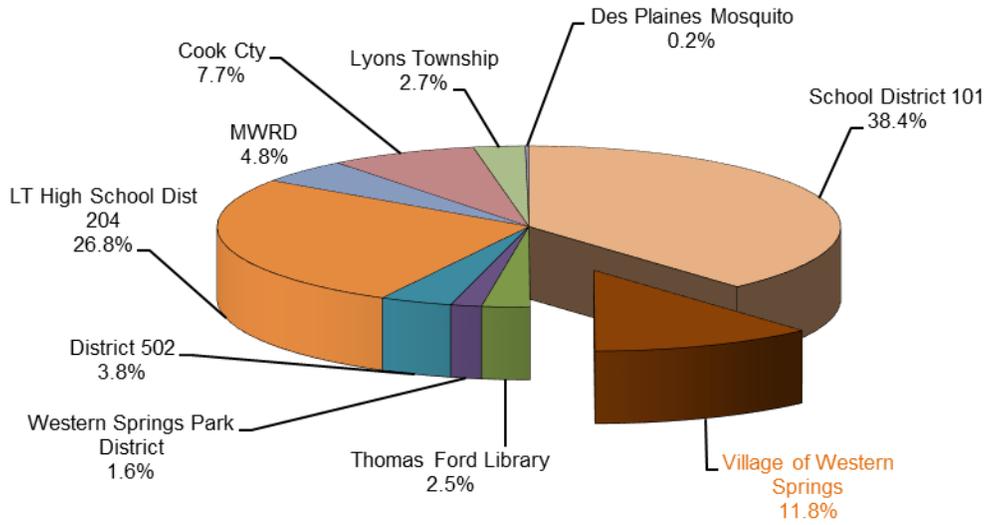
	2013 LEVY ACTUAL		2014 LEVY ESTIMATED	
Equalized Assessed Valuation (EAV)		\$563,356,546		\$676,027,855
Percent Change in EAV		-5.39%		20.00%
Village Tax Receipts per \$1 M in EAV		\$9,949		\$9,798
Percentage Change in Tax Receipts		7.853%		-1.510%
 VILLAGE OF WESTERN SPRINGS				
	Tax Rate	Gross Taxes	Tax Rate	Gross Taxes
Corporate Levy	0.1666	\$938,589	0.1539	\$1,040,576
Garbage	0.0246	\$138,490	0.0246	\$138,490
IMRF	0.0722	\$406,578	0.0694	\$391,188
Street & Bridges	0.0538	\$302,948	0.0538	\$302,948
Public Benefit	0.0000	\$0	0.0000	\$0
Fire Protection	0.0591	\$332,684	0.0591	\$332,684
Police Protection	0.0515	\$289,849	0.0515	\$289,849
Civil Defense	0.0006	\$3,162	0.0006	\$3,162
Auditing	0.0047	\$26,198	0.0047	\$26,198
Liability Insurance	0.0417	\$235,175	0.0399	\$224,776
Street Lighting	0.0231	\$130,324	0.0231	\$130,324
Crossing Guards	0.0054	\$30,367	0.0054	\$30,367
Ambulance	0.0817	\$460,247	0.0817	\$460,247
Forestry	0.0245	\$137,915	0.0245	\$137,915
Subtotal	0.6093	\$3,432,526	0.5920	\$3,508,724
Debt Service	0.1505	\$848,096	0.1392	\$784,373
Subtotal	0.1505	\$848,096	0.1392	\$784,373
Police Pension	0.1390	\$782,813	0.1524	\$858,424
Fire Pension	0.0011	\$6,000	0.0018	\$10,000
Subtotal	0.1400	\$788,813	0.1542	\$868,424
Recreation	0.0373	\$210,120	0.0373	\$210,120
Handicapped Fund	0.0200	\$112,885	0.0195	\$109,597
Subtotal	0.0573	\$323,005	0.0568	\$319,717
Capital Improvement	0.0377	\$212,180	0.0377	\$212,180
Subtotal	0.0377	\$212,180	0.0377	\$212,180
TOTAL VILLAGE TAX RATE	0.9949	\$5,604,620	0.9798	\$5,693,418
 THOMAS FORD LIBRARY				
Library Operations	0.1789	\$1,007,980	0.1838	\$1,035,210
Liability Insurance	0.0022	\$12,500	0.0022	\$12,500
Library Building and Sites	0.0200	\$112,671	0.0220	\$123,940
IMRF	0.0121	\$68,109	0.0120	\$67,750
TOTAL LIBRARY TAX RATE	0.2132	\$1,201,260	0.2200	\$1,239,400
TOTAL VILLAGE AND LIBRARY	1.2081	\$6,805,880	1.1998	\$6,932,818

Village of Western Springs

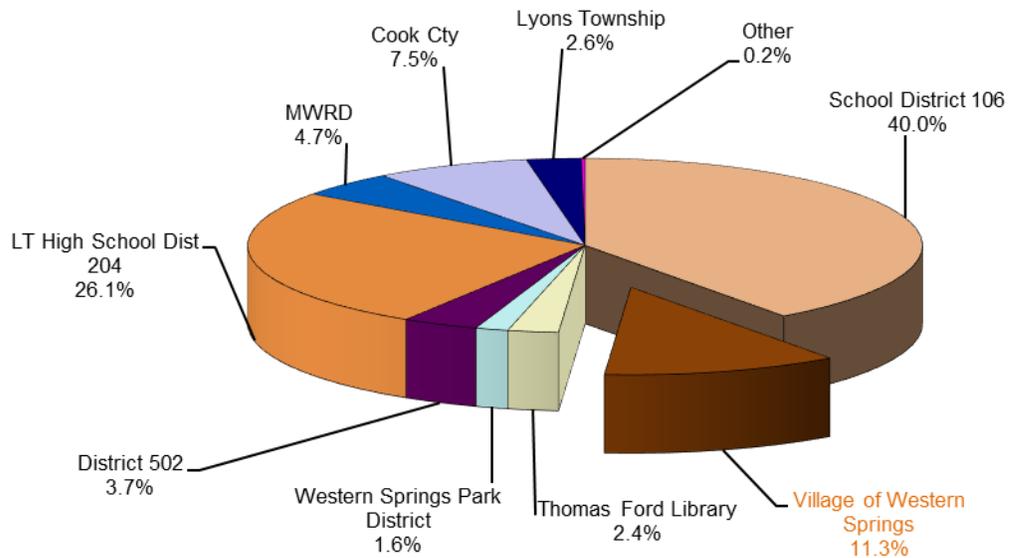
PROPERTY TAX ALLOCATION CHARTS (2013 tax rates)

FY 2015

INCLUDES DISTRICT 101



INCLUDES DISTRICT 106



Village of Western Springs

DESCRIPTION OF MAJOR REVENUE SOURCES

FY 2015

REAL ESTATE PROPERTY TAXES

Property taxes are one of the largest single sources of revenue the Village receives. The proposed 2014 levy in the amount of \$5,693,418 is recorded in the General Fund, Capital Improvement Fund, Debt Service Fund, Water/Sewer Fund and Recreation Fund on a modified accrual basis and in the Police and Fire Pension Funds on a full accrual basis. The Village is a non-home rule community and, as such, is governed by state imposed property tax caps. The cap for the 2014 levy was a 1.7% increase plus any capture from new growth. Property taxes are levied by the Village but extended and collected by Cook County. Taxes are collected in two installments: March 1 and September 1.

It should be noted that while the Thomas Ford Memorial Library is governed by a separate elected Board of Trustees, the Village is required to levy taxes for the Library. Accordingly, the Library's budget is included in the Village's budget as a separate component. The revenue narrative contained in this section excludes any reference to the Library's activity.

SALES TAX

Sales tax is also a major source of revenue for the General Fund. Sales tax represents 1% of retail sales in the Village and is collected by the State of Illinois and remitted to the Village. Current sales tax has been consistent with prior years.

STATE SHARED TAXES

These taxes include State Income Tax, Personal Property Replacement Tax, and Motor Fuel Tax. These taxes are distributed to the State to municipalities on a per capita basis. It is projected that the FY 2015 income tax distribution will be marginally higher than the FY 2014 amount.

Motor Fuel Tax is a distribution of the State Motor Fuel Tax for the construction, maintenance, and extension of municipal streets. The revenue allotted to the Village is not the Village's revenue but rather a revenue

used by the Village as an agent of the state. The Village must comply with state standards and rules in spending these funds.

UTILITY TAXES

The Village imposes a 5% utility tax on businesses who distribute, supply, furnish, or sell natural gas for use or consumption within the corporate limits of the Village; and distribute, supply, furnish, or sell electricity for use or consumption within the corporate limits of the Village. A portion of the utility tax collected is recorded in the Motor Fuel Tax Fund to support the infrastructure program.

LICENSES, PERMITS, AND FEES

This category includes Vehicle Licenses, Business Licenses, and Building Permits. The Vehicle License fee is \$35.00 per passenger vehicle registered in the Village. The fee is slightly higher for recreational and truck vehicles. Business Licenses are renewed annually and are generally a constant number..

INTEREST INCOME

Interest is earnings generated from investments held by the Village in accordance with the Village's investment policy. During fiscal year ending December 31, 2014, the Village primarily invested in certificates of deposit and the Illinois Metropolitan Investment Pool. Monies needed for operations were held in the Illinois Funds.

WATER AND SEWER CHARGES

The Village supplies water to approximately 97% of the Village residents. Water sales have been consistent, except during extremely warm weather, which causes consumption to increase. The current water and sewer rate is \$9.10 per 1,000 gallons. Reserve policies require that the rate is evaluated each year to determine its adequacy.

Village of Western Springs
DESCRIPTION OF MAJOR REVENUE SOURCES
FY 2015

RECREATION PROGRAM FEES

The Village provides a recreation program for the residents which is comprehensive and full service. Fees are charged for each program offered and recorded in its respective line item. Gym floor fees and tennis program fees were reviewed and increased in 2014. Other program fees will be reviewed in 2015. The Recreation Department, in its attempt to meet the needs of the residents, is always amending the list of available programs.

LONG-TERM FINANCING

The Village utilizes long-term financing to fund infrastructure and to purchase rolling stock.

Village of Western Springs

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	PROPOSED BUDGET FY 2015
100 - GENERAL FUND				
Property Taxes	3,883,979	4,123,895	4,054,681	4,222,384
General Sales & Use Taxes	1,013,131	803,635	1,121,988	1,196,955
Income Taxes	1,266,268	1,267,700	1,272,846	1,301,500
Utility Taxes	745,179	800,000	872,983	800,000
Total Tax Revenue	6,908,557	6,995,230	7,322,499	7,520,839
Licenses	618,691	617,375	649,605	639,500
Permits	659,440	625,000	741,629	550,000
Total Licenses & Permits	1,278,131	1,242,375	1,391,233	1,189,500
Intergovernmental Revenues	321,283	353,236	355,490	343,236
General Government Services	46,683	46,100	45,750	77,200
Law Enforcement Services	85,433	74,600	91,186	91,860
Fire and EMS Services	211,115	182,000	216,694	201,200
Inspectional Services	161,281	130,000	194,565	150,000
Public Works Services	152,501	144,940	156,627	150,700
Total Charges for Services	657,012	577,640	704,823	670,960
Grants	86,701	0	28,238	
Fines	320,797	315,000	320,399	320,000
Interest Income	9,346	5,300	11,077	7,100
Rentals	377,864	310,315	285,322	310,315
Miscellaneous Revenues	39,308	19,200	62,310	20,100
Transfer from E-911	50,000	50,000		
Transfer from Special Purpose Reserve Fund	0	0	100,000	
General Fund	\$9,998,997	\$9,868,296	\$10,581,391	\$10,382,050
210 - RECREATION FUND				
Property Taxes	366,990	348,832	366,418	354,404
Charges for Services	1,129,611	1,078,500	1,046,013	1,193,300
Interest Income	469	700	1,519	1,500
Sale of Property	403,687			
Donations		50,000	1,000	50,000
Rentals	208,876	212,300	210,887	218,300
Recreation Fund	\$2,109,633	\$1,690,332	\$1,625,836	\$1,817,504

Village of Western Springs

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	PROPOSED BUDGET FY 2015
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310 - CAPITAL IMPROVEMENT FUND

Property Taxes	209,141	207,700	211,603	
Intergovernmental Revenues	4,024		48,995	
Interest Income	5,958	3,800	5,824	3,800
Proceeds from Sale of Gen Fixed Assets	153,459	170,000	119,053	115,000
Insurance Reimbursement	21,985		21,782	
Long Term Debt Proceeds		240,000		1,475,000
Donations/Contributions		100,000		
Capital Improvement Fund	\$394,566	\$721,500	\$407,257	\$1,801,500

320 - PUBLIC BENEFIT FUND

Interest Income	1,639	1,100	6,624	2,100
Public Benefit Fund	\$1,639	\$1,100	\$6,624	\$2,100

360 - CBD PARKING

Permits	16,146	18,000	17,050	18,000
CBD Parking Fund	\$16,146	\$18,000	\$17,050	\$18,000

370 - MOTOR FUEL TAX FUND

Utility Tax Revenue	294,856	360,300	227,132	360,300
MFT Distributions	371,722	308,350	429,727	314,700
Interest Income	1,034	550	4,222	1,050
Motor Fuel Tax Fund	\$667,612	\$669,200	\$661,081	\$676,050

375 - ROADWAY CONSTRUCTION FUND

Property Taxes	4,085	3,905	4,014	3,746
Interest Income	4,254	1,715	16	1,715
Proceeds of Long Term Debt	0	0	0	3,000,000
Roadway Construction Fund	\$8,339	\$5,620	\$4,029	\$3,005,461

Village of Western Springs

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	PROPOSED BUDGET FY 2015
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380 - ROW/GRANT FUND

Grants	\$15,000	\$0	\$0	\$0
ROW/Grant Fund	\$15,000	\$0	\$0	\$0

410 - DEBT SERVICE FUND

Property Taxes	836,785	863,370	846,258	799,373
Interest Income	118	90	64	60
Interfund Transfers	489,516	486,426	486,426	482,315
Debt Service Fund	\$1,326,419	\$1,349,886	\$1,332,749	\$1,281,748

510/515 - WATER/SEWER FUND

Property Taxes	121,396	102,550	105,657	103,008
Charges for Services	2,972,735	3,369,500	2,797,536	3,182,500
Interest Income	(13,643)	500	2,101	500
Sale of Fixed Assets	36,000			
Miscellaneous Revenues	0	0	160,445	0
IEPA Loan–Water Plant	0	0	429,697	0
Water/Sewer Operating Fund	\$3,116,489	\$3,472,550	\$3,495,437	\$3,286,008

590 - BURLINGTON NORTHERN FUND

Property Taxes	5,350	4,826	4,965	4,818
Intergovernmental Revenues	18,010	0	0	240,000
Charges for Services	150,837	190,000	171,225	190,000
Interest Income	(1,725)	0	0	0
Rental	3,000	3,000	3,000	3,000
Interfund Transfers	300,000	0	0	100,000
Burlington Northern Fund	\$475,472	\$197,826	\$179,191	\$537,818

595 - EMERGENCY (E911) TELEPHONE FUND

Surcharge Utility Tax	142,843	138,000	138,021	138,000
Interest Income	30	30	10	30
Emergency (E911) Telephone Fund	\$142,873	\$138,030	\$138,031	\$138,030

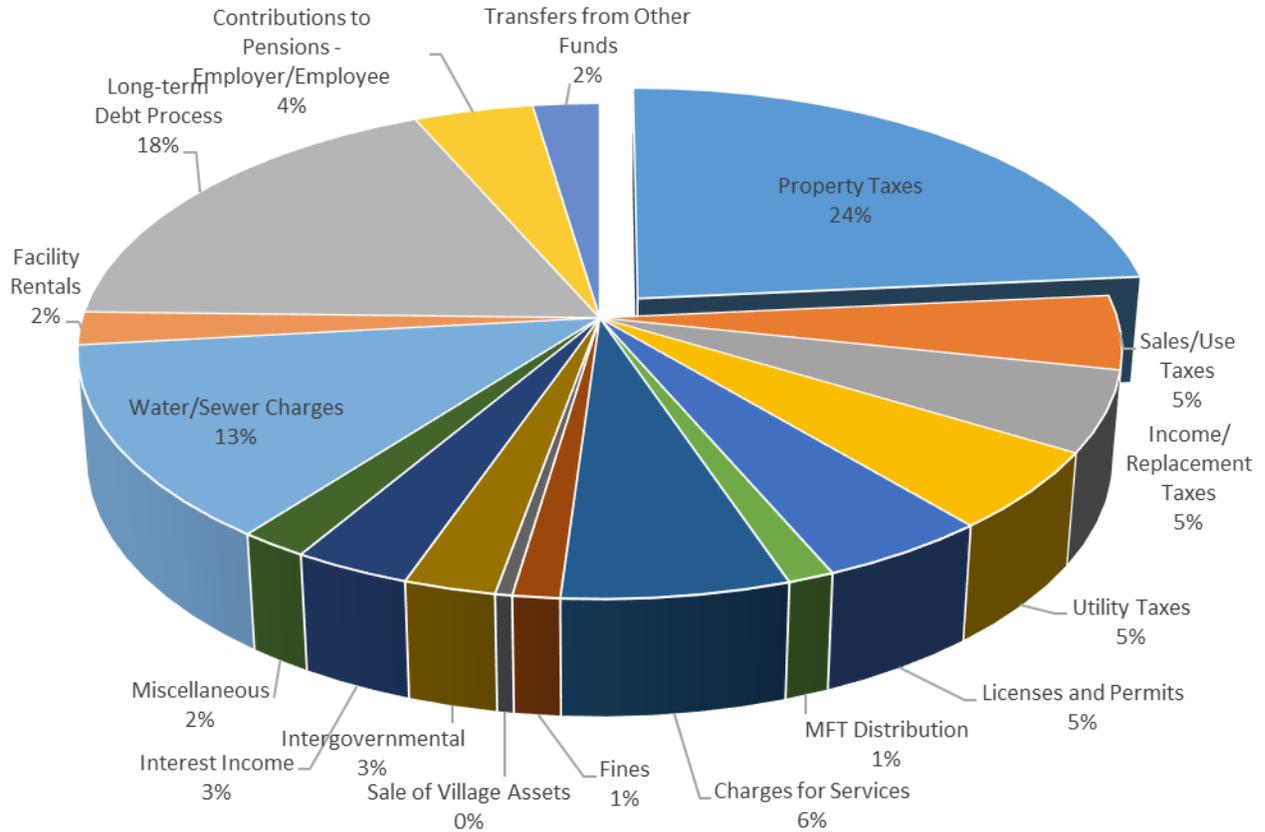
Village of Western Springs

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	PROPOSED BUDGET FY 2015
640 - SPECIAL PURPOSE RESERVE FUND				
Interest Income	9,994	1,200	1,073	1,250
Sale of Village Property	242,500	0	622,000	0
Interfund Transfers	615,000	46,393	446,393	0
Special Purpose Reserve Fund	\$867,494	\$47,593	\$1,069,466	\$1,250
660 - POLICE PENSION TRUST FUND				
Village Contributions - Property Tax	709,391	784,313	779,294	859,924
State Replacement Taxes	10,002	12,000	10,295	12,000
Interest Income	1,742,342	773,500	616,529	773,500
Employee Contributions	168,501	171,200	165,553	172,300
Police Pension Trust Fund	\$2,630,235	\$1,741,013	\$1,571,672	\$1,817,724
670 - FIRE PENSION TRUST FUND				
Village Contributions - Property Tax	5,784	6,047	5,615	10,000
Interest Income	3,182	2,004	1,473	2,004
Fire Pension Trust Fund	\$8,966	\$8,051	\$7,088	\$12,004
Total Revenue	\$21,764,879	\$19,928,997	\$21,096,902	\$24,777,247

