

Western Springs, Illinois

Operating Budget Fiscal Year 2016

Corporate Plan 2016-2018



Village of Western Springs
TABLE OF CONTENTS
FY 2016

EXECUTIVE SUMMARY

Budget Message	i
List of Officials	1
Organization Chart.....	2
Budget Recapitulation.....	3
Fund Balances - Sources/Uses	13
Revenue Allocation Chart.....	14
Real Estate Property Tax Levy Summary	15
Property Tax Rates	16
Property Tax Allocation Charts.....	18
Description of Major Revenue Sources	19
Revenues-All Funds	21
Sources of Revenue Chart	25
Expenditures By Categories	26
Description of Major Expenditures.....	27

CORPORATE PLAN POLICIES

Corporate Financial Policies	30
------------------------------------	----

PROGRAM BUDGETS

General Government-Administration	45
Support Services-Finance	49
Support Services-Debt Service.....	53
Law Enforcement Services	57
Fire Services	61
Community Development	65
Municipal Services-Public Works	69
Municipal Services-Water and Sewer.....	73
Municipal Services-Commuter Facilities.....	77
Recreation	81
Police and Fire Pension.....	85
Special Purpose Reserve Fund.....	89

THOMAS FORD MEMORIAL LIBRARY

Budget Revenues	90
Budget Summary	92

GLOSSARY	96
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Village Manager's Budget Message

December 14, 2015

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

It is my privilege to present the proposed 2016 Operating Budget and Corporate Plan for the Village of Western Springs. It is the sixteenth 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 2014		Projected FY 2015		Proposed FY 2016	
	Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure
General Fund	\$10,763,811	\$9,595,130	\$10,757,562	\$9,897,281	\$11,229,790	\$11,192,037
Transfer	\$0	\$400,000	\$0	\$1,000,000	\$0	\$0
BNSF Commuter Parking	\$182,807	\$155,494	\$341,442	\$147,740	\$948,167	\$860,614
CBD Parking	\$17,850	\$90	\$17,960	\$90	\$111,500	\$55,250
Water/Sewer	\$3,204,729	\$3,296,244	\$3,396,059	\$3,996,938	\$3,648,629	\$3,591,304
Recreation	\$1,631,580	\$1,700,437	\$1,608,907	\$2,016,396	\$1,758,145	\$1,736,044
Debt Service	\$1,331,585	\$1,300,609	\$1,270,638	\$1,234,012	\$1,262,341	\$1,278,351
MFT/Infrastructure	\$733,067	\$445,550	\$455,571	\$434,669	\$309,855	\$95,000
Capital Improvement	\$407,847	\$1,043,198	\$1,409,455	\$728,091	\$674,500	\$978,915
Roadway Construction	\$4,023	\$1,123,070	\$3,061,794	\$852,326	\$6,145	\$1,068,429
ROW/Grant	\$0	\$0	\$0	\$0	\$144,180	\$79,800
Tax Increment Financing	\$0	\$30,097	\$0	\$3,334	\$0	\$60,000
E-911	\$140,708	\$188,252	\$144,016	\$171,033	\$138,030	\$144,600
Public Benefit	\$4,734	\$76	\$2,622	\$0	\$2,100	\$0
Police and Fire Pensions	\$1,458,927	\$1,291,632	\$1,161,255	\$1,376,049	\$1,890,373	\$1,420,834
Special Purpose Reserve	\$1,025,629	\$102,988	\$1,006,374	\$101,743	\$5,050	\$830,000
Total	\$20,907,298	\$20,668,751	\$24,633,653	\$21,959,701	\$22,128,805	\$23,391,178

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

Village of Western Springs
LIST OF VILLAGE OFFICIALS
FY 2016

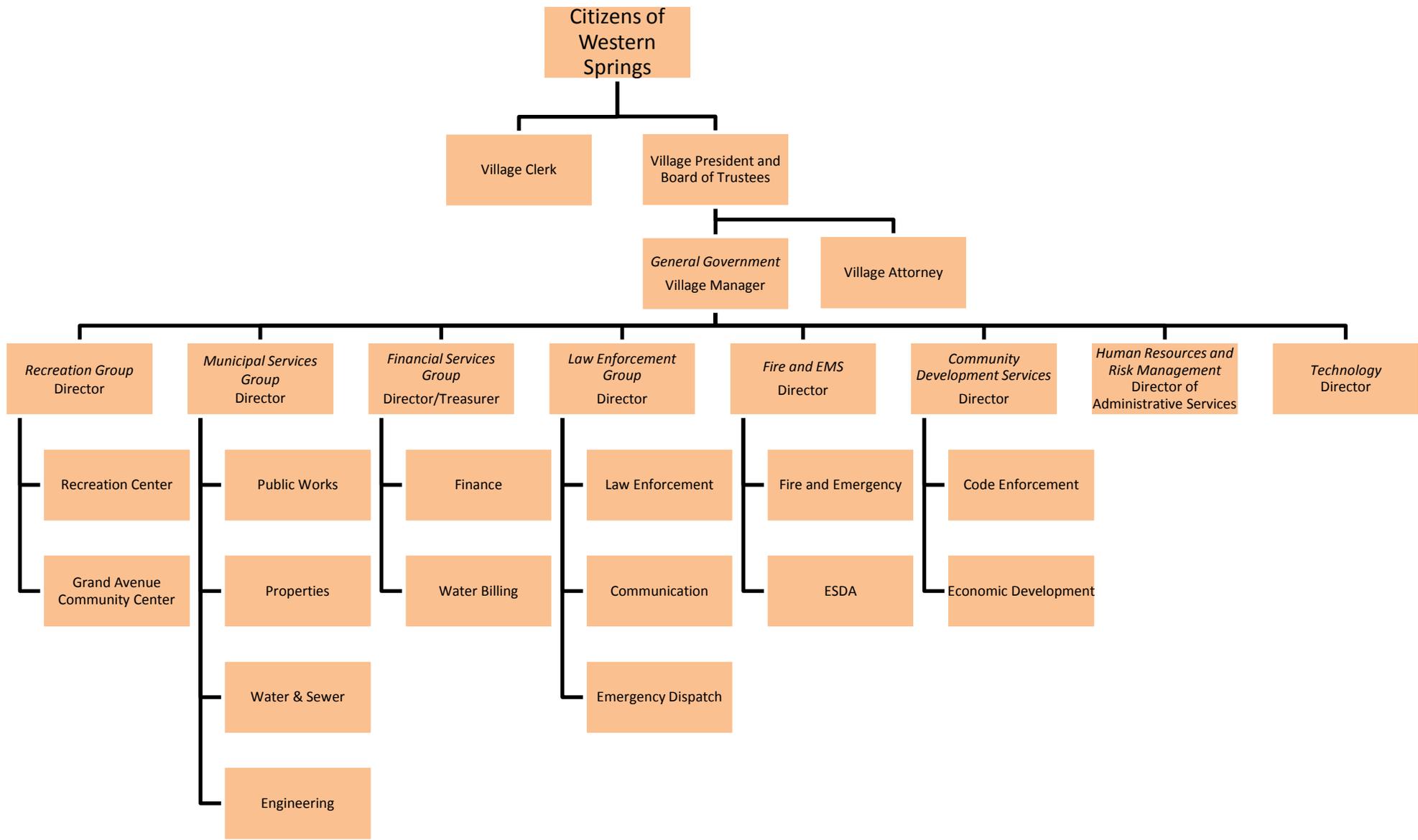
ELECTED OFFICIALS

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

APPOINTED OFFICIALS

Village Manager	Patrick Higgins
Village Attorney	Klein, Thorpe and Jenkins, Ltd.
Director of Administrative Services/Deputy Manager	Ingrid Velkme
Director of Finance/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 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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100—GENERAL FUND