Village of Western Springs
SOURCES OF REVENUE—ALL FUNDS
FY 2015

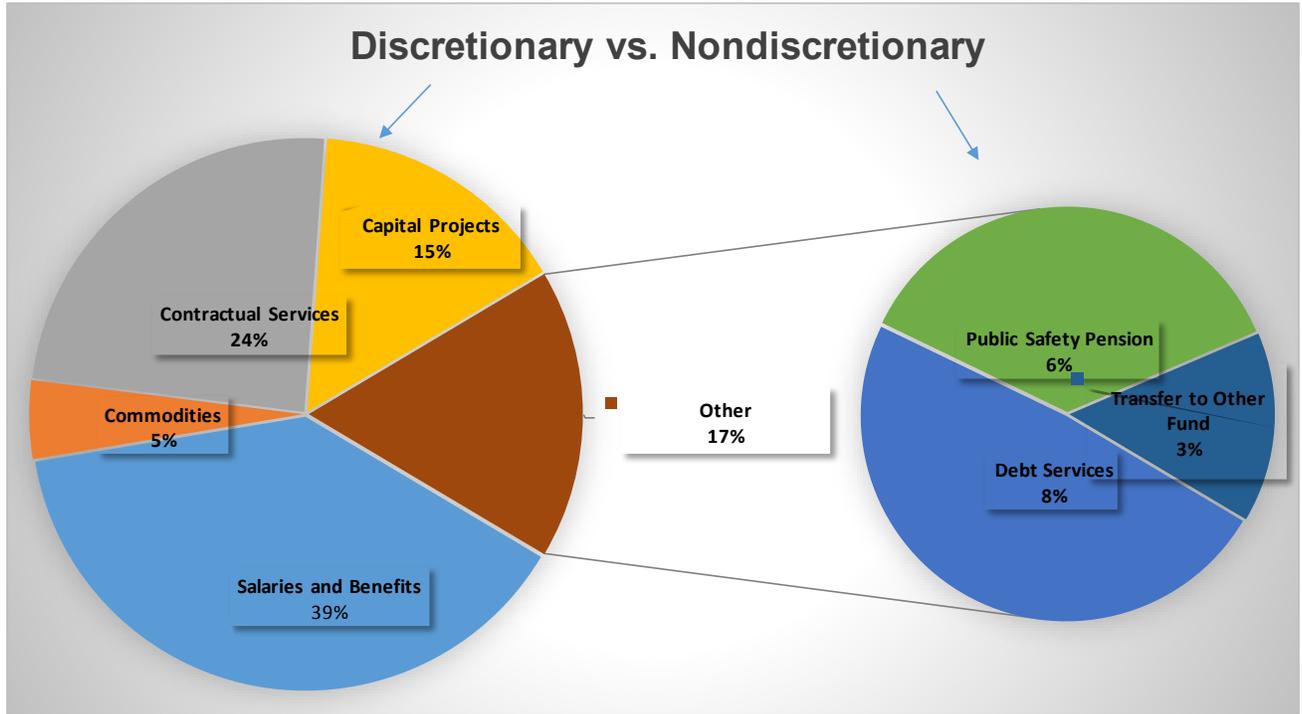


Revenue Sources	Proposed FY 2015 Budget
Property Taxes	\$5,826,933
Sales and Uses Taxes	1,196,955
Income/Replacement Taxes	1,313,500
Utility Taxes	1,298,300
Licenses and Permits	1,154,750
MFT Distribution	314,700
Charges for Services	1,544,200
Fines	320,000
Sale of Village Assets	115,000
Intergovernmental	623,296
Interest Income	794,469
Miscellaneous	462,990
Water and Sewer Charges	3,182,500
Rental of Facilities	531,615
Long-Term Debt	4,475,000
Contributions to Pensions - Employer/Employee	1,040,724
Transfers from Other Funds	582,315
Total Revenue	\$24,777,247

Village of Western Springs

EXPENDITURES BY CATEGORIES

FY 2015



Discretionary	
Salaries and Benefits	\$8,834,557
Contractual Services	\$5,498,137
Capital Projects	\$3,481,360
Commodities	\$1,049,670

Nondiscretionary	
Debt Services	\$1,890,079
Public Safety Pension	\$1,416,441
Transfer to Other Fund	\$582,316

Village of Western Springs

DESCRIPTION OF MAJOR EXPENDITURES

FY 2015

SALARIES AND WAGES

The personnel costs of the Village and Library employees. This category includes full time, part time (regular), part time (other), overtime, and court time, holiday pay, and premium pay. Administrative employees are on a 37.5-hour work week, public works and public safety staff are on a 40-hour workweek and fire and paramedic staff are on a 52-hour work week. The FY 2015 budget contains a midyear-increase (up to 2.5%) for administrative and public works employees. Increases for employees covered by collective bargaining agreements are dictated by their contracts. Salaries and wages represent 39% of the total FY 2015 budget (including capital and debt service).

OTHER PERSONNEL BENEFITS

Employee benefits for all eligible staff include the Village's contribution to the following: Illinois Municipal Retirement Fund (IMRF), police and fire pensions, health and life insurance programs and Social Security and Medicare. The Village's IMRF contribution is 12.43% of salaries of the eligible employees. The FY 2015 renewed health insurance plan cost is 8% higher than the FY 2014 plan.

CONTRACTUAL SERVICES

It is Village policy that all contractual service line items be maintained at the same level as FY 2014 unless the department head demonstrated cause for an increase. A list of the significant contractual line items follows:

- OTHER PROFESSIONAL AND TECHNICAL SERVICES - Charges related to outside professional services such as consultants, accountants, programmers, and plan review and inspectional services contractors.
- TRAINING AND CONFERENCES – Charges related to approved training and conferences for staff. Department heads may attend conferences and training related to their field to advance their knowledge and skills. Line staff is also encouraged to attend classes that will enhance performance.

- IRMA ANNUAL CONTRIBUTION - Annual contribution to the Intergovernmental Risk Management Agency. The Village is a member of an intergovernmental insurance risk pool which provides general, auto, public officials liability insurance, worker compensation, and first party property coverage. The annual contribution is calculated using the Village's revenue base, which is a measurement of exposure.
- PARAMEDIC SERVICES - The annual fee to the contractual provider of the Village's firefighter/paramedic program.
- SOFTWARE SERVICES - Support related to the current programs and systems in operation.
- GENERAL ENGINEERING - Expenditures related to engineering costs for projects related to general right of way infrastructure issues and other miscellaneous right of way matters. This line item is also used to charge the attendance of Village Engineer at Board meetings.
- SIDEWALK REPLACEMENT - A "share cost program" that replaces existing defective sidewalk. The shared cost varies depending on participation.
- DISPOSAL SERVICES - The cost related to the disposal of leaves and street sweeping debris as well as the recycling blue bag program.
- TREE REPLACEMENT - A "share the cost program" which replaces parkway trees that are diseased and/or damaged.
- DESIGN ENGINEERING - Designing costs of the Village's regular infrastructure programs.
- INSPECTION ENGINEERING - Inspection of right of way projects in progress.

Village of Western Springs

DESCRIPTION OF MAJOR EXPENDITURES

FY 2015

- **PROJECT ENGINEERING TEA-LU**
Engineering specific to the Village high priority-funding project received through the *Transportation Equity Act of Legacy Users* passed by Congress in 2005.

MICROPAVING/CRACK FILLING

A maintenance/prevention program which repairs bituminous streets beginning to show early surface deterioration.

SEWER SYSTEM

Costs associated with the maintenance, repair and improvement of the sewer lines used for the collection and disposition of domestic waste and storm water.

TRANSFER TO OTHER FUNDS

Transfers made as a contribution or reimbursement for expenditures incurred by other funds. Contained In the FY 2015 Operating Budget are the following operating transfers: a transfer from the Capital Improvement Fund to the Debt Service Fund to reimburse the Debt Service Fund for the principal and interest of a promissory note not covered by the tax levy; a transfer from the Special Purpose Fund to the Burlington Northern Fund to reduce to the fund's deficit; a transfer from the Recreation Fund to the Debt Services Fund to cover the principal and interest of a promissory note not covered by the tax levy and a transfer from the MFT fund to cover the annual debt services of Series 2012A.

BUILDING IMPROVEMENTS

Improvements related to Village structures including the Village Hall, Public Works, Recreation Centers and the Water Plant.

LUST

Leaking Underground Storage Tanks. Costs associated with the repair, maintenance or removal of underground fuel storage tanks.

MACHINERY & EQUIPMENT

Large equipment and rolling stock used to service the various functions of the Village.

OFFICE FURNITURE AND EQUIPMENT

Items related to the administrative services provided by the Village. This line item includes the purchase of personal computers, furniture and miscellaneous equipment.

VEHICLES

Automobile vehicles used by staff. This line item includes the annual replacement of three marked squad cars, fire and inspectional service vehicles and administrative staff cars.

LAND IMPROVEMENTS

Site improvements on Village property. The FY 2015 budget includes improvements to the east platforms of the train station.

MWRDGC USER CHARGE

Payment to the Metropolitan Water Reclamation District of Greater Chicago for the disposal of lime slurry by-product from the water treatment process.

COMMODITIES

Goods and products needed to support the services provided by the Village. As with the contractual line items, all commodities line item are to be maintained at the same level as the previous years unless the department head can demonstrate a need for an increase.

- **SUPPLIES** — Products (office, data processing and copier) needed to support the administrative offices .
- **SOFTWARE** — The purchase of software programs and systems.

Village of Western Springs

DESCRIPTION OF MAJOR EXPENDITURES

FY 2015

- POSTAGE — The annual cost of mailing and using the U.S. Postal system and other courier services.

CAPITAL

Capital expenditure line items appear in several funds; the Capital Improvement Fund, the Water and Sewer Funds, the Burlington Northern Fund, Motor Fuel Tax Fund and the Roadway Construction Fund. Capital items include the purchase of vehicles, trucks, computer hardware and software, the 2015 Roadway Improvement Project and the rehabilitation of Well #3. The funding sources for capital expenditures are varied but limited. The FY 2015 funding sources include bond proceeds, grants from governmental agencies, utility taxes, the MFT allocation from the Illinois Department of Transportation and bond proceeds.

WATER SYSTEM

Costs associated with the repair, replacement and improvements to the production and distribution of water. The conversion to reverse osmosis was completed in FY 2014.



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Village of Western Springs

CORPORATE FINANCIAL POLICIES

FY 2015

CORPORATE FINANCIAL POLICIES

The Village of Western Springs Corporate Financial Policies, presented within, set forth basic tenets for the overall fiscal management of the Village. Operating independently of changing circumstances and conditions, these policies provide a framework to assist the decision-making process of the Village Board and Village Management. These policies provide guidelines for evaluating both current activities and proposals for future guidance.

A majority of the policies herein represent long-standing principles, traditions, and practices which have guided the Village in the past and have maintained its financial stability. The Corporate Financial Policies are consolidated into one section for ease of review.

Most importantly, these Corporate Financial Policies provide the framework within which a multi-year planning and budgeting process operates. The Village of Western Springs Corporate Plan 2015-2017 is a multi-year document which will be adjusted each year, and from which the current year data will form the basis for the annual operating budget. The Corporate Plan enables the Village to plan, prioritize, and provide the resources necessary to accomplish Village goals and objectives.

CORPORATE BUDGET POLICIES

1. The Corporate Plan will be prepared by the Village Manager and submitted to the Village Board for review and modification during the fourth quarter of the Village's fiscal year.
2. The Corporate Plan will serve as a basis for the annual tax levy ordinance, and constitute the basis for the preparation of the annual operating budget each year, all of which shall be adopted in December.

OPERATING BUDGET POLICIES

1. The Village will maintain its present service level for all priority and essential services. New services may be added sparingly dependent upon Board policy decisions and available revenue sources.
2. The Village will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
3. The Village will continue to emphasize the necessity to control costs and minimize growth in employment.
4. The Combined Water and Sewer, Recreation, E-911, and Burlington Northern (Commuter Parking) Funds are totally self-supporting special revenue or enterprise funds.
5. The Village will compensate its employees competitively based on an ongoing analysis of the municipal market place, and award salary and wages based on performance.
6. The Village will pay for all current operating expenditures with current operating revenues and will avoid procedures that balance current budgets at the expense of meeting future year expenses, such as postponing expenditures or accruing future year revenue.
7. Accumulated reserves may be used for capital expenditures.
8. The budget will provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement.

Village of Western Springs

CORPORATE FINANCIAL POLICIES

FY 2015

9. The budget will provide for adequate funding of all retirement systems.

REVENUE POLICIES

1. The Village will maintain a diversified and stable revenue system to minimize the effect of short-term fluctuations in any one revenue source.
2. The Village will identify and endeavor to obtain additional revenue sources as a way of ensuring a balanced budget.
3. The Village will follow an aggressive policy of collecting revenues.
4. The Village will establish user charges and fees at a level related to the full cost (operating, direct, indirect, and capital) of providing the service.
5. The Village will review fees/charges annually, and will design and modify revenue systems to include provisions that will be adjusted at a rate that keeps pace with the cost of providing the service.
6. The Village will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees, and charges.
7. The Village will set fees and user charges for each enterprise and special revenue fund such as water, sewer, recreation, or parking at a level that fully supports the total direct cost of the activity.
8. Revenue projections for FY 2015 include a 1.6% real estate property tax increase. Property tax projections for years 2 and 3 also assume a 2% increase in property taxes to capture new growth.

INVESTMENT POLICY SCOPE

This policy applies to the investment of operating funds. Investments of the Police and Firefighters' pension funds are covered by separate policies.

1. **Pooling of Funds.** Except for cash in certain restricted and special funds, the Village of Western Springs will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.
2. **General Objectives.** The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:
 - a) **Safety.** Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - i. **Credit Risk.** The Village of Western Springs will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:
 - Limiting investments to the safest type of securities.
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors with which the Village of Western Springs will do business.
 - Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

- ii. **Interest Rate Risk.** The Village of Western Springs will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates by:
- Structuring the investment portfolio so the securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
 - Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools.
- b) **Liquidity.** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in money market mutual funds or local government investment pools which offer same-day liquidity for short-term funds.
- c) **Yield.** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.
- d) Securities shall not be sold prior to maturity with the following exceptions:
- A security with declining credit may be sold early to minimize loss of principal.
 - A security swap would improve the quality, yield, or target duration in the portfolio.
 - Liquidity needs of the portfolio require that the security be sold.
3. **Standards of Care**
- a) **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 judgment 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 capital as well as the probable income to be derived.
- b) **Ethics and Conflicts of Interest.** Officers and employees involved in the investment process shall refrain from personal business activity that could

Village of Western Springs
CORPORATE FINANCIAL POLICIES
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conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the Village of Western Springs.

- c) **Delegation of Authority.** Authority to manage the investment program is granted to the Treasurer/Director of Finance and derived from the following:

The Western Springs Municipal Code of 1997, as amended. Title 1: Administration; Chapter 8B: Village Treasurer and Chapter 9C: Financial Services Group. Responsibility for the operation of the investment program is hereby delegated to the Treasurer/Director of Finance, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral or depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Director of Finance shall be responsible for all transactions undertaken and shall establish a

system of controls to regulate the activities of subordinate officials.

4. Safekeeping and Custody

- a) **Authorized Financial Dealers and Institutions.** A list will be maintained of financial institutions authorized to provide investment services. In addition, a list will be maintained of approved security broker/dealers selected by creditworthiness (e.g., a minimum capital requirement of \$10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements
- Proof of National Association of Securities Dealers (NASD) certification
- Proof of state registration
- Completed broker/dealer questionnaire
- Certification of having read and understood and agreeing to comply with the Village of Western Springs’ investment policy

An annual review of the financial condition and registration of qualified financial institutions and broker/dealers will be conducted by the Treasurer/Director of Finance. From time to time, the Treasurer/Director of Finance may choose to invest in instruments offered by minority and community financial institutions. In such situations, a waiver to the criteria under Paragraph 1 may be granted. All terms and

Village of Western Springs

CORPORATE FINANCIAL POLICIES

FY 2015

relationships will be fully disclosed prior to purchase and will be reported to the Village Manager entity on a consistent basis and should be consistent with state or local law. These types of investment purchases will be approved by the Finance Committee in advance.

- b) **Internal Controls.** The Treasurer/Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Village of Western Springs are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Treasurer/Director of Finance shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

- c) **Delivery vs. Payment.** All trades where applicable will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

5. Suitable and Authorized Investments

- a) **Investment Types.** Consistent with the Illinois Compiled Statutes 30-ILCS 235/2, the following investments will be permitted by this policy:

- U.S. government obligations, U.S. government agency obligations, and U.S. government instrumentality obligations, which have a liquid market with a readily determinable market value and are guaranteed by the full faith credit of the United States of America as to principal and interest.
- Interest bearing savings accounts, interest-bearing certificates of deposit, or interest-bearing time deposits constituting direct obligations of any bank as defined by the Illinois Banking Act and only those insured by the Banking Insurance Fund (BIF).
- Short-term discount obligations of corporations (commercial paper) organized in the United States with assets exceeding \$500,000,000 if (a) such obligations are rated at the time of purchase with the highest classification established by at least two (2) standard rating service and which mature not later than 180 days from the date of purchase, (b) no more than 25% of any fund is invested in such obligations at any time, and (c) such purchases do not exceed 10% of the corporation's outstanding obligations.

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CORPORATE FINANCIAL POLICIES
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- Illinois Public Treasurer's Investment Pool (Illinois Funds).
- Local government investment pools either state-administered or administered through joint powers statutes and other intergovernmental agreement legislation (i.e., Illinois Metropolitan Investment Fund (IMET)).

Investment in derivatives of the above instruments shall not be permitted.

- b) **Collateralization.** It is the policy of the Village to require that funds on deposit in excess of Banking Insurance Fund and Savings Association Insurance Fund 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
- Village of Western Springs Municipal Bonds

The fair market value of collateral provided will be not less than 110% 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 quarterly and additional collateral will be requested when the ratio declines below the level required. Pledged collateral will be held by the Village or in safekeeping and evidenced by a safekeeping agreement. If collateral is held in safekeeping, it must be held by a third party or by an escrow agent of the pledging institution. Collateral agreements will preclude the release of the pledged assets without an authorized signature from the Village, however they will allow for an

exchange of collateral of like value.

- c) **Repurchase Agreements.** The Village may not purchase financial contracts, futures contracts, leveraged investments, lending securities, or reverse repurchase agreements. Repurchase agreements will only be purchased if specific securities are under the control of the Village.

6. Investment Parameters

- a) **Diversification.** The investments shall be diversified by:

- Limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities);
- Limiting investment in securities that have higher credit risks;
- Investing in securities with varying maturities; and
- Continuously investing a portion of the portfolio in readily available funds such as local government investment pools (i.e., Illinois Funds) and money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

- b) **Maximum Maturities.** To the extent possible, the Village of Western Springs shall attempt to match its investments with anticipated cash flow requirements. Maturities of investments of the various funds of the Village shall be determined to enable the Village to have available sufficient cash for all operating purposes. Investments may be purchased with maturities to match current expenditures, future projects, and liability requirements. The Village of

Village of Western Springs
CORPORATE FINANCIAL POLICIES
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Western Springs shall adopt weighted average maturity limitations (which often range from 90 days to 3 years), consistent with the investment objectives.

Reserve funds and other funds with longer-term investment horizons may be invested in securities exceeding 5 years if the maturity of such investments are made to coincide as nearly as practicable with the expected use of funds. The intent to invest in securities with longer maturities shall be disclosed in writing to the Finance Committee and Village Manager.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as Illinois Funds, money market funds, or overnight repurchase agreements to ensure that appropriate liquidity is maintained to meet ongoing obligations.

7. Reporting

- a) **Methods.** The Treasurer/Director of Finance shall prepare an investment report monthly including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This management summary will be prepared in a manner which will allow the Village of Western Springs to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should be provided to the Village Board. The report will include the following:
- Listing of individual securities held at the end of the reporting period.
 - Realized and unrealized gains or

- losses resulting from appreciation or depreciation by listing the cost and market value of securities over one-year duration that are not intended to be held until maturity.
- Average weighted yield to maturity of portfolio on investments as compared to applicable benchmarks.
- Listing of investment by maturity date.
- Percentage of the total portfolio represented by each type of investment.

- b) **Performance Standards.** The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates.
- c) **Marking to Market.** The market value of the portfolio shall be calculated at least quarterly and a statement of the market value of the portfolio shall be issued at least quarterly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed. In defining market value, considerations should be given to the Governmental Accounting Standards Board (GASB) Statement 31 pronouncement.

8. Policy Considerations

- a) **Exemption.** Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.
- b) **Amendments.** This policy shall be reviewed on an annual basis. Any changes must be recommended by the Treasurer/Director of Finance and

Village of Western Springs

CORPORATE FINANCIAL POLICIES

FY 2015

approved by the Finance Committee and the Board of Trustees.

DEBT POLICY

1. The Village will confine long-term borrowing to fund capital improvements or projects that cannot be financed from current revenues.
2. When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
3. The Village will keep the average maturity of voter approved or alternate revenue source general obligation bonds below 20 years.
4. The Village will keep the average maturity for limited tax bonds and other short-term debt below 20 years.
5. Total debt service for general obligation debt may not exceed 8.625% of total assessed valuation of taxable property.
6. When possible, the Village will use special assessment, revenue, alternate revenue source, or other self-supporting bonds instead of general obligation bonds.
7. The Village will not use long-term debt for current operations.
8. The Village will maintain good communications with bond rating agencies about its financial condition. The Village will follow a policy of full disclosure on every financial report and bond prospectus.
9. Cash reserves and short-term debt will be used for capital equipment acquisition and replacement.
10. The current Moody's rating is Aa3.

RESERVE POLICIES

1. General Fund Reserve Policy

Purpose: The reserve is intended to insulate and protect current service levels from unexpected and unanticipated expenditure requirements. These funds may be used at the Village's discretion to address temporary cash flow shortages, emergencies, unanticipated economic downturns, and one-time opportunities. This reserve is not intended to be used when normal expenditure growth exceeds normal revenue growth.

- a) The unappropriated fund balance in the General Fund shall be set at four months (30%) of the current fiscal year operating expenditures (not including transfers to support capital projects).
- b) The annual budget will include a contribution to (or drawdown from) the Special Purpose Reserve Fund to assure compliance with this policy. The levels of other required restrictions, commitments and assignments will fluctuate depending on activity.
- c) This policy may be amended from time to time according to the wishes of the Village of Western Springs Board of Trustees.
- d) Unassigned fund balance in the General Fund in excess of the reserve commitment shall be transferred to the Special Purpose Reserve Fund
- e) The Village will spend the most restricted dollars before less restricted in the following order:
 - Nonspendable (if funds become spendable)
 - Restricted
 - Committed
 - Assigned
 - Unassigned

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

- f) The Director of Finance will determine if a portion of the fund balance should be assigned.
- g) During periods of economic uncertainties, stagnation, or in order to address other extraordinary circumstances, the Village Board, at its discretion, may use the General Fund reserve, potentially reducing the reserve below 30% to maintain consistent service levels.
- h) A plan of action to restore the General Fund reserve will commence the fiscal year following its use. The subsequent budget years shall include provisions for restoration of the reserve until such time that the 30% funding level is attained. Provisions for restoration of the reserve should be consistent with maintaining acceptable service levels.
- i) Due to the limited composition of the Village's revenue base, the Village has relied on property taxes to maintain consistent service levels. Historically, the budget guidelines utilized a 4.5% annual property tax increase (when legally permissible) as a benchmark when determining the initial assessment for the annual levy.

- 10% of annual operating expenditures
- 12.5% of annual operating expenditures for contingency purposes.

The last audited statements will be utilized in the calculation to determine available cash.

- b) The water and sewer service charge shall be reviewed annually to determine if the rate is adequate to cover operating expenses, debt service payments, and the accumulation of funds to fund future capital projects.

3. Capital Improvement Fund Reserve Policy

Purpose: The reserve is intended to serve as a method of accumulating monies to fund capital purchases and projects. These funds are not intended to support current service levels. The Village, at its discretion, may use the reserve for emergencies and unanticipated events.

- a) The fund balance monies shall be generated and accumulated so that current annual capital requirements are funded.
- b) Long-term (years 2 through 5) fund balance projections shall utilize all available funding mechanisms to support the total estimated costs of projects included in the Village's five-year capital projects plan.
- c) The plan shall cover the acquisition of the following assets:
 - Public safety equipment
 - Computer hardware and software
 - Administrative vehicles
 - Building improvements – Village Hall and Fire Station(s)

2. Water and Sewer Cash Reserve Policy

Purpose: The reserve is intended to insulate and protect current service levels from unexpected and unanticipated expenditure requirements. These funds may be used at the Village's discretion to address temporary cash flow shortages and emergencies. This cash reserve is not intended to subsidize the water and sewer system operations.

- a) Available cash reserves should equal the sum of the following:
 - Annual debt service payment

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

- d) The Capital Improvement Fund is partially funded by property tax levy which is legally capped at 5 cents per \$100 of valuation. The tax levy generates approximately 10% of the required funding; therefore, the fund must be supplemented by interest income, sale of real property, grants, and transfers from the General Fund.
- e) The funding mechanism for any capital purchase/project shall rely on (1) cash on hand, (2) interfund transfer, (3) interfund loan, (4) debt, (5) grants.
- f) The three-year capital plan shall be reviewed and revised annually during the budget process.

4. Recreation Fund Reserve Policy

Purpose: The reserve is intended to insulate and protect the Recreation Department's current service levels from unexpected and unanticipated expenditure requirements and/or revenue reductions.

- a) The undesignated fund balance shall be set at 20% of the current fiscal year operating expenditures.
- b) Fund balance may be accumulated and designated to reduce any outstanding debt.
- c) Fund balance shall also be designated and function as a funding source for any capital needs related to the Recreation Center and the Grand Avenue Community Center.
- d) All unused appropriations lapse at the fiscal year end and are rolled into unreserved fund balance and must be reappropriated (if necessary) at the beginning of the next fiscal year.

5. Motor Fuel Tax Fund Reserve Policy

Purpose: The reserve is intended to serve as a method of accumulating monies to fund MFT projects. All reserves accumulated shall be designated for MFT projects. These funds are not intended to support current service levels (current operations). The Village, at its discretion, may use the reserve for emergencies and unanticipated events.

- a) The fund balance monies shall be generated and accumulated so that the current and capital requirements are funded.
- b) The long-term (years 2 through 5) fund balance projections shall utilize all available funding mechanisms to support the capital costs included in the Village's five-year capital projects plan.
- c) The Motor Fuel Tax Fund is funded by the State's per capita distribution, utility taxes, grants, and interest income.
- d) The Village's twenty-year infrastructure plan shall be reviewed and revised annually during the budget process.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

- 1. The Village will cause an independent audit to be performed annually in accordance with state law.
- 2. The Village will produce annual financial reports in accordance with generally accepted accounting practices (GAAP), as outlined by Governmental Auditing, Accounting and Financial Reporting (GAAFR).

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

3. The Village will provide monthly financial and annual financial reports by major funds.

CAPITAL BUDGET POLICIES

1. The Village will develop a three-year plan for capital improvements as part of the Corporate Plan. The Capital Improvement Plan will be updated annually and capital improvements will be made in accordance with the Plan.
2. The Village will maintain its physical assets at a level adequate to protect the Village's capital investment, and to minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of capital plant and equipment from current revenues where possible.
3. The Village will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population or changes in economic base will be calculated and included in capital budget projections.
4. The Village will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
5. The Village will use intergovernmental assistance to finance capital improvements that are consistent with the Capital Improvement Plan and Village priorities and whose operating and maintenance costs have been included in operating budget forecasts.

RECREATION FUND

1. **Fund Description.** The Recreation Fund is a self-supporting fund of the Village.

Recreation Department activities are financed through a separate tax levy, contractor rentals, donations and grants, and program fees.

2. **Major Services.** The basic function of the Recreation Fund is the provision of recreational, cultural, child day care, and preschool services to the residents of the Village. These services are provided from the Recreation Center, the Grand Avenue Community Center, and numerous parks. The parks are owned and operated by the Western Springs Park District, an independent local government under Illinois law.
3. **Funding Sources.** Revenue from a separate recreation tax levy, customer charges, and rental fees from contractors constitute the three major funding sources for the recreation operating fund. In addition, a separate special recreation tax levy funds a membership in SEASPAR (Southeast Association for Special Parks and Recreation).
4. **Recreation Fund Policies**
 - a) The goal is to increase the fund balance which will allow for the coverage of unforeseen emergencies or capital improvements.
 - b) Debt and fund balance shall be used only for the replacement of capital items, and not for operating expenditures.
 - c) All base program fees shall be established at a rate equal to program costs, less building, grounds, and administrative overhead. This amount shall be added to or subtracted from any profit or subsidies approved on an annual basis.
 - d) Real estate property tax levied for

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

recreational activities shall be used to fund Recreation Department administrative costs. Such administrative costs are defined to include those general continuing costs of running the Recreation Department, apart from the specific costs incurred for any specific program.

- e) All funds generated by the Recreation Fund shall be used solely for the operation and maintenance of the Recreation Department and the Debt Service for the Recreation Center.
- f) All programs (department, contractual, special, etc.) shall be reviewed and evaluated on a timely basis.

5. Fund Assumptions

- a) Normally, only Recreation Fund tax revenues, contractor rents, and program fees are utilized for the operation and maintenance of the Recreation Department.
- b) Projections for the periods of FY 2016 and FY 2017 include adjustments for economics, i.e., 2.5% increases in the cost of personnel services.
- c) The Village will continue to receive special education/recreation services from SEASPAR.
- d) Grand Avenue Community Center will be maintained and operated in the same manner as in past years. Significant capital improvements have been made to the facility to improve its utility.
- e) All future capital improvements to the Grand Avenue Community Center will be funded by the Recreation Fund.

COMBINED WATERWORKS AND SEWERAGE FUND

- 1. **Fund Description.** The Combined Waterworks and Sewerage Fund is a self-supporting enterprise or proprietary operation of the Village government. It consists of the combined operational and capital departments of water pumpage, treatment, and distribution and sanitary and storm sewer collection. The services provided by the fund also consist of the capitalization and the bond retirement of the Village's water and sewer system.

The Village's sewer systems discharge to interceptors owned and operated by the Metropolitan Water Reclamation District of Greater Chicago (MWRDGC).

- 2. **Major Services.** The water utility provides high-quality drinking water to 4300 Village residences and businesses. An estimated 140 residences are presently not served by the Village's water system. They receive drinking water from the LaGrange Highlands Sanitary District. The basic function of the sewer utility is to provide for the collection and transport of waste water and storm water. The service is provided only to residents, and is performed pursuant to an ongoing program of sanitary and storm sewer system maintenance designed to address the ongoing infrastructure needs of the system. The sewer utility serves all residences and businesses in the Village with the exception of some located to the west of Wolf Road, south of 55th Street. They receive sanitary and storm sewer collection service from the LaGrange Highlands Sanitary District.
- 3. **Major Funding Sources.** Revenue from water sales and sewer collection constitutes the major revenue source for the Combined Waterworks and Sewerage Fund. Proceeds from general obligation bonds (alternate revenue source) and revenue bonds have been periodically

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

utilized for major additions and capital improvements to the water system.

4. Combined Waterworks and Sewerage Fund Policies

a) Operating Fund Standards

- i. Long-term debt will only be used for capital expansion and improvement of the physical plant and appurtenances thereto, not for current operational expenses.
- ii. Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the expected life of the project.

b) Reserve, Surplus, and Depreciation Standards

- i. The Village Policy Reserve is set over and above the other reserves pursuant to the direction of the Finance Committee as approved by the Village President and Board of Trustees.
- ii. Net income generated for general obligation bond (alternate revenue source) debt retirement will be at a level of 1.25 times the average annual debt retirement.
- iii. Net income generated from the annual bond debt coverage requirement should only be utilized for:
 - Capital expenditures;
 - Restoration of contingency reserves;
 - Other purposes deemed appropriate by the corporate authorities and Village management other than current annual revenue bond debt coverage.

iv. Fixed assets will be financed from funds provided by one or more of the following:

- Current operating revenues
- Excess yearly revenues over yearly expenditures limited by the reserve requirements detailed in the Corporate Plan
- Issuance of revenue, general obligation bonds (alternate revenue source) bonds, installment agreements, or Illinois Environmental Protection Agency loans.

v. The cost of service studies will be performed and reviewed each fiscal year. Recommendations for rate increases will be made when required.

WATER AND SEWER RATE POLICY

The policy is designed to determine the adequacy of the water and sewer rates, and to ensure that the rate covers operating expenses, debt service payments, and the accumulation of monies to fund future capital projects. The frequency of billing will be evaluated to determine the sufficiency of cash flow.

1. The water and sewer rate will be reviewed annually by the Finance Committee prior to the budget process. Any changes or recommendations will be incorporated during the budget process.

2. The water and sewer rate shall contain the following components:

- An amount to cover annual operations and maintenance expenditures
- 10% of annual depreciation expense as a capital replacement factor
- An inflationary factor to cover annual cost increases

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

3. Water and sewer bills are issued on a bi-monthly basis.

4. Fund Assumptions

- a) Projections for FY 2016 and FY 2017 include adjustments for economics, i.e., 2.5% increase in the cost of personnel services.
- b) The Village Board approved the use of IEPA low interest rate loans to fund the rehabilitation of the water plant project.

BURLINGTON NORTHERN FUND

1. **Description.** The Burlington Northern Fund is an enterprise fund of the Village.

2. **Major Service.** The basic function of the Burlington Northern Fund is to provide for the operation, maintenance, and capitalization of the Burlington Northern commuter facility, including the commuter station, platforms, commuter parking areas, and associated landscaping along the railroad right-of-way which bisects the Village. The commuter facility serves the rail commuting needs of Village residents and commuters from several surrounding villages. The facilities are located on leased railroad right-of-way with the Village owning the actual improvements.

3. **Major Revenue Sources.** Revenue from commuter parking lot meters and parking permits constitutes the major funding source for the Burlington Northern operating fund. Grants from the West Suburban Mass Transit District, METRA, and IDOT are utilized to provide for improvements and additions to capital equipment and plant.

4. Burlington Northern Fund Policies

- a) The fund shall be a self-supporting fund utilizing only revenues from the operation of the commuter parking facility plus intergovernmental grants for capital improvements.

b) The fund shall maintain a 10% contingency reserve adequate to provide for unanticipated non-recurring expenses.