Revenue

Property Taxes	\$4,222,384	\$4,201,500	\$4,314,039	2.17%
General Sales & Use Taxes	1,196,955	1,222,010	1,226,715	2.49%
Income Taxes	1,301,500	1,292,075	1,316,025	1.12%
Utility Taxes	800,000	800,000	1,130,300	41.29%
Licenses & Permits	1,339,500	1,546,587	1,792,025	33.78%
Intergovernmental	289,900	260,905	212,900	-26.56%
Charges for Services	574,296	570,099	573,896	-0.07%
Fines	320,000	325,130	325,000	1.56%
Interest Income	7,100	14,384	7,675	8.10%
Rentals	310,315	310,315	310,315	0.00%
Transfer From E-911 Fund	50,000	50,000	0	-100.00%
Miscellaneous Revenue	20,100	169,529	20,900	3.98%

Total General Fund Revenue	\$10,432,050	\$10,762,534	\$11,229,790	7.65%
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Expenditures

1101100 Board of Trustees	141,955	127,073	141,211	-0.52%
1201100 Administration	1,064,668	1,061,874	1,093,580	2.72%
1202100 Legal	255,000	267,000	225,000	-11.76%
1203100 Management Services	386,170	415,376	406,369	5.23%
1204100 Communications	166,633	158,771	154,010	-7.58%
Subtotal - General Government	<u>\$2,014,426</u>	<u>\$2,030,094</u>	<u>\$2,020,170</u>	0.29%
2101100 Finance	435,222	430,260	452,178	3.90%
Subtotal - Financial Administration	<u>\$435,222</u>	<u>\$430,260</u>	<u>\$452,178</u>	3.90%
3101100 Administration	1,393,001	1,392,161	1,476,140	5.97%
3102100 Patrol Services	1,599,910	1,562,462	1,680,060	5.01%
3103100 Criminal Investigations	349,345	239,635	385,728	10.41%
3104100 Crime Prevention/Youth	132,035	128,139	141,597	7.24%
3105100 Communication/Info Mgmt	359,816	336,612	338,455	-5.94%
3106100 Parking Enf/Ord Control	90,649	88,321	129,586	42.95%
Subtotal - Law Enforcement Services	<u>\$3,924,756</u>	<u>\$3,747,330</u>	<u>\$4,151,566</u>	5.78%
4101100 Administration	139,015	140,633	146,612	5.46%
4102100 R-O-W Maintenance	550,615	541,546	935,714	69.94%
4103100 Vehicle/Equip Maintenance	324,357	301,497	315,182	-2.83%
4104100 Municipal Properties	204,420	204,847	219,595	7.42%
4105100 Forestry	471,301	448,993	500,872	6.27%
Subtotal - Municipal Services	<u>\$1,689,708</u>	<u>\$1,637,516</u>	<u>\$2,117,975</u>	25.35%

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
5101100 Fire Administration	542,262	552,258	564,258	4.06%
5102100 Fire Suppression	230,540	191,370	343,999	49.21%
5103100 Emergency Medical Services	743,829	738,332	660,676	-11.18%
5104100 Training & Public Education	177,590	156,021	135,770	-23.55%
5105100 Fire Prevention	60,436	59,415	79,287	31.19%
5106100 ESDA	10,610	7,030	10,610	0.00%
Subtotal - Fire & Emergency Services	<u>\$1,765,267</u>	<u>\$1,704,426</u>	<u>\$1,794,600</u>	1.66%
5201100 Community Development	678,332	661,874	655,548	-3.36%
Subtotal - Community Development	<u>\$678,332</u>	<u>\$661,874</u>	<u>\$655,548</u>	-3.36%
Total General Fund Expenditures	<u>\$10,507,711</u>	<u>\$10,211,500</u>	<u>\$11,192,037</u>	6.51%
Excess of Revenue (deficiency) over expenditures	(75,661)	551,034	37,753	
Transfer to Special Purpose Reserve Fund	1,000,000	1,000,000	0	
Fund Balance @ 12/31/2014	<u>4,478,393</u>	<u>4,478,393</u>		
Projected Fund Balance @ 12/31/2015	<u>3,402,732</u>	<u>4,029,427</u>	<u>4,029,427</u>	
Projected Fund Balance @ 12/31/2016			<u>\$4,067,180</u>	
210—RECREATION FUND				
Revenue				
Property Taxes	354,404	357,777	359,545	1.45%
Charges for Services	1,193,300	1,101,316	1,155,000	-3.21%
Interest Income	1,500	1,500	1,500	0.00%
Donations	50,000	30,000	5,000	-70.00%
Rentals	218,300	223,100	227,100	4.03%
Total Recreation Fund Revenue	<u>\$1,817,504</u>	<u>\$1,713,693</u>	<u>\$1,758,145</u>	-3.27%
Expenditures				
6601210 Administration	382,662	384,327	397,549	3.89%
Transfer to Debt Service Fund	64,400	64,400	63,360	N/A
6602210 Recreation Services	803,083	770,980	805,721	0.33%
6603210 Building Services	535,775	486,782	228,482	-57.35%
6605210 Grand Avenue Community Center	364,968	312,638	240,932	-33.99%
Total Recreation Fund Expenditures	<u>\$2,150,888</u>	<u>\$2,019,127</u>	<u>\$1,736,044</u>	-19.29%
Excess of Revenue (deficiency) over expenditures	(333,384)	(305,434)	22,101	
Fund Balance @ 12/31/2014	<u>770,073</u>	<u>770,073</u>		
Projected Fund Balance @ 12/31/2015	<u>436,689</u>	<u>464,639</u>	<u>464,639</u>	
Projected Fund Balance @ 12/31/2016			<u>\$486,740</u>	

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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310—CAPITAL IMPROVEMENT FUND

Revenue

Property Taxes	207,700	207,700	207,700	0.00%
Intergovernmental Revenue	-	-	-	N/A
Interest Income	3,800	1,800	1,800	-52.63%
Sale of Village Property/Fixed Assets	115,000	15,000	115,000	0.00%
Insurance Reimbursement	-	-	-	N/A
Proceeds of Long Term Debt	1,475,000	1,100,000	350,000	N/A
Donations/Contributions	-	-	-	N/A

Total Capital Improvement Fund Revenue	\$1,801,500	\$1,324,500	\$674,500	-62.56%
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Expenditure

1101310 Board Of Trustees	3,000	800	1,000	N/A
1201310 Administration	227,726	94,173	5,000	-97.80%
Transfer to Debt Service Fund				
1203310 Management Services	75,000	75,000	75,000	0.00%
2101310 Finance Administration	3,000	3,000	3,000	0.00%
3101310 Police Administration	46,000	46,000	40,000	-13.04%
3102310 Patrol Services	123,000	120,104	99,500	-19.11%
3103310 Criminal Investigations	5,000	5,000	3,795	-24.10%
4101310 Municipal Services	7,500	7,500	7,500	0.00%
4103310 Vehicle/Equipment Maintenance	28,900	28,900	24,420	-15.50%
4104310 Municipal Properties	339,680	159,000	224,000	-34.06%
4105310 Forestry	9,500	9,500	3,500	-63.16%
5101310 Fire Administration	41,500	34,318	40,000	-3.61%
5102310 Fire Suppression	397,500	22,500	420,000	5.66%
5103310 Emergency Medical Services	50,000	53,183	32,200	-35.60%
5201510 Community Development				N/A

Total Capital Improvement Fund Expenditures	\$1,357,306	\$658,978	\$978,915	-27.88%
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Excess of Revenue (deficiency) over expenditures	444,194	665,522	(304,415)
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Fund Balance @ 12/31/2014	672,168	672,168
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Projected Fund Balance @ 12/31/2015	1,116,362	1,337,690	1,337,690
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Projected Fund Balance @ 12/31/2016			\$1,033,275
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Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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320—PUBLIC BENEFIT FUND

Revenue

Interest Income	2,100	4,100	2,100	0.00%
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Total Public Benefit Fund Revenue	\$2,100	\$4,100	\$2,100	0.00%
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Expenditure

2401320 Public Benefit	\$0	\$76	\$0	N/A
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Total Public Benefit Fund Expenditures	\$0	\$0	\$0	N/A
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Excess of Revenue (deficiency) over expenditures	2,100	4,024	2,100	
Fund Balance @ 12/31/2013	86,585	86,585		
Projected Fund Balance @ 12/31/2015	88,685	90,609	90,609	

Projected Fund Balance @ 12/31/2016			\$92,709	
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360—CBD PARKING FUND