5. Fund Assumptions

a) Revenues from the commuter parking facility will be adequate to fund the operation and maintenance of the system through 2015.

b) Projections for 2016 and 2017 include adjustments for economic conditions, i.e., 2.5% increase in the cost of personnel services.

6. **Future Capital Projects.** The Village will complete the train station project with the reconstruction of quadrants III and IV platforms.

EMERGENCY 911 FUND

1. **Description.** The Emergency 911 (E-911) Fund is a special revenue fund of the Village for budgetary purposes.

2. **Major Service.** The basic function of the E-911 Fund is to provide for the operation, maintenance, and capitalization of the E-911 Emergency Dispatch System. The Emergency Dispatch System serves the needs of the community through the timely dispatching of public safety vehicles in response to emergency calls from Village residents and businesses or from neighboring mutual aid communities.

3. **Major Revenue Sources.** Revenue from the E-911 surcharge tax and interest income are the only major sources of revenue to the Fund. This tax was approved by referendum and is assessed at \$1.00 per telephone line per month and approximately \$.45 per cellular phone line and personal communication service user per month.

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2015

4. E-911 Fund Policies

- a) The fund shall be self-supporting utilizing only revenues from the E-911 surcharge tax
- b) The fund shall maintain at least a 10% contingency reserve to provide for unanticipated nonrecurring expenses.

5. Future Capital Projects. Funds accumulated will be used for equipment replacement.

6. Consolidation. The Village is planning the consolidation of dispatch services through an intergovernmental agreement with the Villages of LaGrange and LaGrange Park.



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General Government-Governance & Administration

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this programmatic area is to provide and foster a public forum for considering and determining Village policy and administering that policy through the Village Manager's office. It includes the key officers of the Village including the Village President, Board of Trustees, the Village Clerk, the Village Manager and the Village Attorney. In addition to the policy component, this area also functions to represent the Village in the larger organizational environment including interfaces with other levels of government, the court system, and various other intergovernmental agencies.

Budget Overview

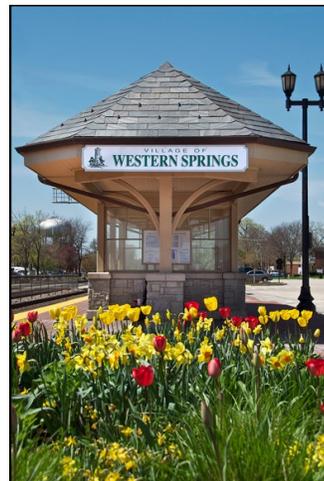
Major functions included in this program are the legislative function as conducted by the President and Board of Trustees, the records keeping function conducted by the Village Clerk's office, the major functions of the Village Manager's office, including general administration, human resource management, risk management and loss control, solid waste management, information technology, communication, and general office support activities. It also funds the legal functions conducted by the Village including the Village Attorney's office, the prosecutorial function, and labor representation. Due to economic circumstances, the Administration changed its key initiatives in order to achieve the goal of "rightsizing" the organization.

Key Accomplishments 2014

- Concluded the dispatch consolidation study which resulted in LaGrange, LaGrange Park and Western Springs passing a resolution supporting the continued effort and directing the Village Managers to begin structuring a framework for a new combined dispatch center.
- Developed a plan for Phase II of the rehabilitation of the historic Water Tower which includes additional seat walls and bronze medallion honoring the Village's Quasquicentennial.
- Installed SAN (Storage Area Network) to provide cost effective, centralized storage for all Village data.
- Conducted nine employee health and safety training seminars and facilitated two employee fitness programs.

Key Initiatives 2015

- Implement the dispatch consolidation study recommendations which include the development of an Intergovernmental Agreement with LaGrange and LaGrange Park, recruitment of an Executive Director and have an operating dispatch center in the first quarter of 2016.
- Complete construction of the Phase II rehabilitation of the historic Water Tower by fall 2015.
- Complete labor negotiations with MAP 360 Police Officers and MAP 456 Sergeants.
- Conduct a community-wide survey to measure resident opinions regarding livability, safety, community engagement, recreation and wellness and other topics of interest.
- Review compensation plan in order to attract and retain a quality work force to deliver quality public services.
- Virtualize critical servers to provide redundancy for necessary computer systems.



General Government-Governance & Administration EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$679,624	\$727,473	\$827,473	\$761,247	\$744,645	(\$82,828)	-10.01%
Contractual Expenditures	\$1,005,495	\$1,102,319	\$1,202,319	\$1,083,578	\$1,274,081	\$71,762	5.97%
Commodities Expenditures	\$68,242	\$102,050	\$102,050	\$89,300	\$101,300	(\$750)	-0.73%
Total Operating Budget	\$1,753,361	\$1,931,842	\$2,131,842	\$1,934,125	\$2,120,026	(\$11,816)	-0.55%
Transfer to Other Funds	\$678,810	\$63,995	\$463,995	\$458,662	\$64,126	(\$399,869)	-86.18%
Capital Expenditures	\$76,347	\$60,000	\$65,000	\$64,081	\$106,000	\$41,000	63.08%
Total Budget	\$2,508,518	\$2,055,837	\$2,660,837	\$2,456,868	\$2,290,152	(\$370,685)	-13.93%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$2,531,842	\$1,987,426	(21.50%)
Capital Improvement Fund	128,995	302,726	134.68%
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Outside Grants			
TOTAL	\$2,660,837	\$2,290,152	(13.93%)

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Decrease for Benefits and Compensation Adjustments	(\$82,828)
2. Decrease in Professional Services	(75,000)
3. Increase in Internet Service	23,600
4. Decrease in IRMA Contribution and Self Insurance	(42,043)
5. Increase in Legal Services	5,000
6. Increase in Audit	1,605
7. Increase in Equipment Maintenance Agreement	8,000
8. Increase in Disposal Services	8,000
9. Increase in Training/Conferences	4,000
10. Decrease in Office Supplies	(4,000)
11. Increase in General Architecture	50,000
12. Increase in Design Engineering	80,600
13. Increase in Commodities	3,250
14. Increase in Trustee Retirement Recognition	8,000
TOTAL OPERATING CHANGES	(\$11,816)
15. Decrease in Transfer to Other Funds	(\$399,869)
TOTAL TRANSFERS TO OTHER FUNDS CHANGES	(\$399,869)
CAPITAL IMPROVEMENT PROJECTS	
16. Adjustment to Eliminate FY 2014 Capital	(65,000)
17. Computer Replacement Program	78,000
18. Vehicle	28,000
TOTAL CAPITAL PROJECTS CHANGES	\$41,000
TOTAL CHANGES	(\$370,685)

General Government-Governance & Administration

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$679,624	\$761,247	\$744,645	\$753,555	\$773,271
Contractual Expenditures	\$1,005,495	\$1,083,578	\$1,274,081	\$1,259,440	\$1,270,773
Commodities Expenditures	\$68,242	\$89,300	\$101,300	\$101,300	\$101,300
Total Operating Budget	\$1,753,361	\$1,934,125	\$2,120,026	\$2,114,295	\$2,145,344
Transfer to Other Funds	\$678,810	\$458,662	\$64,126	\$0	\$0
Capital Expenditures	\$76,347	\$64,081	\$106,000	\$78,000	\$78,000
Total Budget	\$2,508,518	\$2,456,868	\$2,290,152	\$2,192,295	\$2,223,344

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	\$1,987,426	\$2,114,295	\$2,145,344
General Fund Reserve			
Capital Improvement Fund	302,726	78,000	78,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$2,290,152	\$2,192,295	\$2,223,344

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- To develop a downtown plan to facilitate the redevelopment and expansion of the commercial/retail composition of the downtown area

Support Services-Finance

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this area is to maintain an accurate and timely accounting system and to safeguard the assets of the Village. It includes providing financial services to other departments and outside agencies.

Budget Overview

The major functions included in this program are as follows: the maintenance of accounting records in accordance to Generally Accepted Accounting Principals (GAAP) for Governmental Accounting and Financial Reporting purposes, the management of the Village's assets, and the preparation of all required reports such as the annual operating budget, the CAFR, the State Treasurer's report, etc. This program also functions as the Village's collector for all billing processes such as utility billing and commuter parking. The Finance Department also provides accounting and reporting services to the Thomas Ford Memorial Library and the Western Springs Park District.

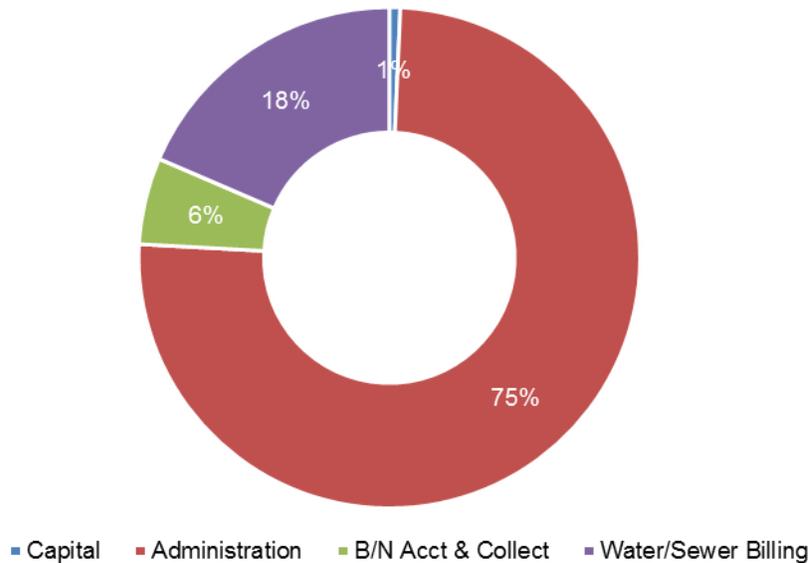
Key Accomplishments 2014

- Established new subledger maintenance and monitoring procedures.

Key Initiatives 2015

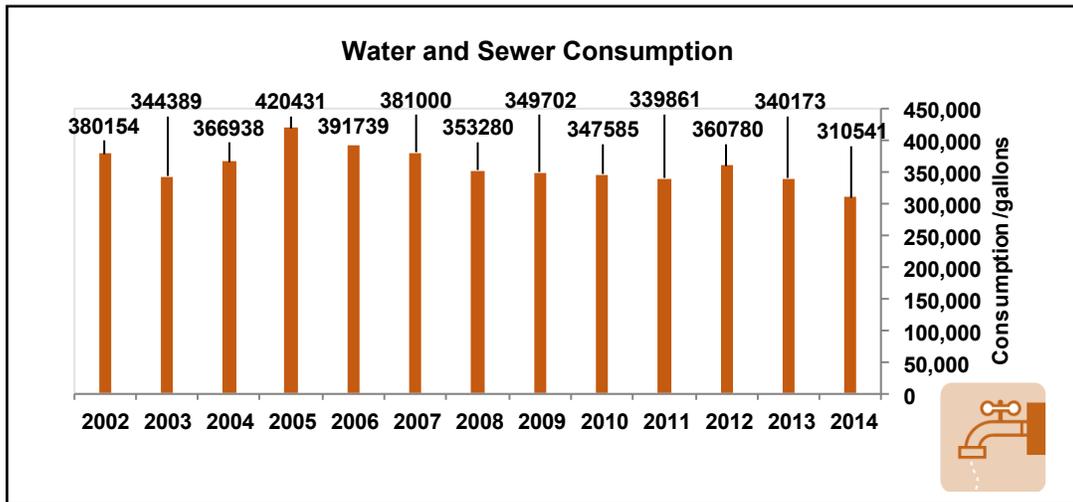
- Evaluate the implementation of a water meter replacement program
- Update Corporate Plan Financial Policies
- Evaluate the option of in-house utility billing processing.

Program Allocation



Support Services-Finance EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$45,621	\$415,966	\$415,966	\$407,307	\$409,070	(\$6,896)	-1.66%
Contractual Expenditures	\$54,865	\$55,550	\$55,550	\$48,514	\$60,150	\$4,600	8.28%
Commodities Expenditures	\$41,323	\$43,650	\$43,650	\$43,200	\$46,650	\$3,000	6.87%
Total Operating Budget	\$141,809	\$515,166	\$515,166	\$499,021	\$515,870	\$704	0.14%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$26,540	\$28,000	\$28,000	\$38,749	\$33,000	\$5,000	17.86%
Total Budget	\$168,349	\$543,166	\$543,166	\$537,770	\$548,870	\$5,704	1.05%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$421,793	\$413,222	(2.03%)
General Fund Reserve			
Capital Improvement Fund	3,000	3,000	0%
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	99,393	106,005	6.65%
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Burlington Northern Fund	18,980	26,643	4.03%
Outside Grants			
TOTAL	\$543,166	\$548,870	1.05%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	Amount
1. Decrease for Benefits and Compensation Adjustments	(\$6,896)
2. Increase in Credit Cards Fees and Service Charges	4,500
3. Increase in Equipment Maintenance Agreements	600
4. Decrease in Training	(500)
5. Increase in Postage	3,000
TOTAL OPERATING CHANGES	\$704
CAPITAL IMPROVEMENT PROJECTS	
6. Adjustment to Eliminate FY 2014 Capital	(\$28,000)
7. Water Meters-Residential	30,000
8. Miscellaneous Equipment	3,000
TOTAL CAPITAL PROJECTS CHANGES	\$5,000
TOTAL CHANGES	\$5,704

Support Services-Finance

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$45,621	\$407,307	\$409,070	\$422,808	\$433,418
Contractual Expenditures	\$54,865	\$48,514	\$60,150	\$60,650	\$60,650
Commodities Expenditures	\$41,323	\$43,200	\$46,650	\$47,650	\$47,650
Total Operating Budget	\$141,809	\$499,021	\$515,870	\$531,108	\$541,718
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$26,540	\$38,749	\$33,000	\$33,000	\$33,000
Total Budget	\$168,349	\$537,770	\$548,870	\$564,108	\$574,718

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	413,222	425,549	434,273
Capital Improvement Fund	3,000	3,000	3,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	106,005	107,855	109,384
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Burlington Northern Fund	26,643	27,704	28,061
Outside Grants			
TOTAL	\$548,870	\$564,108	\$574,718

MULTIYEAR AND OUT-YEAR KEY INITIATIVES:

- Research new revenue sources
- Expand financial software capabilities
- In-house billing processing/collection

Support Services-Debt Service Fund

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this fund is to accumulate revenue and appropriate expenditures for the retirement of the Village's long term debt.

Budget Overview

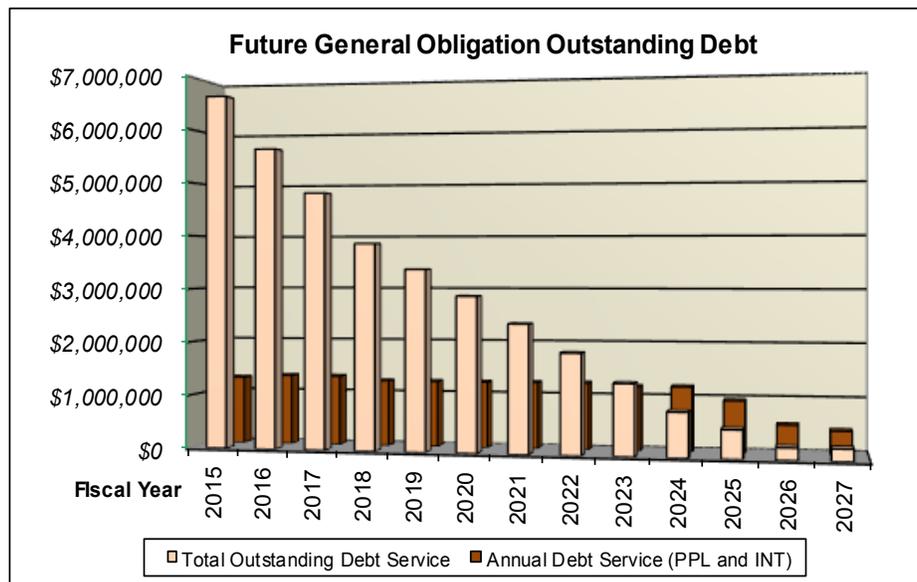
Debt Obligations are separated into four types: general obligation bonds, installment contracts, revenue bonds and promissory notes. General obligations bonds refer to debt obligations that are backed by the full faith and credit of the Village. Non-home rule communities may only issue non-referendum general obligation debt in amounts that will maintain the annual debt service levy at an amount equal or less than the 1994 annual levy amount, while maintaining outstanding debt at a level equal or less than one-half of one percent of the current equalized assessed valuation. The current outstanding bonds include two general obligation alternate revenue bonds, two general obligation limited tax corporate purpose bonds, two promissory notes and general obligation referendum bonds. The Village issued the second half of the \$6.5 million general obligation bonds in the amount of \$3,250,000 in 2012 and a promissory note in the amount of \$560,000 to purchase real estate. The FY 2015 budget includes the issuance of \$3,000,000 general obligation alternate revenue source bonds and \$1,100,000 general obligation limited tax bonds. Outstanding debt for the waterworks and sewerage projects appears in the Water/Sewer Fund.

Key Initiative 2015

To ensure repayment of all outstanding obligations.