Revenue

Sale of Village Property	0	0	93,500	
Permits	18,000	19,000	18,000	0.00%

Total CBD Parking Fund Revenue	\$18,000	\$19,000	\$111,500	N/A
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Expenditure

4501360 Public Parking	\$0	\$45	\$55,250	N/A
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Total CBD Fund Expenditures	\$0	\$45	\$56,250	N/A
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Excess of Revenue (deficiency) over expenditures	18,000	18,955	56,250	
Fund Balance @ 12/31/2014	29,233	29,233		
Projected Fund Balance @ 12/31/2015	47,233	48,188	48,188	

Projected Fund Balance @ 12/31/2016			\$104,438	
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Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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370—MOTOR FUEL TAX FUND

Revenue

Utility Taxes	360,300	360,300	0	-100.00%
MFT Distribution	314,700	175,551	308,805	-1.87%
Interest income	1,050	2,550	1,050	0.00%

Total MFT Fund Revenue	\$676,050	\$538,401	\$309,855	-54.17%
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Expenditures

4102370 R-O-W Maintenance	468,290	470,220	95,000	-79.71%
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Total MFT Fund Expenditures	\$451,760	\$445,025	\$468,290	3.66%
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Excess of Revenue (deficiency) over expenditures	207,760	68,181	214,855	
Fund Balance @ 12/31/2014	1,348,778	1,348,778		
Projected Fund Balance @ 12/31/2015	1,556,538	1,416,959	1,416,959	
Projected Fund Balance @ 12/31/2016			\$1,631,814	

375—ROADWAY CONSTRUCTION FUND

Revenue

General Property Tax	3,746	4,014	4,545	21.33%
Interest Income	1,715	1,765	1,600	-6.71%
Proceeds of Long Term Debt	3,000,000	3,000,000	0	0.00%

Total Roadway Construction Fund Revenue	\$3,005,461	\$3,005,779	\$6,145	N/A
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Expenditures

4102375 Roadway Construction	1,108,259	1,108,505	1,068,429	-3.59%
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Total Roadway Construction Fund Expenditures	\$1,108,259	\$1,108,505	\$1,068,429	N/A
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Excess of Revenue (deficiency) over expenditures	1,897,202	1,897,274	-1,062,284	
Fund Balance @ 12/31/2014	21,669	21,669		
Projected Fund Balance @ 12/31/2015	1,918,871	1,918,943	1,918,943	
Projected Fund Balance @ 12/31/2016			\$856,659	

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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380—ROW/GRANT FUND

Transfer from Special Purpose Reserve Fund			80,000	
Grants	\$0	\$0	64,180	N/A
Total ROW/GRANT Fund Revenue	\$0	\$0	\$144,180	N/A
Expenditures				
4102280 ROW/GRANT	0	0	79,800	N/A
Total ROW/GRANT Fund Expenditures	\$0	\$0	\$79,800	N/A
Excess of Revenue (deficiency) over expenditures	0	0	64,380	
Fund Balance @ 12/31/2014	21,669	21,669		
Projected Fund Balance @ 12/31/2015	21,669	21,669	21,669	
Projected Fund Balance @ 12/31/2016			\$86,049	

390—TAX INCREMENT FINANCING DISTRICT

Revenue	0	0	0	N/A
Total TIF District	\$0	\$0	\$0	N/A
Expenditures				
5201390 Community Development	100,000	3,300	60,000	N/A
Total Debt Service Fund Expenditures	\$100,000	\$3,300	\$60,000	N/A
Excess of Revenue (deficiency) over expenditures	(100,000)	(3,300)	(60,000)	
Fund Balance @ 12/31/2014	(30,097)	(30,097)		
Projected Fund Balance @ 12/31/2015	(130,097)	(33,397)	(33,397)	
Projected Fund Balance @ 12/31/2016			(\$93,397)	

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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410—DEBT SERVICE FUND

Revenue

Property Taxes	799,373	799,373	838,881	4.94%
Interest Income	60	60	60	0.00%
Transfer From Motor Fuel Tax Fund	353,790	353,790	360,050	1.77%
Transfer From Recreation Fund	64,400	64,400	63,350	N/A
Transfer From Capital Improvement Fund	64,126	64,126	0	-100.00%

Total Debt Service Fund Revenue	\$1,281,749	\$1,281,749	\$1,262,341	-1.51%
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Expenditures

2301410 General Obligation Debt	1,232,338	1,232,338	1,278,351	3.73%
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Total Debt Service Fund Expenditures	\$1,232,338	\$1,232,338	\$1,278,351	3.73%
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Excess of Revenue (deficiency) over expenditures	49,411	49,411	(16,010)	
Fund Balance @ 12/31/2014	255,406	255,406		
Projected Fund Balance @ 12/31/2015	304,817	304,817	304,817	

Projected Fund Balance @ 12/31/2016			\$288,807	
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510/515—WATER/SEWER FUND

Revenue

Property Taxes	103,008	103,008	110,629	7.40%
Charges/User Fees	3,182,500	3,182,500	3,537,500	11.15%
Interest Income	500		500	0.00%
IEPA Loan—Water Plant	0	200,481	0	N/A

Total Water/Sewer Fund Revenue	\$3,286,008	\$3,485,989	\$3,648,629	11.04%
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Expenditures

2501510 Water Bond & Interest	722,798	712,383	711,320	-1.59%
4301510 Water Administration	305,088	304,181	288,077	-5.58%
4302510 Water Production	1,118,707	1,109,033	1,168,349	4.44%
4303510 Water Distribution	769,666	690,665	425,706	-44.69%
4304510 Water Meter Reading	114,005	103,731	108,434	-4.89%
2502515 Sewer Bond & Interest	55,643	55,643	55,643	0.00%
4401515 Sewer Administration	200,659	200,116	198,006	-1.32%
4402515 Sewer Maintenance	917,865	918,640	635,769	-30.73%

Total Water/Sewer Fund Expenditures	\$4,204,431	\$4,094,392	\$3,591,304	-14.58%
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Excess of Revenue (deficiency) over expenditures	(\$918,423)	(\$608,403)	\$57,325	
Cash @ 12/31/2014		\$185,980	(\$422,423)	
Projected Cash @ 12/31/2015		(\$422,423)	(\$365,098)	
Projected Cash @ 12/31/2016				

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT- CHANGE Budget to Budget
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590—BURLINGTON NORTHERN FUND

Revenue

Property Taxes	4,818	4,818	5,167	7.24%
Intergovernmental Revenue	240,000	46,910	0	N/A
Charges for Services	190,000	190,000	190,000	0.00%
Rental	3,000	3,000	3,000	0.00%
Transfer from Special Purpose Reserve Fund	100,000	100,000	750,000	650.00%

Total Burlington Northern Fund Revenue	\$537,818	\$344,728	\$948,167	76.30%
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Expenditures

4201590 Accounting/Collections	26,643	26,017	27,290	2.43%
4202590 B/N Municipal Services	655,693	411,712	833,324	27.09%

Total Burlington Northern Fund Expenditures	\$682,336	\$437,729	\$860,614	26.13%
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Excess of Revenue (deficiency) over expenditures	(\$144,518)	(\$93,001)	\$87,553	
Cash @ 12/31/2014		(\$269,588)	(\$362,589)	
Projected Cash @ 12/31/2015		(\$362,589)		
Projected Cash @ 12/31/2016			(\$275,036)	

595—E-911 FUND

Revenue

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

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

3111595 E-911 Operation	194,600	200,043	144,600	-25.69%
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Total E 911 Fund Expenditures	\$194,600	\$200,043	\$144,600	-25.69%
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Excess of Revenue (deficiency) over expenditures	(\$56,570)	(\$62,013)	(\$6,570)	
Cash @ 12/31/2014		\$113,340	\$51,327	
Projected Cash @ 12/31/2015		\$51,327		
Projected Cash @ 12/31/2016			\$44,757	

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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640—SPECIAL PURPOSE RESERVE FUND

Revenue

Interest Income	1,200	5,055	5,050	N/A
Transfer from General Fund	1,000,000	1,000,000	0	N/A

Total Special Purpose Reserve Fund Revenue	\$1,001,200	\$1,005,055	\$5,050	N/A
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Expenditures

Administration	0	1,775	0	N/A
Transfer To ROW Fund	0	0	80,000	
Transfer to Burlington Northern Fund	100,000	100,000	750,000	N/A

Total Special Purpose Reserve Fund Expenditures	\$100,000	\$101,775	\$830,000	N/A
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Excess of Revenue (deficiency) over expenditures	901,200	903,280	(824,950)	
Fund Balance @ 12/31/2014	2,300,762	2,300,762		
Projected Fund Balance @ 12/31/2015	3,201,962	3,204,042	3,204,042	
Projected Fund Balance @ 12/31/2016			\$2,379,092	

660—POLICE PENSION FUND

Revenue

Village Contributions—Property Tax	859,924	859,924	904,024	5.13%
State Replacement Tax	12,000	10,295	12,000	0.00%
Interest Income	773,500	616,529	773,500	0.00%
Employee Contributions	172,300	172,300	189,345	5.13%

Total Police Pension Fund Revenue	\$1,817,724	\$1,659,048	\$1,878,869	3.36%
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Expenditures

Police Pension Beneficiary Benefits	1,394,628	1,357,391	1,399,021	0.31%
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Total Police Pension Fund Expenditures	\$1,394,628	\$1,357,391	\$1,399,021	0.31%
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Excess of Revenue (deficiency) over expenditures	423,096	301,657	479,848	
Net Assets @ 12/31/2014	13,601,957	13,601,957		
Projected Net Assets @ 12/31/2015	14,025,053	13,903,614	13,903,614	
Projected Net Assets @ 12/31/2016			\$14,383,462	

Village of Western Springs
BUDGET RECAPITULATION
FY 2016

	FY 2015 AMENDED BUDGET	FY 2015 ESTIMATED ACTUAL (cash basis)	FY 2016 APPROVED BUDGET	PERCENT CHANGE Budget to Budget
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670—FIRE PENSION FUND

Revenue

Village Contributions—Property Tax	10,000	10,000	10,000	0.00%
Interest Income	2,004	1,504	1,504	-24.95%

Total Fire Pension Fund Revenue	\$12,004	\$11,504	\$11,504	-4.17%
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Expenditures

Fire Pension Beneficiary Benefits	21,813	21,863	21,813	0.00%
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Total Fire Pension Fund Expenditures	\$21,813	\$21,863	\$21,813	0.00%
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Excess of Revenue (deficiency) over expenditures	(9,809)	(10,359)	(10,309)	
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Net Assets @ 12/31/2014	295,915	295,915		
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Projected Net Assets @ 12/31/2015	286,106	285,556	285,556	
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Projected Net Assets @ 12/31/2016			\$275,247	
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Village of Western Springs
FUND BALANCES - SOURCES/USES
FY 2016

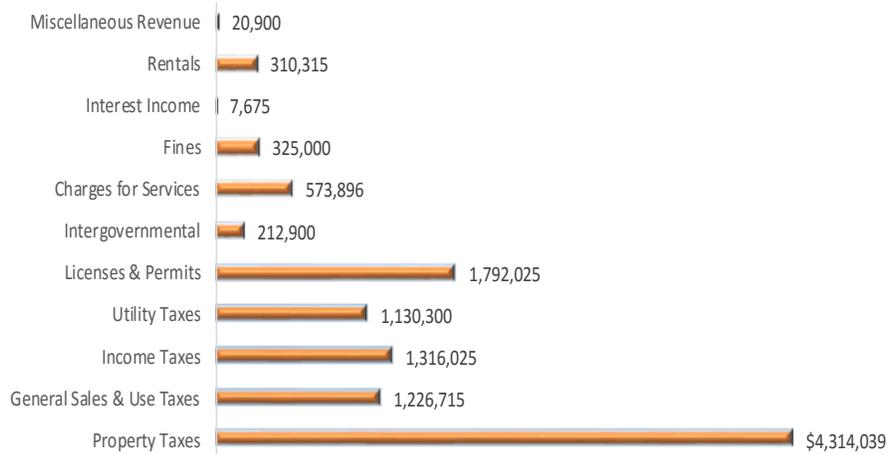
OPERATING FUNDS	Revenue	Expenditures	Addition to - (Reduction from Surplus)
General	\$11,229,790	(\$11,192,037)	\$37,753
Recreation	1,758,145	(1,736,044)	22,101
Debt Service	1,262,341	(1,278,351)	(16,010)
Special Purpose Reserve	5,050	(830,000)	(824,950)
Emergency 911	138,030	(144,600)	(6,570)
Subtotal	\$14,393,356	(\$15,181,032)	(\$787,676)
CAPITAL FUNDS			
Motor Fuel Tax	\$309,855	(95,000)	\$214,855
Tax Increment Financing		(60,000)	(60,000)
Roadway Construction Fund	6,145	(1,068,429)	(1,062,284)
Capital Improvement Fund	674,500	(978,915)	(304,415)
Water and Sewerage	3,648,629	(3,591,304)	57,325
Public Benefit Fund	2,100	0	2,100
Burlington Northern Commuter Parking	948,167	(860,614)	87,553
ROW/Grant Fund	144,180	(79,800)	64,380
CBD Parking Fund	111,500	(55,250)	56,250
Subtotal	\$5,845,076	(\$6,789,312)	(\$944,236)
PENSION FUNDS			
Police Pension	\$1,878,869	(\$1,399,021)	\$479,848
Fire Pension	11,504	(21,813)	(10,309)
Subtotal	\$1,890,373	(\$1,420,834)	\$469,539
Total	\$24,777,247	(\$23,391,178)	(\$1,262,373)

Village of Western Springs

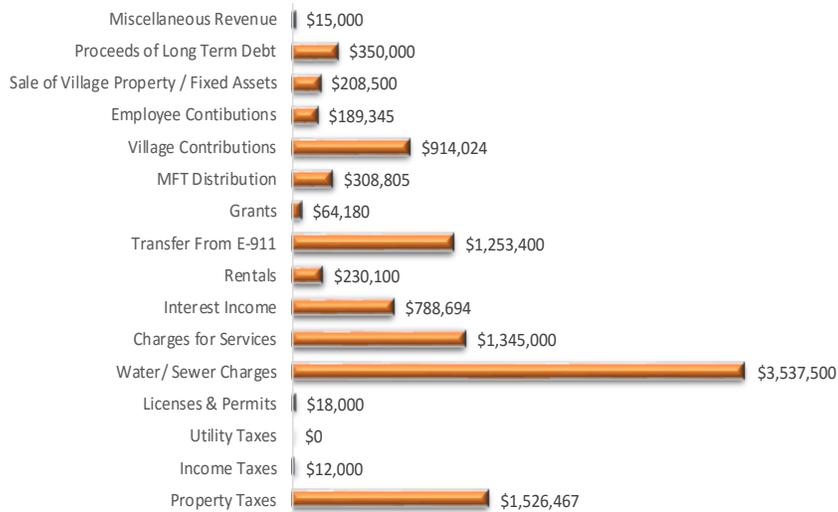
REVENUE ALLOCATION

FY 2016

General Fund Revenue



All Other Funds



Village of Western Springs
2015 PROPERTY TAX LEVY SUMMARY
FY 2016 BUDGET

TAXING AUTHORITY	TOTAL LEVY
Corporate	\$1,079,552
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	217,800
Street Lighting	130,324
Crossing Guards	30,367
Ambulance Service	460,247
Forestry	137,915
Subtotal Corporate Fund Levy	\$3,149,536
 OTHER PROPERTY TAX SUPPORTED FUNDS	
Capital Improvement	\$212,180
Police Pension	902,524
Fire Pension	10,000
Debt Service	823,880
IMRF	415,643
Recreation	210,120
Recreation for Handicapped - SEASPAR	112,221
Subtotal Other Property Tax Supported Funds	\$2,686,568
 TOTAL PROPERTY TAX LEVY	 \$5,836,104
 THOMAS FORD MEMORIAL LIBRARY TAX LEVY	
Library Operation	\$1,079,700
Library Building & Sites	128,550
IMRF	69,550
TOTAL THOMAS FORD MEMORIAL LIBRARY LEVY	\$1,277,800
 COMBINED VILLAGE AND LIBRARY LEVY	 \$7,113,904