Support Services-Debt Service Fund EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Principal Payments	\$1,039,500	\$1,051,400	\$1,051,400	\$1,051,400	\$1,003,300	(\$48,100)	-4.57%
Interest/Paying Agent Fees	\$259,893	\$245,997	\$245,997	\$245,093	\$229,038	(\$16,959)	-6.89%
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Operating Budget	\$1,299,393	\$1,297,397	\$1,297,397	\$1,296,493	\$1,232,338	(\$65,059)	-5.01%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Budget	\$1,299,393	\$1,297,397	\$1,297,397	\$1,296,493	\$1,232,338	(\$65,059)	-5.01%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
General Fund Reserve			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Debt Service Fund/Property Tax	\$810,971	\$750,023	(7.5%)
Recreation Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
Transfer from Other Funds	486,426	482,315	(.84%)
Burlington Northern Fund			
TOTAL	\$1,297,397	\$1,232,338	(5.01%)

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase in Limited Tax Corporate Bond Series 2007, Principal	5,000
2. Decrease in Limited Tax Corporate Bond Series 2007, Interest	(1,000)
3. Increase in Promissory Note Series 2008, Principal	1,900
4. Decrease in Promissory Note Series 2008, Interest	(1,767)
5. Increase in G.O. Bonds Series 2009, Principal	5,000
6. Decrease in G.O. Bonds Series 2009, Interest	(3,840)
7. Decrease in G.O. Bonds Series 2012, Interest	(4,400)
8. Decrease in Promissory Note Series 2012, Interest	(1,182)
9. Decrease in Limited Tax Corporate Bonds Series 2012C, Principal	(60,000)
10. Decrease in Limited Tax Corporate Bonds Series 2012C, Interest	(1,710)
11. Decrease in G.O. Alternate Revenue Bonds Refunded Series 2012A, Interest	(3,060)
TOTAL OPERATING CHANGES	(\$65,059)
CAPITAL IMPROVEMENT PROJECTS	
Not applicable	
TRANSFERS TO OTHER FUNDS	
Not applicable	
TOTAL CHANGES	(\$65,059)

Support Services-Debt Service Fund

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Principal Payments	\$1,039,500	\$1,051,400	\$1,003,300	\$956,000	\$926,000
Interest and Paying Agent Fees	\$259,893	\$245,093	\$229,038	\$283,636	\$265,884
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0
Total Operating Budget	\$1,299,393	\$1,296,493	\$1,232,338	\$1,239,636	\$1,191,884
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Total Budget	\$1,299,393	\$1,296,493	\$1,232,338	\$1,239,636	\$1,191,884

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Debt Service Fund/Property Tax	750,023	825,236	769,259
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
Transfers from Other Funds	489,315	414,400	422,625
Burlington Northern Fund			
TOTAL	\$1,232,338	\$1,239,636	\$1,191,884

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Maintain fund balance at a level adequate to ensure annual debt service payments

Law Enforcement Services

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

It is the mission of the Western Springs Police Department to maintain a high standard of integrity, professionalism, and effective law enforcement services in partnership with the community. We believe that our services preserve and foster the high quality of life in our community. We demonstrate our commitment to excellence through continuous education, training, proactive law enforcement initiatives, and enhanced response methods to ensure a safe environment.

Budget Overview

Administration provides uniforms, training and educational expenses, Accreditation expenses, and departmental supplies. Personnel budgeted in Administration include the Director of Law Enforcement Services, Deputy Director, part-time secretary, part-time Accreditation Manager, and school crossing guards.

Patrol Services is the largest component of the Department which provides the proper staffing for patrol activities, special events, response to all calls for service, traffic enforcement activities, and enforcement of Village ordinance and criminal laws. Four sergeants and nine patrol officers are budgeted in this program.

The Criminal Investigation program provides the necessary resources to investigate crimes reported to the Department. This program also provides resources which allow investigators to conduct follow up criminal investigations which may involve multiple jurisdictions. The program is comprised of the Deputy Chief who directly manages the activities and supervises two investigators.

The Crime Prevention/Youth program provides the resources for a full time school liaison officer at Lyons Township High School South Campus. Other activities in this program include the Auxiliary Unit, Peer Jury, and Police Explorers.

The Communications/Information Management program provides the resources necessary to answer emergency and non-emergency calls for service along with dispatching police, Fire, and EMS calls. There are four full-time telecommunicators in this program who also perform records related functions.

The Parking Enforcement/Ordinance Control program provides the proper staffing for parking enforcement, animal control services, and other community services. There is one community

service officer assigned to this program who also provides supervision and training to the telecommunicators and crossing guards.

Key Accomplishments 2014

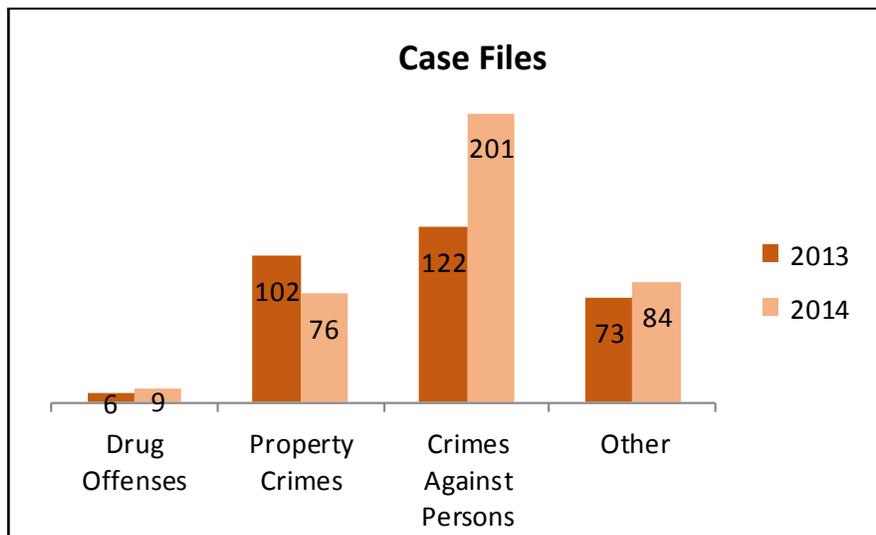
- Established a police officer eligibility list.
- Conducted a sergeant's promotional testing process and eligibility list.
- Promoted a new sergeant.
- Continued to move forward with shared dispatch services and planning.
- Renovated and remodeled police facilities.
- Created new mission and vision statements.
- Hired and trained two new part-time telecommunicators.
- Recruited, appointed, and trained additional auxiliary police officers.
- Released new Public Service Announcement for the Ogden/Woodland pedestrian crossing.
- Won first place in Illinois Association of Chiefs of Police Traffic Challenge

Key Initiatives 2015

- Implement the shared services Dispatch Center.
- Reconfigure the Investigations Division workspace.
- Continue to recruit, appoint, and train new Auxiliary police officers.
- Hire and train two new police officers.
- Provide formalized crisis intervention training to selected police officers.
- Purchase new staff scheduling program.
- Implement new on-line citizen crime reporting program.
- Hire and train new records division staff as needed.

Law Enforcement Services EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	3,418,592	3,591,831	3,586,831	3,524,977	3,741,406	154,575	4.31%
Contractual Expenditures	203,951	233,600	239,100	233,711	241,600	2,500	1.05%
Commodities Expenditures	32,639	44,450	43,950	44,463	47,850	3,900	8.87%
Total Operating Budget	\$3,655,182	\$3,869,881	\$3,869,881	\$3,803,151	\$4,030,856	\$160,975	4.16%
Transfer to Other Funds	50,000	0	0	0	0	0	0
Capital Expenditures	148,979	358,300	358,300	365,505	212,500	(145,800)	-40.69%
Total Budget	\$3,854,161	\$4,228,181	\$4,228,181	\$4,168,656	\$4,243,356	\$15,175	0.36%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$3,762,781	\$3,924,756	4.3%
Capital Improvement Fund	319,800	174,000	(45.6%)
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund	145,600	144,600	(.7%)
Outside Grants			
TOTAL	\$4,228,181	\$4,243,356	.36%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustment	\$78,964
2. Increase in Police Pension Funding	75,611
3. Increase in Training/Conferences	2,500
4. Increase in Trustee/Commissioners	4,000
5. Increase in Ammunition	2,500
6. Decrease in Professional/Technical Services	(1,000)
7. Increase in Various Commodities	1,400
8. Decrease in Tuition Reimbursement	(4,000)
9. Increase in Memberships/Associations	1,000
TOTAL OPERATING CHANGES	\$160,975
CAPITAL IMPROVEMENT PROJECTS	
10. Adjustment to eliminate FY 2014 Capital	(\$358,300)
11. Light Bars and Sirens	5,000
12. Less Lethal Weapons	5,000
13. Two Patrol Vehicles	55,000
14. Equipment-NIPAS	1,500
15. Radar Trailer Replacement	22,000
16. In-car Computer and 3 Laptop Replacements	15,000
17. In-car Video Recorders and Cameras	17,000
18. Speed Monitor	2,000
19. Office Equipment (E-911)	12,000
20. Radio Equipment (E-911)	26,500
21. Bike Patrol and Equipment	1,000
22. Ballistic Shield and Training	3,500
23. Safety Equipment	5,000
24. Garage and Building Security	15,000
25. Laptop Technology Upgrades	10,000
26. Facilities Maintenance and Upgrades	5,000
27. Call Out/Off Site Equipment	5,000
28. In-car Radio Replacement	7,000
TOTAL CAPITAL PROJECTS CHANGES	(\$145,800)
TOTAL CHANGES	\$15,175

Law Enforcement Services

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2012 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$3,418,592	\$3,524,977	\$3,741,406	\$3,746,595	\$3,909,294
Contractual Expenditures	\$203,951	\$233,711	\$241,600	\$194,850	\$216,000
Commodities Expenditures	\$32,639	\$44,463	\$47,850	\$60,800	\$65,000
Total Operating Budget	\$3,655,182	\$3,803,151	\$4,030,856	\$4,002,245	\$4,190,294
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$148,979	\$365,505	\$212,500	\$257,800	\$221,250
Total Budget	\$3,804,161	\$4,168,656	\$4,243,356	\$4,260,045	\$4,411,544

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	\$3,924,756	\$3,941,445	\$4,092,944
Capital Improvement Fund	174,000	174,000	174,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund	144,600	144,600	144,600
Outside Grants			
TOTAL	\$4,243,356	\$4,260,045	\$4,411,544

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- 2015-2017: Develop strategic plan for implementation of law enforcement service sharing opportunities with La Grange and La Grange Park.
- 2015-2017: Develop and utilize additional social media outlets to enhance communication within the community.
- 2015-2016: Upon implementation of shared service dispatch center, develop job descriptions to address backfill tasks that will remain the department's responsibility.
- 2015-2016: Complete the records archiving remodeling project
- 2015-2017: Research feasibility of implementing a rail grade crossing photo enforcement program.

Fire Services

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

Neighbors protecting neighbors through the delivery of emergency and non-emergency services.

Budget Overview

The department's administration develops and implements programs, which aid in the efficient and cost-effective delivery of fire, emergency medical and inspectional services. Fire suppression provides for effective response, extinguishment and investigation of fire incidents and the reduction of fire loss and fire related injury. The emergency medical services program provides a system of trained first responders, with proficient advanced life support response and transport personnel. The training program educates departmental personnel in the fields of fire suppression and emergency medical services to state certified levels. The fire prevention program promotes a fire-safe environment in the community through inspectional services and public education programs. The emergency management program plans and provides for the coordinated orderly community response to both natural and manmade disasters or emergencies as well as mitigate the effects of those disasters/emergencies.

Key Accomplishments 2014

- Refurbished Truck 1719, recertified all drivers and placed back in service.
- Completed a four part officer development class in conjunction with Clarendon Hills and Hinsdale Fire Departments.
- Fire Code revision was passed by the Village Board to include residential sprinklers for new construction.
- Preplans were updated and placed on tablet computers for easier access while responding to an incident scene.
- Employee Performance Evaluations were completed and submitted on deadline for all POC personnel for the first time in Department history.
- Rotated the station staffing by establishing a cooperative agreement with the Village of Hinsdale resulting in more effective utilization of resources for both communities.
- Honor Guard served as the lead unit in the 2014 Memorial Day Parade and also attended

the National Fallen Firefighter Memorial in Emmitsburg, MD.

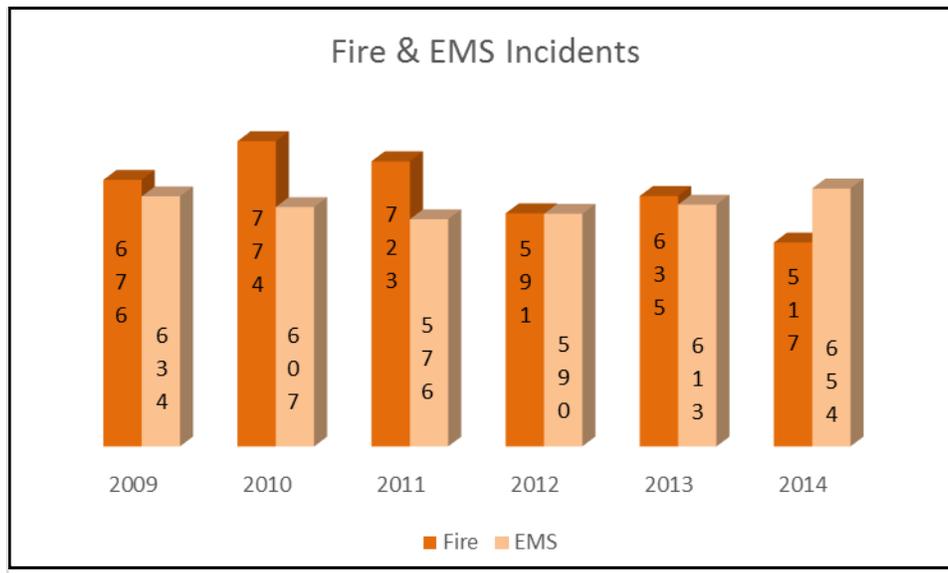
- Ran a successful recruiting campaign to hire new paid on call members. Thirteen individuals were selected to begin training in January 2015.
- Implemented a training program to increase proficiency on the use of the thermal imaging cameras purchased by grant funding in 2013. Training was also funded by an AFG grant.
- Two members of the department completed the 1500 hour EMT-Paramedic training program through the Loyola EMS System.
- A department flag was designed and put in service.
- Multiple graduates of state certification programs including Fire Apparatus Engineer, Hazardous Materials Technician, Fire Officer including an Executive Fire Officer graduate from the National Fire Academy.
- Conducted a disaster drill involving three agencies.

Key Initiatives 2015

- Complete the State Certified Basic Operations Firefighter Training Academy .
- Complete the Firefighter III certification program through the Office of the State Fire Marshal and transition to the Advanced Operations Firefighter program.
- Implement an Advanced Firefighter Survival training program.
- Certify ten paid on call members at the firefighter basic level through the initial Western Springs Fire Academy.
- Conduct a lieutenant's promotional test.
- Establish preliminary specifications for a replacement engine.
- Train and certify two new fire apparatus engineers.
- Transfer all preplans to on board computers allowing equal access for both stations.
- Establish a standard process for plan review with Community Development.

Fire Services EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$937,888	\$964,798	\$964,798	\$887,695	\$1,093,976	\$129,178	13.39%
Contractual Expenditures	\$570,429	\$595,863	\$596,763	\$581,908	\$616,116	\$19,353	3.24%
Commodities Expenditures	\$37,019	\$54,050	\$53,150	\$41,600	\$55,175	\$2,025	3.81%
Total Operating Budget	\$1,545,336	\$1,614,711	\$1,614,711	\$1,511,203	\$1,765,267	\$150,556	9.32%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$48,911	\$264,500	\$312,090	\$82,395	\$489,000	\$176,910	56.69%
Total Budget	\$1,594,247	\$1,879,211	\$1,926,801	\$1,593,598	\$2,254,267	\$327,466	17.00%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$1,614,711	\$1,765,267	9.32%
Capital Improvement Fund	312,090	489,000	56.69%
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
TOTAL	\$1,926,801	\$2,254,267	17%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION AMOUNT

1. Increase for Benefits and Compensation Adjustment	\$125,178
2. Increase in Paramedic Services Contract	12,653
3. Decrease in Membership	(1,000)
4. Decrease in Contractual Services	(200)
5. Increase in Professional Services	2,500
6. Increase in Training/Conferences	5,400
7. Decrease in Small Equipment	(1,500)
8. Decrease in Commodities	(50)
9. Increase in Pension Contributions	4,000
10. Increase in Books/Subscriptions/Publications	3,575

TOTAL OPERATING CHANGES **\$150,556**

CAPITAL IMPROVEMENT PROJECTS

11. Adjustment to Eliminate FY 2014 Capital	(\$312,090)
12. Engine Truck	375,000
13. Vehicle Replacement	40,000
14. On-Board Surface Computers (2)	5,000
15. SCBA Face Pieces	7,500
16. Helmet Replacements	10,000
17. Cardiac Monitors	50,000
18. Miscellaneous Equipment	1,500

TOTAL CAPITAL PROJECTS CHANGES **\$176,910**

TOTAL CHANGES **\$327,466**

Fire Services

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$937,888	\$887,695	\$1,093,976	\$1,081,135	\$1,098,075
Contractual Expenditures	\$570,429	\$581,908	\$616,116	\$642,055	\$669,290
Commodities Expenditures	\$37,019	\$41,600	\$55,175	\$55,175	\$55,175
Total Operating Budget	\$1,545,336	\$1,511,203	\$1,765,267	\$1,778,365	\$1,822,540
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$48,911	\$82,395	\$489,000	\$40,000	\$40,000
Total Budget	\$1,594,247	\$1,593,598	\$2,254,267	\$1,818,365	\$1,862,540

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	\$1,765,267	\$1,778,365	\$1,822,540
Capital Improvement Fund	489,000	40,000	40,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$2,254,267	\$1,818,365	\$1,862,540

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Keep the integrity of the paid on call system (POC) while continuing to seek functional consolidation opportunities.
- Investigate funding from Federal, State and local grants for designated institutional improvements.
- Expand the scope of the emergency management model as it applies to sharing services with neighboring communities.
- Investigate and prepare an officer succession model for the department.

Community Development

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The mission of the Western Springs Department of Community Development is to protect the health, safety and welfare of the citizens of the Village by assuring that all buildings, structures, and related equipment are constructed, installed and maintained in compliance with the standards contained with the Village of Western Springs Building Code. Additionally, the Department provides guidance to residents, contractors, and developers throughout the zoning application and planning process, as well as providing assistance to the Village Board, Planning and Zoning Committee, Plan Commission, and Board of Zoning Appeals in the performance of their duties. In regards to economic development efforts, staff members work to retain existing businesses while recruiting new businesses to the Downtown and

Budget Overview

To provide for the health, safety and welfare of Village residents through plan review, inspectional service and the enforcement of building, zoning, and health codes and related ordinances.