Village of Western Springs

PROPERTY TAX RATES

FY 2016

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

		2012 LEVY ACTUAL		2013 LEVY ACTUAL	
Equalized Assessed Valuation (EAV)		\$595,459,035		\$563,356,546	
Percent Change in EAV		-6.43%		-5.39%	
Village Tax Receipts per \$1 M in EAV		\$9,224		\$9,949	
Percent Change in Tax Receipts		9.471%		7.853%	
VILLAGE OF WESTERN SPRINGS		Tax Rate	Gross Taxes	Tax Rate	Gross Taxes
Corporate Levy		0.1523	\$906,871	0.1666	\$938,589
Garbage		0.0226	\$134,456	0.0246	\$138,490
IMRF/FICA		0.0747	\$444,733	0.0722	\$406,578
Street & Bridges		0.0494	\$294,124	0.0538	\$302,948
Public Benefit		0.0000	\$0	0.0000	\$0
Fire Protection		0.0542	\$322,994	0.0591	\$332,684
Police Protection		0.0473	\$281,407	0.0515	\$289,849
Civil Defense		0.0005	\$3,070	0.0006	\$3,162
Auditing		0.0043	\$25,435	0.0047	\$26,198
Liability Insurance		0.0383	\$228,325	0.0417	\$235,175
Street Lighting		0.0212	\$126,528	0.0231	\$130,324
Crossing Guards		0.0050	\$29,483	0.0054	\$30,367
Ambulance		0.0750	\$446,842	0.0817	\$460,247
Forestry		0.0225	\$133,898	0.0245	\$137,915
	Subtotal	0.5673	\$3,378,166	0.6093	\$3,432,526
Debt Service		0.1425	\$848,687	0.1505	\$848,096
	Subtotal	0.1425	\$848,687	0.1505	\$848,096
Police Pension		0.1216	\$723,843	0.1390	\$782,813
Fire Pension		0.0010	\$6,180	0.0011	\$6,000
	Subtotal	0.1226	\$730,023	0.1400	\$788,813
Recreation		0.0353	\$210,121	0.0373	\$210,120
Handicapped Fund		0.0191	\$113,488	0.0200	\$112,885
	Subtotal	0.0543	\$323,609	0.0573	\$323,005
Capital Improvement		0.0356	\$212,180	0.0377	\$212,180
	Subtotal	0.0356	\$212,180	0.0377	\$212,180
TOTAL VILLAGE TAX RATE		0.9224	\$5,492,665	0.9949	\$5,604,620
THOMAS FORD LIBRARY					
Library Operations		0.1624	\$966,747	0.1789	\$1,007,980
Liability Insurance		0.0019	\$11,227	0.0022	\$12,500
Library Building and Sites		0.0200	\$118,892	0.0200	\$112,671
IMRF		0.0124	\$74,006	0.0121	\$68,109
	Subtotal	0.1966	\$1,170,872	0.2132	\$1,201,260
TOTAL VILLAGE AND LIBRARY		1.1191	\$6,663,537	1.2081	\$6,805,880

Village of Western Springs

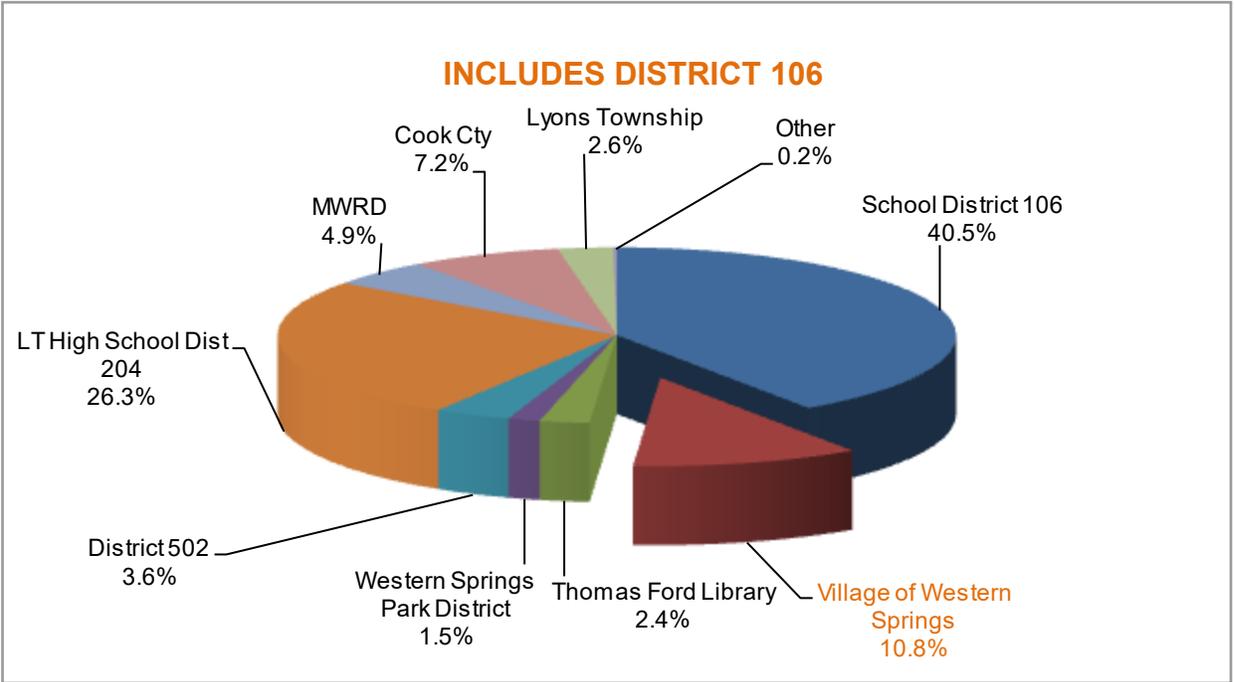
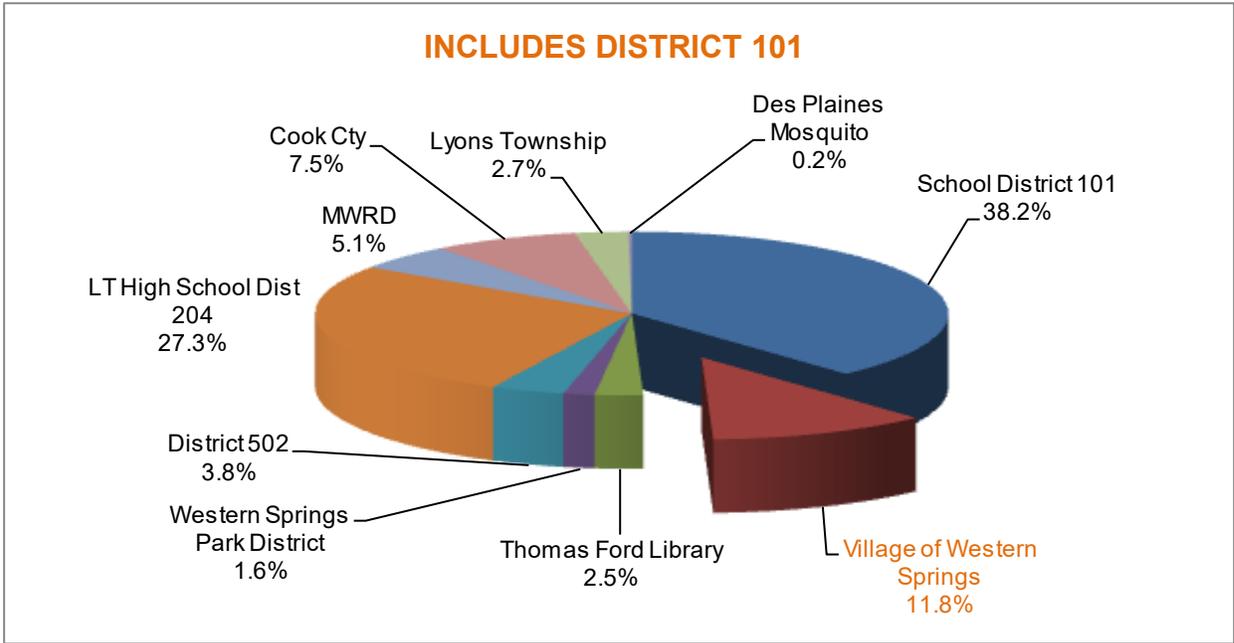
PROPERTY TAX RATES