Key Accomplishments 2014

- Issued permits for 51 new single homes, six townhome units, 29 single family additions, 33 home demolitions, and nine commercial build out/remodeling projects.
- Performed 2,927 inspections of new construction, additions, and remodeling for residential and commercial buildings.
- Reviewed plans for new construction, additions, and remodeling and registered all contractors working within the Village.
- Investigated all construction site violations including: 47 property maintenance inspections, 24 property violation tickets, four court citations, six zoning violations, 23 civil/miscellaneous actions, and 17 construction site warnings.
- Conducted bi-annual, and intermittent health inspections of approximately 34 food/other establishments and monthly inspections at the French Market
- Processed three special event liquor license requests and seven manager background requests in conjunction with the Police Department
- Prepared modifications to various sections of the Liquor Control Ordinance relating to the supermarkets, catering, theatres, Bassett training, and other topics.

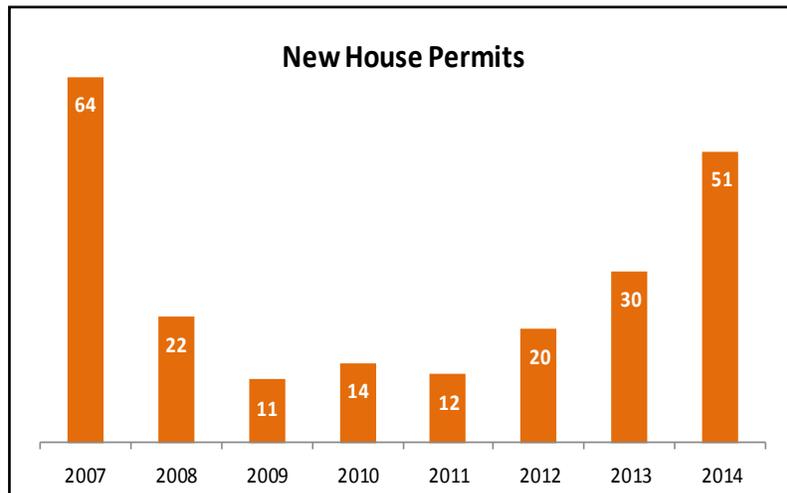
- Created online guides relating to special event liquor licenses and other construction related projects
- Modified the DCO (e.g. Watershed Management Ordinance).
- Modernized the Building Code from 1990's code editions to more current versions. This includes updates to fire alarm, detection and sprinkler sections of the code. The modifications also will require fire sprinklers for new single family homes.

Key Initiatives 2015

- Completion of downtown recruitment and retention plan
- Update all permit and process guides
- Completion of an economic development marketing plan
- Establish economic development programs as directed by the Village Board (e.g. TIF, façade grants, etc.)
- Completion of the department staff guidebook for all basic building related tasks

Community Development EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$303,007	\$343,443	\$353,443	\$313,027	\$329,682	(\$23,761)	-6.72%
Contractual Expenditures	\$272,943	\$229,550	\$308,600	\$336,100	\$391,100	\$82,500	26.73%
Commodities Expenditures	\$3,892	\$6,950	\$6,950	\$5,713	\$6,950	\$0	0.00%
Total Operating Budget	\$579,842	\$579,943	\$668,993	\$654,840	\$727,732	\$58,739	8.78%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Budget	\$579,842	\$579,943	\$668,993	\$654,840	\$727,732	\$58,739	8.78%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$668,993	\$727,732	8.78%
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
TOTAL	\$668,993	\$727,732	8.78%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Decrease for Benefits and Compensation Adjustments	(\$23,761)
2. Decrease in Professional Services/Plan Review Fees	(5,000)
3. Increase in Training/Conferences	1,400
4. Increase in Memberships/Associations	350
5. Decrease in Nuisance Abatement	(14,550)
6. Increase in Expense Reimbursement	300
7. Increase in TIF Professional Services	100,000
TOTAL OPERATING CHANGES	\$58,739
 CAPITAL IMPROVEMENT PROJECTS	
8. Adjustment to Eliminate FY 2014 Capital	\$0
TOTAL CHANGES	\$58,739

Community Development THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$303,007	\$313,027	\$329,682	\$341,780	\$354,588
Contractual Expenditures	\$272,943	\$336,100	\$391,100	\$391,100	\$291,100
Commodities Expenditures	\$3,892	\$5,713	\$6,950	\$6,950	\$6,950
Total Operating Budget	\$579,842	\$654,840	\$727,732	\$739,830	\$652,638
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Total Budget	\$579,842	\$654,840	\$727,732	\$739,830	\$652,638

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	\$727,732	\$739,830	\$652,638
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$727,732	\$739,830	\$652,638

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Creation/implementation of a Business Retention and Recruitment Plan
- Creation/implementation of an Economic Development Marketing Plan.

Municipal Services-Public Works

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this programmatic area is to provide for the planning of activities and management of resources of the Public Works department in order to meet the goals and objectives of the department. It is the goal of the Public Works Department to repair and maintain the Village's streets, sidewalks, and vehicles in a good state of repair and in a functional and safe operating condition; to maintain municipal facilities in a manner which protects the integrity of the structures, promotes effective employee performance and presents an attractive appearance; and to preserve, maintain, and expand to full capacity a healthy and varied population of public trees to enhance the aesthetic and environmental characteristics of the Village and to promote public safety.

Budget Overview

In addition to the administrative function, this budget includes the street, forestry, motor pool, and properties divisions of Public Works as well as the infrastructure capital improvement component. It provides for virtually all above ground work performed within the Village right-of-way including: the removal of snow, leaves and other debris; installation and maintenance of traffic signs and signals; maintenance of street lights; maintenance of sidewalks; the trimming, removal, and planting of parkway trees; maintenance of all Village vehicles; gasoline and other fluids; and the maintenance/rehabilitation of roadways.

Key Accomplishments 2014

- Continued upgrade and replacement of security cameras.
- Reconstruction of Howard Avenue from 42nd Street to Hillgrove Avenue.
- Reconstruction of 43rd Street from Howard Avenue to Franklin Avenue.
- Resurfaced 48th Street from Fair Elms to Wolf Road.
- Resurfaced 43rd Street from Wolf Road to Johnson Avenue.
- Resurfaced Clausen Avenue from Burlington to 47th Street.
- Resurfaced Howard Avenue from 45th Street to 46th Street.
- Resurfaced Franklin Avenue and Johnson Avenue from 47th Street to 48th Street.
- Resurfaced 52nd Place from Caroline Avenue to Howard Avenue.

- Implemented online mapping for ROW sales, Emerald Ash Borer and FEMA Floodplain.
- Development of annual roadway report.
- Coordinated communication with Cook County Highway Department and Forest Preserve District for a bike path and crossing at Ogden Avenue and Wolf Road.
- Continued emerald ash borer treatment and evaluation program.
- Coordinated with residents on implementation of community garden at 5424 Fair Elms Avenue.
- Finalized and implemented ADA Transition Plan.
- Completed rehabilitation of windows at Historic Water Tower.
- Implemented MWRDGC watershed management ordinance and became an authorized municipality.
- Purchased new Caterpillar backhoe.

Key Initiatives 2015

- Conduct \$1 million resurfacing program (review of project locations ongoing).
- Continue investigation and planning into possible bike path at Ogden Avenue and Hillgrove Avenue.
- Continue emerald ash borer treatment and evaluation program.
- Update ADA Transition Plan.
- Update Storm Water Information on Village website.
- Conduct facilities study for Village Hall.
- Conduct rehabilitation of fire house roof.

Municipal Services-Public Works EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$645,110	\$659,361	\$659,361	\$698,407	\$718,857	\$59,496	9.02%
Contractual Expenditures	\$831,289	\$994,320	\$989,320	\$809,255	\$956,200	(\$33,120)	-3.35%
Commodities Expenditures	\$228,387	\$253,450	\$253,450	\$263,700	\$286,450	\$33,000	13.02%
Total Operating Budget	\$1,704,786	\$1,907,131	\$1,902,131	\$1,771,362	\$1,961,507	\$59,376	3.12%
Transfer to Other Funds	\$359,060	\$367,260	\$367,260	\$356,850	\$353,790	(\$13,470)	-3.67%
Capital Expenditures	\$769,093	\$1,260,816	\$1,302,971	\$1,168,508	\$1,066,900	(\$236,071)	-18.12%
Total Budget	\$2,832,939	\$3,535,207	\$3,572,362	\$3,296,720	\$3,382,197	(\$190,165)	-5.32%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$1,511,327	\$1,627,748	7.7
Capital Improvement Fund	509,275	229,900	(54.9%)
MFT/Infrastructure Fund	451,760	468,290	4%
Commuter Fund			
Recreation Fund			
Public Benefit			
Water/Sewer Fund			
Roadway Construction	1,100,000	1,056,259	(4%)
CBD Parking Lot			
ROW Grant Fund			
Outside Grants/Donations			
TOTAL	\$3,572,362	\$3,382,197	(5.32%)

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$59,496
2. Increase in General Engineering	15,000
3. Increase in Inspectional Engineering	27,000
4. Increase in Engineering Studies	30,000
5. Decrease in Design Engineering	(9,100)
6. Decrease in Gasoline	(20,000)
7. Decrease in Testing Services	(3,900)
8. Increase in Interior Maintenance	5,380
9. Increase in Repair Materials	8,000
10. Increase in Disposal	8,500
11. Increase in Training/Conferences	4,000
12. Increase in Salt	25,000
13. Decrease in General Architecture	(102,000)
14. Increase in Utilities	4,000
15. Increase in Electricity	5,000
16. Increase in Street Striping	3,000

TOTAL OPERATING CHANGES **\$59,376**

17. Decrease Transfer to Other Funds	(13,470)
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TOTAL TRANSFER TO OTHER FUNDS **(\$13,470)**

CAPITAL IMPROVEMENT PROJECTS

18. Adjustment to Eliminate FY 2014 Capital	(\$1,302,971)
19. Vehicles (flatbed/Vector repair)	28,900
20. Fuel Storage Tanks	5,000
21. Building Improvements	25,000
22. FY 2015 Roadway Projects	870,000
23. Forestry Equipment	9,500
24. Downtown Improvements	10,000
25. Machinery and Equipment	107,000
26. Office Furniture	11,500

TOTAL CAPITAL PROJECTS CHANGES **(\$236,071)**

TOTAL CHANGES **(\$190,165)**

Municipal Services-Public Works

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$645,110	\$698,407	\$718,857	\$739,765	\$761,800
Contractual Expenditures	\$831,289	\$809,255	\$956,200	\$928,200	\$926,200
Commodities Expenditures	\$228,387	\$263,700	\$286,450	\$286,450	\$286,450
Total Operating Budget	\$1,704,786	\$1,771,362	\$1,961,507	\$1,954,415	\$1,974,450
Transfer to Other Funds	\$359,060	\$356,850	\$353,790	\$360,050	\$360,325
Capital Expenditures	\$769,093	\$1,168,508	\$1,066,900	\$1,156,500	\$1,156,500
Total Budget	\$2,832,939	\$3,296,720	\$3,382,197	\$3,470,965	\$3,491,275

RESOURCES FOR CORPORATE PLAN

	FY 2014 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund	\$1,627,748	\$1,647,310	\$1,667,932
Capital Improvement Fund	229,900	191,500	189,500
MFT/Infrastructure Fund	468,290	444,550	444,825
Commuter Fund			
Recreation Fund			
Public Benefit			
Water/Sewer Fund			
Roadway Construction	1,056,259	1,187,605	1,189,018
CBD Parking			
ROW/Grant			
Outside Grants/Donations			
TOTAL	\$3,382,197	\$3,470,965	\$3,491,275

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Continue capital improvements at historical water tower and tower green
- Coordinate with Community Development Department for downtown rehabilitation projects
- Complete rehabilitation of roadway network as committed by referendum
- Upgrade Central Business District lighting to LED

Municipal Services-Water and Sewer

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this programmatic area is to manage the resources of the Water and Sewer Systems to meet the goals and objectives of all the programs in the Department on a financially self-supporting basis; to produce a sufficient quantity of potable water to meet all Village consumption demands; to provide for the continuous supply of potable water in a quantity and at a pressure sufficient to meet both consumer demand and fire flow needs; and to provide and adequately maintain sewerage systems for the collection and disposition of domestic wastes and storm water in order to promote public health and convenience and to minimize the frequency and severity of flooding and pollution.

Budget Overview

This budget provides for the Water and Sewer divisions of the Public Works Department. These divisions perform the essential function of pumping, treating and ensuring the safe distribution of approximately 400 million gallons of potable water annually. This budget also provides for the replacement and maintenance of fire hydrants and water system valves as well as the upkeep of the Water Plant, Wells, and associated equipment, and the materials, laboratory and testing required ensuring the safety and quality of the water supply.

The Sewer Division is responsible for the maintenance of over 40 miles of storm, sanitary, and combined sewers as well as their associated laterals and basins. This work includes periodic cleaning and televising of sewers as well as the replacement and upgrade of deficient structures.



Key Accomplishments 2014

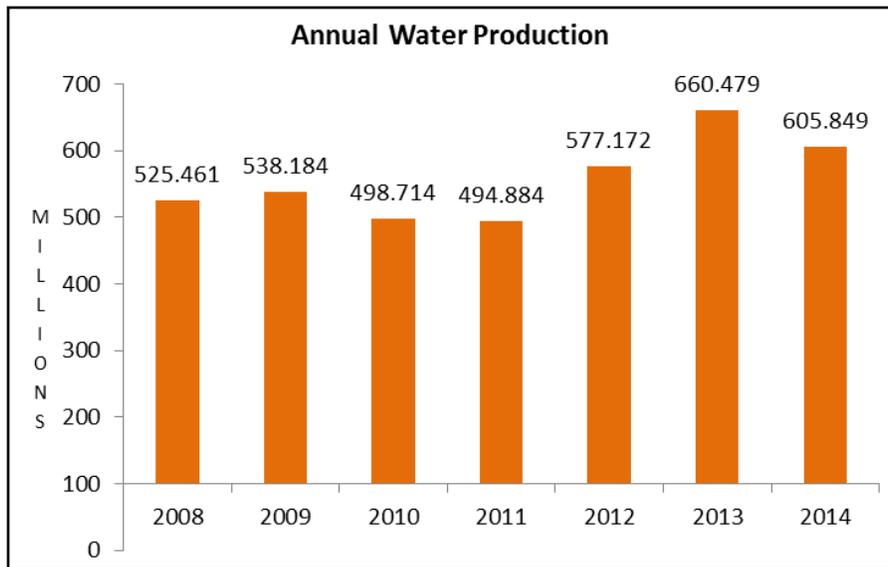
- Designed and rebuilt well house #3.
- Pulled and reconditioned pipe for well #1.
- Completed construction and held open house for water treatment plant.
- Provided engineering recommendations to residents affected by August 22, 2014 storm event.
- Completed approximately 12,000 feet of sewer televising and inspection.
- Constructed new storm sewer on Howard Avenue from 43rd Street to Hillgrove Avenue.
- Relocated all storm inlets on Howard Avenue from 42nd Street to Hillgrove Avenue from combined sewer system.

Key Initiatives 2015

- Pull and recondition pipe from well #3.
- Conduct infrastructure study for Ridgewood subdivision.
- Conduct ice pigging (cleaning) in Ridgewood subdivision.
- Develop 2014 water system infrastructure report.
- Implement automation system at water treatment plant.
- Implement MWRD required 5 year sewer inspection program.
- Implement overland storm water improvements near 5600 Ridgewood Drive.
- Investigate and review pilot program for overhead sewer cost share program.
- Line 1500 feet of 36 inch combined sewer running through Spring Rock Park and under railroad tracks.

Municipal Services-Water and Sewer EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$1,112,567	\$1,040,037	\$1,040,037	\$1,056,933	\$1,121,900	\$81,863	7.87%
Contractual Expenditures	\$796,676	\$803,087	\$803,087	\$584,903	\$925,475	\$122,388	15.24%
Commodities Expenditures	\$369,136	\$366,350	\$366,350	\$450,784	\$500,850	\$134,500	36.71%
Total Operating Budget	\$2,278,379	\$2,209,474	\$2,209,474	\$2,092,620	\$2,548,225	\$338,751	15.33%
Debt Service	\$511,708	\$861,741	\$861,741	\$484,590	\$657,741	(\$204,000)	-23.67%
Capital Expenditures	\$1,796,986	\$306,147	\$356,147	\$502,005	\$683,760	\$327,613	91.99%
Total Budget	\$4,587,073	\$3,377,362	\$3,427,362	\$3,079,215	\$3,889,726	\$462,364	13.49%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	\$3,427,362	\$3,889,726	13.49%
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$3,427,362	\$3,889,726	13.49%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$81,863
2. Decrease in Fencing	(6,000)
3. Decrease in Inspection Engineering	(10,000)
4. Increase in Chemicals	90,000
5. Increase in Design Engineering	39,388
6. Decrease in Disposal Services	(2,000)
7. Increase in Equipment Maintenance Agreements	5,000
8. Increase in Engineering Studies	70,000
9. Decrease in MWRDGC User Charge	(80,000)
10. Increase in Sewer Televising	101,000
11. Increase in Membrane Cartridges	10,000
12. Increase in Contractual Services	6,000
13. Decrease in Commodities	(500)
14. Decrease in Litigation	(1,000)
15. Increase in Water/Sewer Parts	35,000

TOTAL OPERATING CHANGES **\$338,751**

16. Decrease in Debt Service Payments	(204,000)
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TOTAL DEBT SERVICE CHANGES **(\$204,000)**

CAPITAL EXPENSE CHANGES

17. Adjustment to Eliminate FY 2014 Capital	(356,147)
18. Sewer Lining	300,000
19. Vehicles (flatbed/vactor repair)	61,260
20. Ridgewood Sewer Improvements	40,000
21. Fuel Storage Tank	5,000
22. Water Plant Building Improvements	22,250
23. Ice Pigging	30,000
24. Sewer Maintenance	75,000
25. Reconditioning Well #3	150,000

TOTAL CAPITAL CHANGES **\$327,613**

TOTAL CHANGES **\$462,364**

Municipal Services-Water and Sewer THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$1,112,567	\$1,056,933	\$1,121,900	\$1,151,463	\$1,182,746
Contractual Expenditures	\$796,676	\$584,903	\$925,475	\$835,975	\$835,975
Commodities Expenditures	\$369,136	\$450,784	\$500,850	\$500,850	\$500,850
Total Operating Budget	\$2,278,379	\$2,092,620	\$2,548,225	\$2,488,288	\$2,519,571
Debt Service	\$511,708	\$484,590	\$657,741	\$640,595	\$633,030
Capital Expenditures	\$1,796,986	\$502,005	\$683,760	\$707,600	\$638,000
Total Budget	\$4,587,073	\$3,079,215	\$3,889,726	\$3,836,483	\$3,790,601

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	\$3,889,726	\$3,836,483	\$3,790,601
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$3,889,726	\$3,836,483	\$3,790,601

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Disconnect rear yard water services on Rose Avenue and Garden Avenue and relocate to front of homes.
- Continue monitoring for unaccounted water usage.
- Continue planning for residential meter replacement program.
- Paint standpipe and elevated tank exteriors.
- Research well #5 locations.
- Research feasibility of cost share program for overhead sewer installations.
- Rebuild reservoir roof.
- Implement water main lining program.

Municipal Services–Commuter Facilities

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The purpose of this programmatic area is to maintain the railroad commuter station, parking facilities, and related properties in a safe, functional and aesthetically pleasing condition.

Budget Overview

The Burlington Northern Santa Fe Railroad owns a 100 foot right of way containing the railroad tracks. The Village owns and is responsible for all above ground improvements except the tracks and crossings. Most of this budget is devoted to the maintenance of the commuter station, platforms and landscaping.

Key Accomplishments 2014

- Began submittals for Phase I approvals to IDOT for train platforms.
- Began Phase II design of east platforms.
- Painted and refinished steel on train station facility and warming structures.

Key Initiatives 2015

- Completed Phase II design submittals to IDOT, Metra and BNSF.
- Receive approval for designs from IDOT, Metra and BNSF.
- Bid east platform construction.



Municipal Services–Commuter Facilities EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$39,791	\$41,743	\$41,743	\$38,333	\$41,743	\$0	0.00%
Contractual Expenditures	\$61,732	\$221,450	\$221,450	\$110,450	\$349,450	\$128,000	57.80%
Commodities Expenditures	\$6,618	\$9,000	\$9,000	\$7,426	\$9,000	\$0	0.00%
Total Operating Budget	\$108,141	\$272,193	\$272,193	\$156,209	\$400,193	\$128,000	47.03%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$23,430	\$260,500	\$260,500	\$19,704	\$255,500	(\$5,000)	-1.92%
Total Budget	\$131,571	\$532,693	\$532,693	\$175,913	\$655,693	\$123,000	23.09%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund	\$532,693	\$655,693	23.09%
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$532,693	\$655,693	23.09%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase in Design Engineering Study 128,000

TOTAL OPERATING CHANGES \$128,000

CAPITAL IMPROVEMENT PROJECTS

2. Adjustment to Eliminate FY 2014 Capital (\$260,500)

3. Burlington Northern Collection Boxes Replacement 3,500

4. Miscellaneous Equipment 2,000

5. East Platforms 240,000

6. Train Station Interior Repairs 10,000

TOTAL CAPITAL PROJECT CHANGES (\$5,000)

TOTAL CHANGES \$123,000

Municipal Services–Commuter Facilities

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$39,791	\$38,333	\$41,743	\$43,264	\$44,872
Contractual Expenditures	\$61,732	\$110,450	\$349,450	\$151,450	\$71,450
Commodities Expenditures	\$6,618	\$7,426	\$9,000	\$9,000	\$9,000
Total Operating Budget	\$108,141	\$156,209	\$400,193	\$203,714	\$125,322
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$23,430	\$19,704	\$255,500	\$15,500	\$2,215,000
Total Budget	\$131,571	\$175,913	\$655,693	\$219,214	\$2,340,322

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund	\$655,693	\$219,214	\$2,340,322
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$655,693	\$219,214	\$2,340,322

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Complete Quadrants three and four of pedestrian platform reconstruction project.
- Assess design and feasibility of west underpass construction.
- Assess repaving parking facilities along Burlington Avenue, west of Grand Avenue.
- Conduct maintenance on limestone areas at train station due to corrosion.
- Evaluate bicycle storage and parking requirements.
- Review impacts and improvements from Downtown Plan recommendations.

Recreation Program

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

To provide the residents of Western Springs and surrounding communities with healthy, creative and learning experiences whereby people can meet, share and unite in a community of common interests and ideas; and to provide aesthetically pleasing, safe and properly maintained facilities for programs and activities

Budget Overview

The focus of the department is the delivery of programs and services through our employees and independent contractors. 81% of budgeted revenue comes from non-tax dollars generated by contractor agreements, program fees, and various charges.

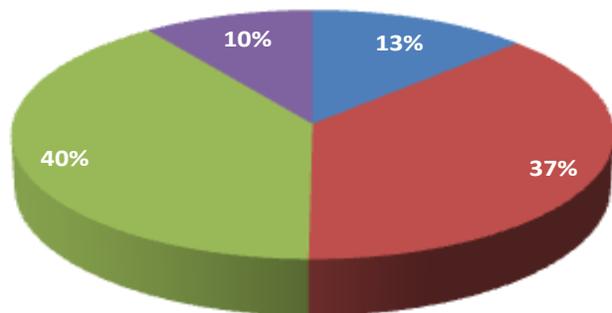
Key Accomplishments 2014

- 2014 budget goals were met.
- 2014 winter session had 6,900 enrollments and 55,545 participant hours.
- 2014 summer session had 3,342 enrollments and 42,943 participant hours.
- 2013 fall session had 3767 enrollments and 17,970 participant hours.
- Lacrosse is the single biggest program grossing \$237,060 in 2014. Tennis is second grossing at \$114,236 for 2014.
- Continued strong participation in all program areas.
- Renovated the playlot and installed a wood floor in the Recreation Center gym.
- Completed replacement of the fascia and soffit at the Grand Avenue Community Center .

Key Initiatives 2015

- Recreation Fund will continue to absorb FICA into operation and not through tax levy.
- Invest in capital projects: Grand Avenue Community Center and Recreation Center have several projects budgeted.
- Build the permanent home for Safety Village at 1500 Walker and prepare for new coordinator position to run the Safety Village programs.

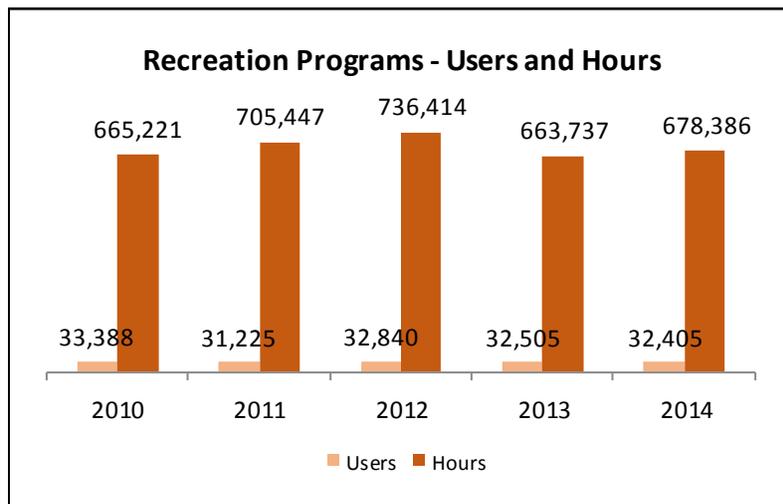
Program Allocation



- Grand Avenue Community Center
- Administration
- Recreation Services
- Recreation Center

Recreation Program EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$620,106	\$629,537	\$629,537	\$609,977	\$633,278	\$3,741	0.59%
Contractual Expenditures	\$590,061	\$602,379	\$631,879	\$580,940	\$693,665	\$61,786	9.78%
Commodities Expenditures	\$131,171	\$172,545	\$173,045	\$152,414	\$167,545	-\$5,500	-3.18%
Total Operating Budget	\$1,341,338	\$1,404,461	\$1,434,461	\$1,343,331	\$1,494,488	\$60,027	4.18%
Transfer to Other Funds	\$117,352	\$111,974	\$111,974	\$116,156	\$64,400	-\$47,574	-42.49%
Capital Expenditures	\$326,621	\$259,000	\$299,000	\$262,403	\$447,000	\$148,000	49.50%
Total Budget	\$1,785,311	\$1,775,435	\$1,845,435	\$1,721,891	\$2,005,888	\$160,453	8.69%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund	\$1,845,435	\$2,005,888	8.69%
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$1,845,435	\$2,005,888	8.69%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$3,741
2. Decrease in Youth Supplies	(4,000)
3. Increase Equipment Maintenance Agreements	2,000
4. Increase in Printed Material	1,000
5. Decrease in Training/Conferences	(500)
6. Increase in Summer Supplies	5,000
7. Increase in Contractual Expenditures	1,286
8. Increase in Landscaping/Lawn Maintenance	2,000
9. Increase in Interior Maintenance	2,000
10. Increase in General Architecture	16,000
11. Increase in Tennis Supplies	4,000
12. Increase in Lacrosse	35,000
13. Increase in Utilities	2,000
14. Decrease in Commodities Expenditures	(500)
15. Increase in Credit Card Fees	1,000
16. Decrease in Interservice Charges	(10,000)

TOTAL OPERATING CHANGES **\$60,027**

17. Decrease in Transfer to Other Funds	(47,574)
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TOTAL TRANSFER TO OTHER FUNDS **(\$47,574)**

CAPITAL IMPROVEMENT PROJECTS

18. Adjustment to Eliminate FY 2014 Capital	(\$299,000)
19. Building Improvements	418,000
20. Park District User Fees	29,000

TOTAL CAPITAL PROJECTS CHANGES **\$148,000**

TOTAL CHANGES **\$160,453**

Recreation Program

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$620,106	\$609,977	\$633,278	\$649,873	\$666,926
Contractual Expenditures	\$590,061	\$580,940	\$693,665	\$676,362	\$679,126
Commodities Expenditures	\$131,171	\$152,414	\$167,545	\$146,751	\$146,751
Total Operating Budget	\$1,341,338	\$1,343,331	\$1,494,488	\$1,472,986	\$1,492,803
Transfer to Other Funds	\$117,352	\$116,156	\$64,400	\$63,350	\$62,300
Capital Expenditures	\$326,621	\$262,403	\$447,000	\$179,000	\$179,000
Total Budget	\$1,785,311	\$1,721,891	\$2,005,888	\$1,715,336	\$1,734,103

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund	\$2,005,888	\$1,715,336	\$1,734,103
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$2,005,888	\$1,715,336	\$1,734,103

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Grand Avenue Community Center improvements over the next three years include re-roofing key sections beginning with the east section, resurface parking lot, and new floor/hallway tiles.
- Recreation Center Improvements over the next three years include new floor/hallway tiles, parking lot work, and re-roofing needs

Police and Fire Pension Funds
PROGRAM/DEPARTMENT BUDGET SUMMARY
FY 2015

MISSION STATEMENT

The purpose of these funds is to accumulate, manage and administrate the funds related to the Police and Fire Pension Funds.

Budget Overview

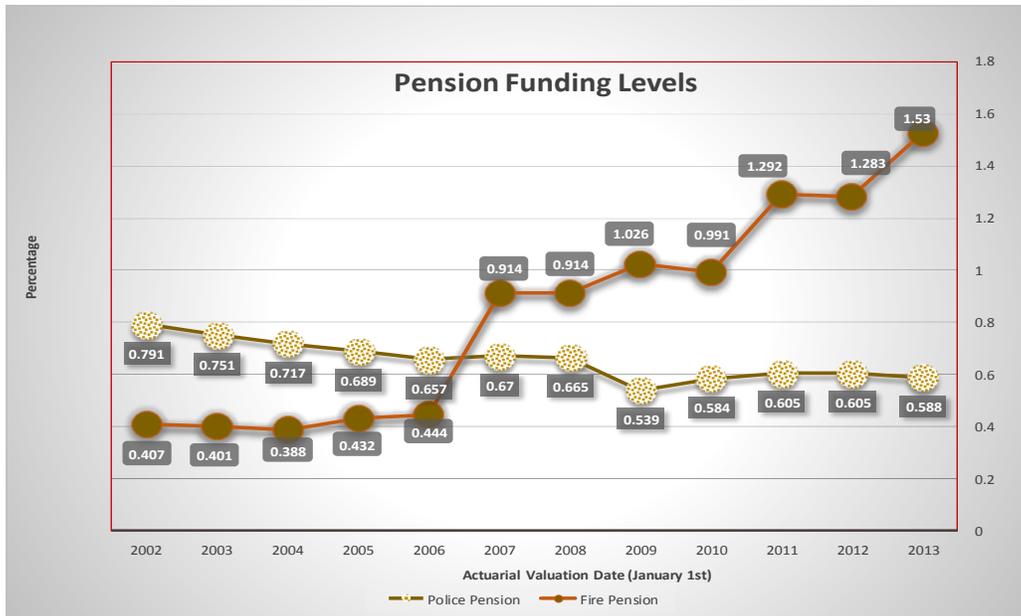
The Police and Fire Pensions are single-employer defined benefit pension plans. The benefits, benefit levels, employee contributions and employer contributions are governed by the Illinois Compiled Statutes and can only be amended by Illinois General Assembly.

The Police Pension members are police sworn personnel. Employees are required to contribute 9.91% of their base salary to the Pension. The Village annually levies a property tax to fund the employer's contribution. Effective January 1, 2011, the fund must be 90% of the total actuarial liabilities of the pension fund by the end of the FY 2040. There are currently 21 vested employees and 21 beneficiaries.

There are no employees covered by the Fire Pension Plan. The Village is required to fund for the beneficiaries as actuarially determined by an enrolled actuary. The only beneficiary is a widow.

Police and Fire Pension EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Beneficiary Benefits	\$1,120,335	\$1,227,138	\$1,227,138	\$1,207,455	\$1,331,501	\$104,363	8.50%
Contractual Expenditures	\$81,842	\$85,780	\$85,780	\$79,388	\$84,940	(\$840)	-0.98%
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Operating Budget	\$1,202,177	\$1,312,918	\$1,312,918	\$1,286,843	\$1,416,441	\$103,523	7.88%
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Budget	\$1,202,177	\$1,312,918	\$1,312,918	\$1,286,843	\$1,416,441	\$103,523	7.88%



RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds	\$1,312,918	\$1,416,441	7.88%
E-911 Fund			
Outside Grants			
TOTAL	\$1,312,918	\$1,416,441	7.88%

ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET

CHANGES FOR OPERATION	AMOUNT
1. Increase in Beneficiary Benefits	\$103,523
TOTAL OPERATING CHANGES	\$103,523
CAPITAL IMPROVEMENT PROJECTS	
Not applicable	
TOTAL CHANGES	\$103,523

Police and Fire Pensions

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Beneficiary Benefits	\$1,120,335	\$1,207,455	\$1,331,501	\$1,371,446	\$1,412,589
Contractual Expenditures	\$81,842	\$79,388	\$84,940	\$88,500	\$89,500
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0
Total Operating Budget	\$1,202,177	\$1,286,843	\$1,416,441	\$1,459,946	\$1,502,089
Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Total Budget	\$1,202,177	\$1,286,843	\$1,416,441	\$1,459,946	\$1,502,089

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds	\$1,416,441	\$1,459,946	\$1,502,089
E-911 Fund			
Outside Grants			
TOTAL	\$1,416,441	\$1,459,946	\$1,502,089

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Monitor investment performance against selected benchmarks.

Special Purpose Reserve Fund
PROGRAM/DEPARTMENT BUDGET SUMMARY
FY 2015

MISSION STATEMENT

The purpose of these funds is to account for funds which represent excess reserves funds from the General Fund. The proceeds are to be used for future capital projects.

Budget Overview

The Special Purpose Reserve Fund has accumulated excess reserves from the General Fund. The Reserves Fund policy requires that the General Fund maintain a reserve of 30% of the current year expenditures. Any excess may be transferred to the Special Purpose Reserve Fund.

EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Contractual Expenditures	\$0	\$0	\$0	\$3,859	\$0	\$0	N/A
Total Operating Budget	\$0	\$0	\$0	\$3,859	\$0	\$0	N/A
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Transfer to Other Funds	\$303,859	\$0	\$100,000	\$102,779	\$100,000	\$0	0.00%
Total Budget	\$303,859	\$0	\$100,000	\$106,638	\$100,000	\$0	0.00%

THREE YEAR CORPORATE RATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2014 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Total Operating Budget	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Transfer to Other Funds	\$303,859	\$102,779	\$100,000	\$400,000	\$150,000
Total Budget	\$303,859	\$102,779	\$100,000	\$400,000	\$150,000



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Thomas Ford Memorial Library

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	APPROVED BUDGET FY 2015
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920 - LIBRARY OPERATING FUND

General Property Tax	\$1,037,910	\$1,086,615	\$1,074,342	\$1,112,494
State Replacement	\$7,620	\$6,800	\$7,844	\$7,800
Total Tax Revenue	\$1,045,530	\$1,093,415	\$1,082,186	\$1,120,294
Federal Grants	\$0	\$0	\$0	\$0
Operating Grants	\$18,747	\$13,300	\$16,219	\$16,200
Total Grants	\$18,747	\$13,300	\$16,219	\$16,200
Charges for Services	\$6,323	\$7,100	\$5,000	\$4,000
Fines	\$20,539	\$23,000	\$24,009	\$24,000
Interest	\$68	\$110	\$44	\$60
Donations	\$7,645	\$3,000	\$1,765	\$3,000
Miscellaneous Revenues	\$2,683	\$1,500	\$6,130	\$2,000
Library Operating Fund	\$1,101,535	\$1,141,425	\$1,135,353	\$1,169,554

925 - LIBRARY SPECIAL REVENUE FUND

Interest	\$3,799	\$500	\$1,691	\$1,500
Donations	\$0	\$0	\$0	\$0
Library Special Revenue Fund	\$3,799	\$500	\$1,691	\$1,500

930 - LIBRARY BUILDING/EQUIPMENT MAINTENANCE FUND

General Property Tax	\$117,439	\$129,805	\$117,000	\$123,940
Interest	\$5	\$10	\$3	\$10
Donation	\$0	\$0	\$0	\$0
Proceed L/T Debt	\$0	\$0	\$0	\$0
Transfers from Other Funds	\$0	\$0	\$0	\$0
Transfers from Reserves	\$33,543	\$0	\$0	\$0
Library Bldg/Equip Maint Fund	\$150,987	\$129,815	\$117,003	\$123,950

Thomas Ford Memorial Library

BUDGET REVENUES

FY 2015

ACCOUNT TITLE	ACTUAL REVENUE FY 2013	AMENDED BUDGET FY 2014	ESTIMATED ACTUAL FY 2014	APPROVED BUDGET FY 2015
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940 - LIBRARY DEBT SERVICE FUND

General Property Tax	\$0	\$0	\$0	\$0
Interest	\$0	\$25	\$0	\$0
Transfers from Other Funds	\$43,320	\$42,320	\$42,320	\$39,775
Library Debt Service Fund	\$43,320	\$42,345	\$42,320	\$39,775

950 - LIBRARY TIMBER TRAILS IMPACT FEES

Interest	\$22	\$0	\$8	\$7
Donation	\$0	\$0	\$0	\$0
Library Timber Trails Impact Fees	\$22	\$0	\$8	\$7

970 - LIBRARY SPECIAL RESERVE FUND

Interest	\$325	\$150	\$131	\$150
Donation	\$0	\$0	\$0	\$0
Transfer with Equity	\$0	\$0	\$0	\$0
Library Special Reserve Fund	\$325	\$150	\$131	\$150

Thomas Ford Memorial Library

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2015

MISSION STATEMENT

The Thomas Ford Library enriches people's lives by providing opportunities to access a vast array of ideas and information, and up-to-date technology, with welcoming, state-of-the art service in a comfortable setting for work, study, meetings, events, and community activities.