FY 2016

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

	2014 LEVY ACTUAL		2015 LEVY ESTIMATED	
Equalized Assessed Valuation (EAV)		\$595,143,879		\$642,755,389
Percent Change in EAV		5.64%		8.00%
Village Tax Receipts per \$1 M in EAV		\$9,544		\$9,672
Percentage Change in Tax Receipts		-4.068%		1.340%
VILLAGE OF WESTERN SPRINGS				
	Tax Rate	Gross Taxes	Tax Rate	Gross Taxes
Corporate Levy	0.1725	\$1,026,541	0.1680	\$1,079,552
Garbage	0.0233	\$138,490	0.0233	\$138,490
IMRF	0.0653	\$388,516	0.0698	\$415,643
Street & Bridges	0.0509	\$302,948	0.0509	\$302,948
Public Benefit	0.0000	\$0	0.0000	\$0
Fire Protection	0.0559	\$332,684	0.0559	\$332,684
Police Protection	0.0487	\$289,849	0.0487	\$289,849
Civil Defense	0.0005	\$3,162	0.0005	\$3,162
Auditing	0.0044	\$26,198	0.0044	\$26,198
Liability Insurance	0.0378	\$224,776	0.0366	\$217,800
Street Lighting	0.0219	\$130,324	0.0219	\$130,324
Crossing Guards	0.0051	\$30,367	0.0051	\$30,367
Ambulance	0.0773	\$460,247	0.0773	\$460,247
Forestry	0.0232	\$137,915	0.0232	\$137,915
Subtotal	0.5868	\$3,492,017	0.5856	\$3,565,179
Debt Service	0.1318	\$784,373	0.1384	\$823,880
Subtotal	0.1318	\$784,373	0.1384	\$823,880
Police Pension	0.1442	\$858,424	0.1516	\$902,524
Fire Pension	0.0017	\$10,000	0.0017	\$10,000
Subtotal	0.1459	\$868,424	0.1533	\$912,524
Recreation	0.0353	\$210,120	0.0353	\$210,120
Handicapped Fund	0.0190	\$112,885	0.0189	\$112,221
Subtotal	0.0543	\$323,005	0.0542	\$322,341
Capital Improvement	0.0357	\$212,180	0.0357	\$212,180
Subtotal	0.0357	\$212,180	0.0357	\$212,180
TOTAL VILLAGE TAX RATE	0.9544	\$5,679,999	0.9672	\$5,836,104
THOMAS FORD LIBRARY				
Library Operations	0.1755	\$1,044,282	0.1792	\$1,066,500
Liability Insurance	0.0021	\$12,500	0.0022	\$13,200
Library Building and Sites	0.0192	\$114,166	0.0216	\$128,550
IMRF	0.0115	\$68,337	0.0117	\$69,550
TOTAL LIBRARY TAX RATE	0.2082	\$1,239,285	0.2147	\$1,277,800
TOTAL VILLAGE AND LIBRARY	1.1626	\$6,919,284	1.1819	\$7,113,904

Village of Western Springs
PROPERTY TAX ALLOCATION CHARTS (2014 tax rates)
FY 2016



Village of Western Springs

DESCRIPTION OF MAJOR REVENUE SOURCES

FY 2016

REAL ESTATE PROPERTY TAXES

Property taxes are one of the largest single sources of revenue the Village receives. The proposed 2015 levy in the amount of \$5,836,104 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 2015 levy was a .8% 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 2016 income tax distribution will be marginally higher than the FY 2015 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, 2015, 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 declining, except during extremely warm weather, which causes consumption to increase. An evaluation of the water system is scheduled in FY 2016. The current water and sewer rate is \$10.10 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 2016

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. Some program fees were reviewed and increased 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 2016

ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
100 - GENERAL FUND				
Property Taxes	4,060,490	4,222,384	4,183,049	4,314,039
General Sales & Use Taxes	1,173,657	1,196,955	1,206,126	1,226,715
Income Taxes	1,273,162	1,301,500	1,403,291	1,316,025
Utility Taxes	753,072	800,000	821,763	1,130,300
Total Tax Revenue	7,260,382	7,520,839	7,614,229	7,987,079
Licenses	650,514	639,500	657,344	638,025
Permits	1,008,164	550,000	719,662	1,004,000
Total Licenses & Permits	1,658,679	1,189,500	1,377,006	1,642,025
Intergovernmental Revenues	341,981	343,236	344,002	303,736
General Government Services	45,970	77,200	27,101	32,200
Law Enforcement Services	91,186	91,860	94,791	99,260
Fire and EMS Services	216,664	201,200	228,225	201,100
Inspectional Services	197,565	150,000	157,945	150,000
Public Works Services	156,697	150,700	150,641	150,500
Total Charges for Services	708,083	670,960	658,703	633,060
Grants	28,238	0	2,682	0
Fines	324,484	320,000	324,269	325,000
Interest Income	(57,507)	7,100	16,019	7,675
Rentals	285,063	310,315	287,034	310,315
Miscellaneous Revenues	62,310	20,100	177,498	20,900
Transfer from E-911	50,000	0	0	0
Transfer from Special Purpose Reserve Fund	100,000	0	0	0
General Fund	\$10,761,711	\$10,382,050	\$10,801,442	\$11,229,790
210 - RECREATION FUND				
Property Taxes	365,876	354,404	354,376	359,545
Charges for Services	1,050,257	1,193,300	1,009,287	1,155,000
Interest Income	1,671	1,500	1,149	1,500
Donations	1,000	50,000	30,000	15,000
Rentals	212,776	218,300	214,095	227,100
Recreation Fund	\$1,631,580	\$1,817,504	\$1,608,907	\$1,758,145

Village of Western Springs

BUDGET REVENUES

FY 2016

ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
310 - CAPITAL IMPROVEMENT FUND				
Property Taxes	211,312	207,700	212,988	207,700
Intergovernmental Revenues	48,995		0	0
Interest Income	6,705	3,800	4,316	1,800
Proceeds from Sale of Gen Fixed Assets	119,053	115,000	10,600	115,000
Insurance Reimbursement	21,782		0	0
Long Term Debt Proceeds	0	1,475,000	1,181,552	350,000
Capital Improvement Fund	\$407,847	\$1,801,500	\$1,409,455	\$674,500
320 - PUBLIC BENEFIT FUND				
Interest Income	4,734	2,100	2,622	2,100
Sale of Village Property	0	0	0	93,500
Public Benefit Fund	\$4,734	\$2,100	\$2,622	\$2,100
360 - CBD PARKING				
Permits	17,850	18,000	17,960	18,000
CBD Parking Fund	\$17,850	\$18,000	\$17,960	\$111,500
370 - MOTOR FUEL TAX FUND				
Utility Tax Revenue	300,115	360,300	133,380	0
MFT Distributions	429,933	314,700	320,596	308,805
Interest Income	3,019	1,050	1,595	1,050
Motor Fuel Tax Fund	\$733,067	\$676,050	\$455,571	\$309,855
375 - ROADWAY CONSTRUCTION FUND				
Property Taxes	4,007	3,746	3,060	4,545
Interest Income	16	1,715	11,606	1,600
Proceeds of Long Term Debt	0	3,000,000	3,047,128	0
Roadway Construction Fund	\$4,023	\$3,005,461	\$3,061,794	\$6,145