Budget Overview

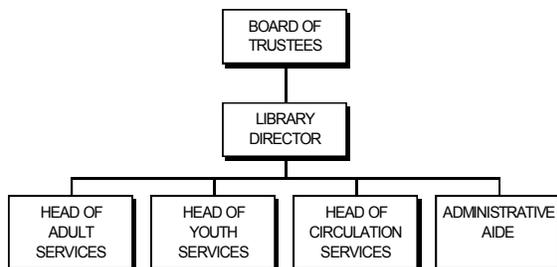
The Library Operating Fund is used to pay the "everyday expenses" of the Library. Revenue sources include property taxes, fees, fines, grants, interest, and gifts. Some of the items paid for from this fund are salaries/benefits, books, CDs, DVDs, insurance, technology, and programming. Other Library funds are Building Maintenance, Capital Reserve, and the Graham Fund (private endowment). The budget for FY14 was balanced. The Library continues to make payments on the ten-year Promissory Note it secured to pay for the new roof and HVAC system that was installed in 2009-10. Building maintenance projects continue to be a priority. In this fiscal year, the Board completed the window replacement project in the Reading Room, which began in 2013. The Library Board of Trustees carefully plans and budgets to cover these and all other necessary expenses so that Western Springs patrons continue to receive excellent Library service in a comfortable, safe facility.

Key Accomplishments 2014

- Increased circulation of Library materials (2.5%).
- Completed Library branding initiative (logo, colors, promotional materials).
- Developed Capital Plan to address current and future needs of the Library building and grounds (with history of completed projects for use by future Boards and staff).
- Instituted ways to increase member satisfaction and convenience.
- Experienced a 37% increase in checkout of ebooks.

Key Initiatives 2015

- Migration of SWAN consortium to new software vendor (SirsiDynix) in April 2015.
- Development of patron training materials to ease transition to new online catalog.
- Completion of new website (to be launched in latter part of year).
- Creation of core customer service values.
- Coordination of work with Friends/ Foundation to further goals of Library Board.
- Development of protocol and timeline for soliciting member feedback.



Thomas Ford Memorial Library EXPENDITURES

	A. FY 2013 ACTUAL	B. FY 2014 APPROVED BUDGET	C. FY 2014 AMENDED BUDGET	D. FY 2014 ESTIMATED ACTUAL	E. FY 2015 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$800,232	\$816,105	\$816,105	\$804,179	\$837,050	\$20,945	2.57%
Contractual Expenditures	\$181,859	\$182,650	\$182,650	\$155,776	\$180,075	(\$2,575)	-1.41%
Commodities Expenditures	\$21,455	\$24,300	\$24,300	\$23,238	\$22,800	(\$1,500)	-6.17%
Total Operating Budget	\$1,003,546	\$1,023,055	\$1,023,055	\$983,193	\$1,039,925	\$16,870	1.65%
Transfer to Other Funds	\$76,863	\$67,320	\$67,320	\$42,320	\$64,775	(\$2,545)	-3.78%
Debt Service	\$42,655	\$42,320	\$42,320	\$40,189	\$39,775	(\$2,545)	0.00%
Contingency	\$0	\$42,700	\$42,700	\$0	\$44,045	\$1,345	0.00%
Capital Expenditures	\$158,163	\$173,925	\$173,925	\$154,973	\$175,425	\$1,500	0.86%
Total Budget	\$1,281,227	\$1,349,320	\$1,349,320	\$1,220,675	\$1,363,945	\$14,625	1.08%

RESOURCES FOR BUDGET

	FY 2014 AMENDED BUDGET	FY 2015 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Library Funds	\$1,349,320	\$1,363,945	1.08%
TOTAL	\$1,349,320	\$1,363,945	1.08%

**ANALYSIS OF CHANGE
FROM 2014 AMENDED BUDGET TO 2015 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustments	\$20,945
2. Decrease in Architecture and Interior Maintenance	(1,400)
3. Increase in Supplies	1,000
4. Decrease in Professional Services	(500)
5. Increase in Various Contractual Services	325
6. Decrease in Building Supplies	(2,000)
7. Decrease in Postage	(500)
8. Decrease in Training	(800)
9. Decrease in Unemployment Compensation	(200)
TOTAL OPERATING CHANGES	\$16,870
CAPITAL IMPROVEMENT PROJECTS	
10. Increase in Periodicals, Subscriptions, CD's, etc.	\$1,500
11. Decrease in Debt Service	(2,545)
12. Decrease in Transfers to Other Funds	(2,545)
13. Increase in Contingency	1,345
TOTAL CAPITAL PROJECTS CHANGES	(2,245)
TOTAL CHANGES	\$14,625

Thomas Ford Memorial Library

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2013 ACTUAL	FY 2014 ESTIMATED ACTUAL	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$800,232	\$804,179	\$837,050	\$861,879	\$887,716
Contractual Expenditures	\$181,859	\$155,776	\$180,075	\$180,075	\$180,075
Commodities Expenditures	\$21,455	\$23,238	\$22,800	\$22,800	\$22,800
Total Operating Budget	\$1,003,546	\$983,193	\$1,039,925	\$1,064,754	\$1,090,591
Transfer to Other Funds	\$76,863	\$42,320	\$64,775	\$65,781	\$65,750
Debt Service	\$42,655	\$40,189	\$39,775	\$40,781	\$40,750
Contingency	\$0	\$0	\$44,045	\$44,045	\$44,045
Capital Expenditures	\$158,163	\$154,973	\$175,425	\$150,000	\$150,000
Total Budget	\$1,281,227	\$1,220,675	\$1,363,945	\$1,365,361	\$1,391,136

RESOURCES FOR CORPORATE PLAN

	FY 2015 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Library Fund	\$1,363,945	\$1,365,361	\$1,391,136
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$1,363,945	\$1,365,361	\$1,391,136

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Development of a financial plan to increase Library's reserves.
- Evaluation and rebuilding of website.
- Investigation of outside funding sources to decrease library's dependency on property taxes.

Village of Western Springs

BUDGET GLOSSARY

FY 2015

ABATEMENT

A complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments, and service charges.

ACCRUAL BASIS

The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events, and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

ACCUMULATED DEPRECIATION

A contra-asset account used to report the accumulation of periodic credits to reflect the expiration of the estimated service life of fixed assets.

AGENCY FUND

A fund normally used to account for assets held by a government as an agent for individuals, private organizations, or other governments and/or other funds. The agency fund also is used to report the assets and liabilities of Internal Revenue Code, Section 457, deferred compensation plans.

ALLOWANCE FOR UNCOLLECTIBLE

A contra-asset valuation account used to indicate the portion of a receivable not expected to be collected.

ANNUAL BUDGET

A budget applicable to a single fiscal year.

ANNUAL OPERATING BUDGET

See **OPERATING BUDGET**.

APPROPRIATION

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSED VALUATION

A valuation set upon real estate or property by a government as a basis for levying taxes.

ASSESSMENT

(1) The process of making the official valuation of property for taxation. (2) The valuation placed upon property as a result of this process.

BASIS OF ACCOUNTING

A term used to refer to *when* revenues, expenditures, expenses, and transfers and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

BOND

Most often, a written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the security.

BONDED DEBT

The portion of indebtedness represented by outstanding bonds.

BUDGET DOCUMENT

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating governing body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE

A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGET AMENDMENT

A legal procedure utilized by the Village Manager and the Board of Trustees to revise the adopted budget. This can be done at any time during the fiscal year in accordance with the Village's municipal code.

Village of Western Springs

BUDGET GLOSSARY

FY 2015

BUDGETARY CONTROL

The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

BUILDINGS AND BUILDING IMPROVEMENTS

A fixed asset account reflecting the acquisition cost of permanent structures owned or held by a government and the improvements thereon.

CAPITAL EXPENDITURES

Permanent additions to the Village's assets or infrastructure, including the design, construction, or purchase of land, buildings, facilities, or major renovations or equipment costing more than \$25,000 for furniture, equipment and vehicles and \$125,000 for buildings, building improvements and infrastructure, with a life expectancy of one year or greater.

CAPITAL PROJECTS FUND

A fund created to account for financial resources to be used for the acquisition of construction of major capital facilities (other than those financed by proprietary funds and trust funds).

CASH BASIS

A basis of accounting under which transactions are recognized when cash is received or disbursed.

COMMODITIES

Materials and supplies purchased for use in Village operations.

COMPENSATED ABSENCES

Absences, such as vacation, illness, and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, postretirement benefits, deferred compensation, or other long-term fringe benefits, such as group insurance and long-term disability pay.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)

The official annual report of a government. GAAP mandates a complete set of basic financial statements, including accompanying note disclosures, as well as the presentation of certain required supplementary information (RSI). At a minimum, every CAFR comprises three basic sections (in addition to the report cover, title pages, and table of contents):

- The introductory section provides general information on the government's structure and the services it provides.
- The financial section contains the basic financial statements and RSI (including management's discussion and analysis), as well as the independent auditor's report. In addition, the financial section provides information on each individual fund and component unit for which data are not provided separately within the basic financial statements. The financial section also may include supplementary information of interest to financial statement users.
- The statistical section provides a broad range of financial and demographic information useful in assessing a government's economic condition, much of it in the form of ten-year trend data.

CONTRACTUAL SERVICES

Services provided to the Village.

DEBT

An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants, and notes.

DEBT SERVICE FUND

A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFICIT

(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

DEPRECIATION

(1) Expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process the entire cost of the asset is ultimately charged off as an expense.

Village of Western Springs

BUDGET GLOSSARY

FY 2015

DUE FROM OTHER FUNDS

An asset account used to indicate amounts owed to a particular fund for goods sold or services rendered. This account includes only short-term obligations on open account, not interfund loans.

DUE TO OTHER FUNDS

A liability account reflecting amounts owed by a particular fund to another fund for goods sold or services rendered. These amounts include only short-term obligations on open account, not interfund loans.

ENCUMBRANCES

Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENTERPRISE FUND

(1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas, and electric utilities; airports; parking garages; or transit systems). In this case the governing body intends that cost (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EXPENDITURES

Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenues.

EXPENSES

Outflows or other usage of assets or incurrences of liabilities (or a combination of both) from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or central operations.

EQUALIZED ASSESSED VALUATION (EAV)

A method of valuing real estate. The EAV of a

property is used as a base for which to calculate property taxes. In Cook County, where Western Springs is located, the EAV is equal to 33% (on average) of the market value of the property.

FISCAL YEAR

The time period designated by the Village signifying the beginning and ending period of recording financial transactions. The Village of Western Springs has specified January 1 through December 31 as its fiscal year.

FUND

A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and charges therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

The difference between fund assets and fund liabilities of governmental and similar trust funds.

FUND TYPE

Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

GAAP ADJUSTMENT

The reconciling difference on the Fund Summary pages between bottom line financial status change (fund balance) from the budget perspective and the change from an accounting perspective. The reasons for the differences are generally explained in the section of the budget entitled "Basis of Accounting."

GENERAL FUND

The fund used to account for all financial resources, except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPALS (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted

Village of Western Springs

BUDGET GLOSSARY

FY 2015

accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GOAL

A broad statement of policy which sets the general direction for the program; also, an expression of the mission of a program. Goals are long term and are monitored over time.

GOVERNMENTAL FUND TYPES

Funds used to account for the acquisition, use, and balances of expendable financial resources and the related current liabilities, except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund-type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

GRANT

A contribution by a government or other organization to be used or expended for a specified purpose. The grant may be classified as categorical or block, depending upon the amount of discretion allowed the Village.

ILLINOIS MUNICIPAL RETIREMENT FUND (IMRF)

All civilian employees (other than sworn police officers and firefighters) who work 1,000 or more hours per year are mandated by state law to participate in IMRF, which is a statewide agency

charged with the fiduciary responsibility to provide pension and disability benefits. The employee contributes 4.5% of his or her salary and the Village, as employer, contributes an actuarially determined amount, which will be 13.93% as of January 1, 2013.

INCOME

A term used in proprietary fund-type accounting to represent (1) revenue of (2) the excess of revenues over expenses.

INFRASTRUCTURE PROGRAM

A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditures.

INTERFUND TRANSFERS

Monies transferred from one fund to another. Interfund transfers are neither expenses nor revenues. There are two types of interfund transfers: operating transfers and residual transfers of equity.

LAND

A fixed asset account reflecting the cost of land owned by a government.

LEVEL OF BUDGETARY CONTROL

One of the three possible levels of budgetary control and authority to which organizations, programs, activities, and functions may be subject. These levels of budgetary control are (a) appropriated budget, (b) legally authorized nonappropriated budget review and approval process, which is outside the appropriated budget process, or (c) nonbudgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized nonappropriated budget review and approval process, but still are relevant for sound financial management and oversight.

LEVY (PROPERTY TAX LEVY)

(1) (Verb) To impose taxes, special assessments, or service charges for the support of government activities. (2) (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.

Village of Western Springs

BUDGET GLOSSARY

FY 2015

MODIFIED ACCRUAL BASIS

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds, and agency funds are accounted for using the modified accrual basis of accounting.

NONEXPENDABLE TRUST FUND

A trust fund, the principal of which may not be expended. Nonexpendable trust funds are accounted for in essentially the same manner as proprietary funds.

OBJECTIVES

Specific statements with qualities which allow them to be turned into results. Objectives are consistent with goals of the program.

OPERATING BUDGET

Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

OPERATING TRANSFERS

All interfund transfers except residual equity transfers.

OPERATION

A major budgetary category in which expenditures are grouped. Most operations are Village programs, but some budgetary operations are simply logical groupings of accounts to clearly define a programmatic

ic area or to collect similar, relevant expenditure information.

ORDINANCE

A formal legislative enactment by the Board of Trustees having the full force and effect of law within the Village.

OTHER FINANCING SOURCES

Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

OTHER FINANCING USES

Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

OVERLAPPING DEBT

Overlapping debt is debt of a government outside of the financial reporting entity that is supported, at least in part, by the financial reporting entity's taxpayers. Except for special assessment debt, the amount of debt of each taxing unit applicable to the reporting unit is arrived at by (1) determining what percentage of the total assessed value of the overlapping jurisdiction lies within the limits of the reporting unit, and (2) applying this percentage to the total debt of the overlapping jurisdiction. Special assessment debt is allocated on the basis of the ratio of assessment receivable in each jurisdiction, which will be used wholly or in part to pay off the debt, to total assessments receivable, which will be used wholly or in part for this purpose.

PENSION CONTRIBUTION

The amount paid into a pension plan by an employer (or employee), pursuant to the terms of the plan, state law, actuarial calculations, or some other basis for determinations.

PERSONAL SERVICES

Salaries for personnel, not involving the furnishing of material or purchase of equipment. Currently the Village does not include non-salary benefits such as social security or health insurance benefits in the definition of personal services.

Village of Western Springs

BUDGET GLOSSARY

FY 2015

PROGRAM

A major organization group with overall management responsibility for specific operations or within a broad functional area.

PROPRIETARY FUND TYPES

Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position. However, when the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

RATINGS

In the context of bonds, normally an evaluation of credit-worthiness performed by an independent rating service.

REAL ESTATE TAX

Tax which is levied on property according to that property's valuation and tax rate.

REFUNDING BONDS

Bonds issued to retire bonds already outstanding. The refunding bonds may be used to provide the resources for redeeming outstanding bonds, or the refunding bonds may be exchanged with the holders of the outstanding bonds.

RESERVED FUND BALANCE

Those portions of fund balance that are not appropriate for expenditures or that are legally segregated for a specific future use.

RESIDUAL EQUITY TRANSFERS

Nonrecurring or nonroutine transfers of equity between funds (e.g., contribution of enterprise fund or internal service fund capital by the general fund, subsequent return of all or part of such contribution to the general fund, and transfers of residual balances of discontinued funds to the General Fund or a Debt Service Fund).

RETAINED EARNINGS

An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

REVENUES

(1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions, and residual equity transfers. Also, operating transfers in are classified separately from revenues.

SPECIAL REVENUE FUND

A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only require the use of special revenue funds when legally mandated.

TAX LEVY ORDINANCE

An ordinance by means of which taxes are imposed.

TAX RATE

The amount of tax stated in terms of a unit of the tax base (e.g., 25 mills per dollar of assessed valuation of taxable property).

TAXES

Compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

TRUST AND AGENCY FUND

One of the seven fund types in governmental accounting.

TRUST FUNDS

Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.