Village of Western Springs

BUDGET REVENUES

FY 2016

ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
380 - ROW/GRANT FUND				
Grants	0	0	0	64,180
Interfund Transfers	0	0	0	80,000
ROW/Grant Fund	\$0	\$0	\$0	\$144,180
410 - DEBT SERVICE FUND				
Property Taxes	845,093	799,373	788,116	838,881
Interest Income	66	90	64	60
Interfund Transfers	486,426	482,315	482,310	423,400
Debt Service Fund	\$1,331,585	\$1,281,778	\$1,270,491	\$1,262,341
510/515 - WATER/SEWER FUND				
Property Taxes	105,373	103,008	85,103	110,629
Charges for Services	2,824,757	3,182,500	3,064,127	3,537,500
Interest Income	(1,711)	500	2,467	500
Sale of Fixed Assets	9,600	0	0	0
Miscellaneous Revenues	266,709	0	0	0
IEPA Loan–Water Plant	0	0	200,481	0
Water/Sewer Operating Fund	\$3,204,729	\$3,286,008	\$3,352,179	\$3,648,629
590 - BURLINGTON NORTHERN FUND				
Property Taxes	4,955	4,818	4,000	5,167
Intergovernmental Revenues	0	240,000	46,910	0
Charges for Services	174,847	190,000	187,532	190,000
Interest Income	0	0	0	0
Rental	3,000	3,000	3,000	3,000
Interfund Transfers	0	100,000	100,000	750,000
Burlington Northern Fund	\$182,802	\$537,818	\$341,442	\$948,167
595 - EMERGENCY (E911) TELEPHONE FUND				
Surcharge Utility Tax	140,697	138,000	143,988	138,000
Interest Income	11	30	28	30
Emergency (E911) Telephone Fund	\$140,708	\$138,030	\$144,016	\$138,030

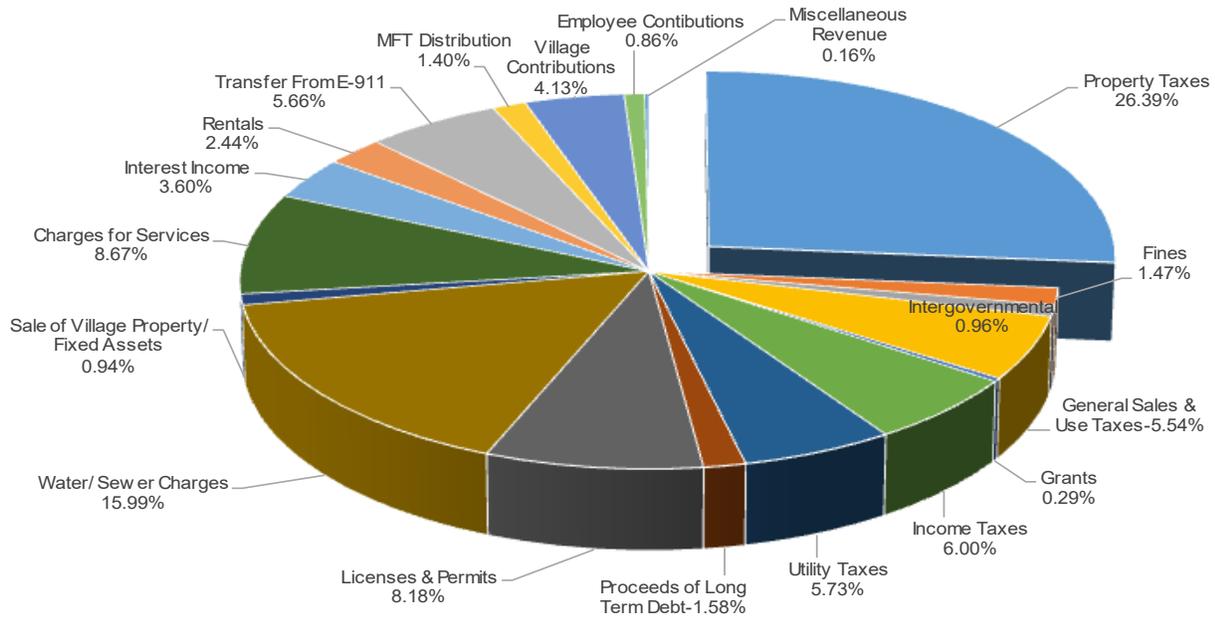
Village of Western Springs

BUDGET REVENUES

FY 2016

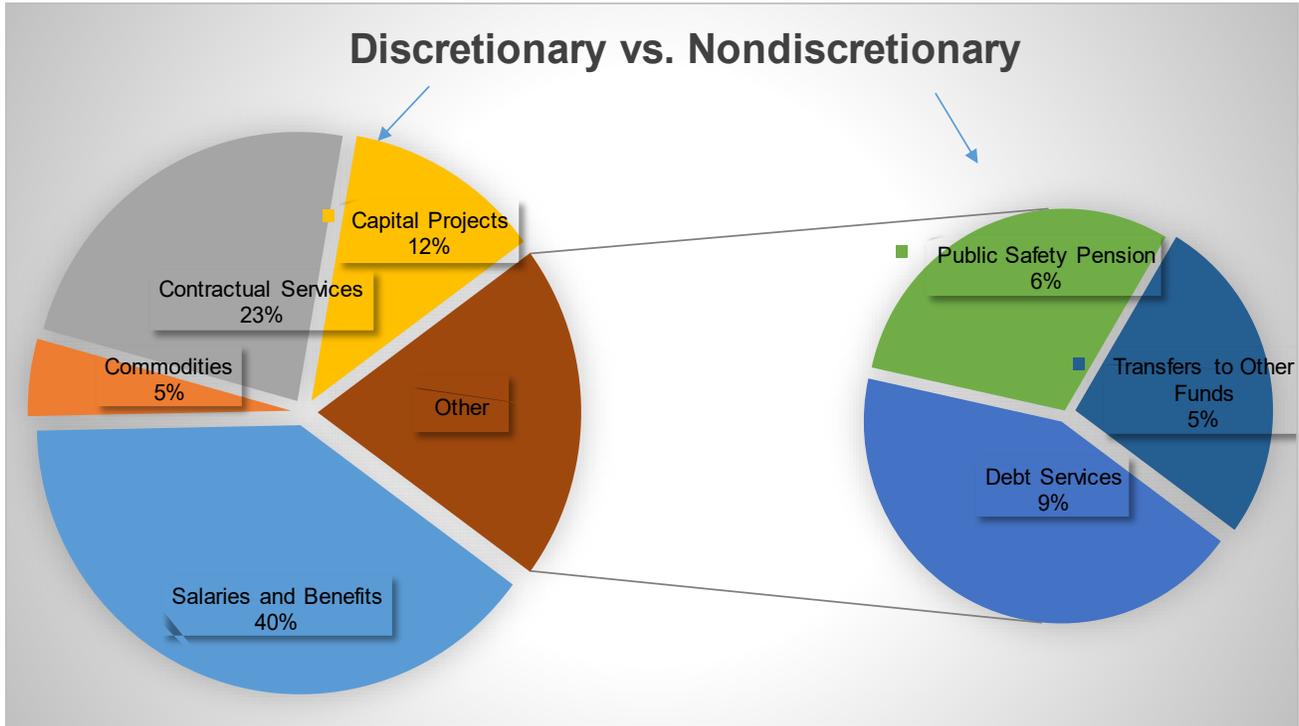
ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
640 - SPECIAL PURPOSE RESERVE FUND				
Interest Income	3,629	1,250	6,374	5,050
Sale of Village Property	622,000	0	0	0
Interfund Transfers	400,000	0	1,000,000	0
Special Purpose Reserve Fund	\$1,025,629	\$1,250	\$1,006,374	\$5,050
660 - POLICE PENSION TRUST FUND				
Village Contributions - Property Tax	782,180	859,924	855,393	904,024
State Replacement Taxes	10,295	12,000	10,975	12,000
Interest Income	493,434	773,500	38,579	773,500
Employee Contributions	165,553	172,300	243,375	189,345
Police Pension Trust Fund	\$1,451,462	\$1,817,724	\$1,148,321	\$1,878,869
670 - FIRE PENSION TRUST FUND				
Village Contributions - Property Tax	5,644	10,000	11,742	10,000
Interest Income	1,821	2,004	1,192	1,504
Fire Pension Trust Fund	\$7,465	\$12,004	\$12,934	\$11,504
Total Revenue	\$20,905,193	\$24,777,277	\$24,633,507	\$22,128,805

Village of Western Springs SOURCES OF REVENUE—ALL FUNDS FY 2016



Revenue Sources	Proposed FY 2016 Budget
Property Taxes	\$5,840,506
Fines	\$325,000
Intergovernmental	\$212,900
General Sales & Use Taxes	\$1,226,715
Grants	\$64,180
Income Taxes	\$1,328,025
Utility Taxes	\$1,268,300
Proceeds of Long Term Debt	\$350,000
Licenses & Permits	\$1,810,025
Water/Sewer Charges	\$3,537,500
Sale of Village Property/Fixed Assets	\$208,500
Charges for Services	\$1,918,896
Interest Income	\$796,369
Rentals	\$540,415
Transfer From E-911	\$1,253,400
MFT Distribution	\$308,805
Village Contributions	\$914,024
Employee Contributions	\$189,345
Miscellaneous Revenue	\$35,900
Total Revenue	\$22,128,805

Village of Western Springs
EXPENDITURES BY CATEGORIES
FY 2016



Discretionary	
Salaries and Benefits	\$9,260,263
Contractual Services	\$5,484,477
Capital Projects	\$2,843,295
Commodities	\$1,083,595

Nondiscretionary	
Debt Services	\$2,045,314
Public Safety Pension	\$1,420,834
Transfer to Other Funds	\$1,253,400

Village of Western Springs

DESCRIPTION OF MAJOR EXPENDITURES

FY 2016

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 2016 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 40% of the total FY 2016 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 12.97% of salaries of the eligible employees. The FY 2016 renewed health insurance plan cost is 6% higher than the FY 2015 plan.

CONTRACTUAL SERVICES

It is Village policy that all contractual service line items be maintained at the same level as FY 2015 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 2016

- **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 2016 Operating Budget are the following operating transfers: a transfer from the Special Purpose Fund to the Burlington Northern Fund to reduce to the fund's deficit and fund engineering and capital costs related to the Downtown Redevelopment Plan; 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; a transfer from the General Fund to cover the annual debt services of Series 2012A and a transfer from the Special Purpose Fund to ROW Grant Fund to cover engineering costs related to the proposed bike path.

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 2016

- **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 pickup trucks, fire truck, computer hardware and software and the 2016 Roadway Improvement Project. The funding sources for capital expenditures are varied but limited. The FY 2016 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.



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Village of Western Springs

CORPORATE FINANCIAL POLICIES

FY 2016

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 2016-2018 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 2016

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 2016 include a 2.75% real estate property tax increase. Property tax projections for years 2 and 3 also assume a 2.5% 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 2016

- 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
FY 2016

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 2016

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.

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2016

- 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
FY 2016

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 2016

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 Aa2.

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 2016

- f) The Director of Finance will determine if a portion of the fund balance should be assigned.
 - 10% of annual operating expenditures
 - 12.5% of annual operating expenditures for contingency purposes.
- 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.

The last audited statements will be utilized in the calculation to determine available cash.
- 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 2.5% annual property tax increase (when legally permissible) as a benchmark when determining the initial assessment for the annual levy.

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.

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

- 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)

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2016

- 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, 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 2016

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 2016

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 2018 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 200 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 and the Timber Trails subdivision. 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

Village of Western Springs
CORPORATE FINANCIAL POLICIES
FY 2016

revenue bonds have been periodically 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 2016

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

4. Fund Assumptions

- a) Projections for FY 2017 and FY 2018 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 2016.

b) Projections for 2017 and 2018 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 2016

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 2016

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.

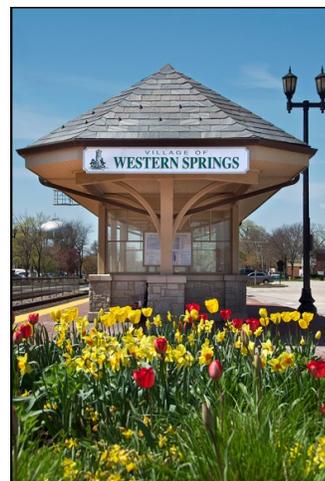
Key Accomplishments 2015

- Conducted the National Citizen Survey of the Village.
- Completed collective bargaining negotiations with the sergeants and police officers.
- Established the Lyons Township Area Communications Center (LTACC) through an Intergovernmental Agreement with the villages of LaGrange and LaGrange Park.
- Hired the Executive Director of LTACC to lead the organization and to work with the communities in establishing the combined dispatch center.

- Completed Phase II of the historic Water Tower entrance rehabilitation project which included a medallion and decorative planters.
- Issued a revised Employee Safety Manual.

Key Initiatives 2016

- Successfully move the existing dispatch function to the newly established LTACC by the fourth quarter of 2016.
- Upgrade NewWorld CAD/RMS software to multi-agency version for the successful migration to consolidated dispatch of LTACC.
- Begin the planning process for the Quasquicentennial of the Historical Water Tower.
- Conduct a facility study of the municipal campus to determine future needs of the Village's operations.



General Government-Governance & Administration EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$793,823	\$744,645	\$736,645	\$697,492	\$742,980	\$6,335	0.86%
Contractual Expenditures	\$1,028,753	\$1,274,081	\$1,312,081	\$1,244,477	\$1,180,890	(\$131,191)	-10.00%
Commodities Expenditures	\$67,913	\$101,300	\$101,300	\$89,300	\$101,300	\$0	0.00%
Total Operating Budget	\$1,890,490	\$2,120,026	\$2,150,026	\$2,031,269	\$2,025,170	(\$124,856)	-5.81%
Transfer to Other Funds	\$463,995	\$64,126	\$1,064,126	\$1,064,126	\$0	(\$1,064,126)	-100.00%
Capital Expenditures	\$60,238	\$106,000	\$106,000	\$104,672	\$76,000	(\$30,000)	-28.30%
Total Budget	\$2,414,723	\$2,290,152	\$3,320,152	\$3,200,067	\$2,101,170	(\$1,218,982)	-36.71%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$3,017,426	\$2,025,170	(32.9%)
Capital Improvement Fund	302,726	76,000	(74.9%)
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Outside Grants			
TOTAL	\$3,320,152	\$2,101,170	(36.71%)

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustments	\$6,335
2. Increase in Professional Services	44,000
3. Decrease in IRMA Contribution and Self Insurance	(14,976)
4. Decrease in Audit	(2,615)
5. Decrease in Training/Conferences	(5,000)
6. Decrease in General Architecture	(50,000)
7. Decrease in Design Engineering	(80,600)
8. Increase in Physical Exams	8,000
9. Decrease in Legal Fees	(30,000)
 TOTAL OPERATING CHANGES	 (\$124,856)
10. Decrease in Transfer to Other Funds	(\$1,064,126)
 TOTAL TRANSFERS TO OTHER FUNDS CHANGES	 (\$1,064,126)
 CAPITAL IMPROVEMENT PROJECTS	
11. Adjustment to Eliminate FY 2015 Capital	(106,000)
12. Computer Replacement Program	76,000
 TOTAL CAPITAL PROJECTS CHANGES	 (\$30,000)
 TOTAL CHANGES	 (\$1,218,982)

General Government-Governance & Administration

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$793,823	\$697,492	\$742,980	\$750,878	\$769,327
Contractual Expenditures	\$1,028,753	\$1,244,477	\$1,180,890	\$1,161,362	\$1,182,154
Commodities Expenditures	\$67,913	\$89,300	\$101,300	\$101,300	\$101,300
Total Operating Budget	\$1,890,490	\$2,031,269	\$2,025,170	\$2,013,540	\$2,052,781
Transfer to Other Funds	\$463,995	\$1,064,126	\$0	\$0	\$0
Capital Expenditures	\$60,238	\$104,672	\$76,000	\$76,000	\$76,000
Total Budget	\$2,414,723	\$3,200,067	\$2,101,170	\$2,089,540	\$2,128,781

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	\$2,025,170	\$2,013,540	\$2,052,781
General Fund Reserve			
Capital Improvement Fund	76,000	76,000	76,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$2,101,170	\$2,089,540	\$2,128,781

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 2016

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.

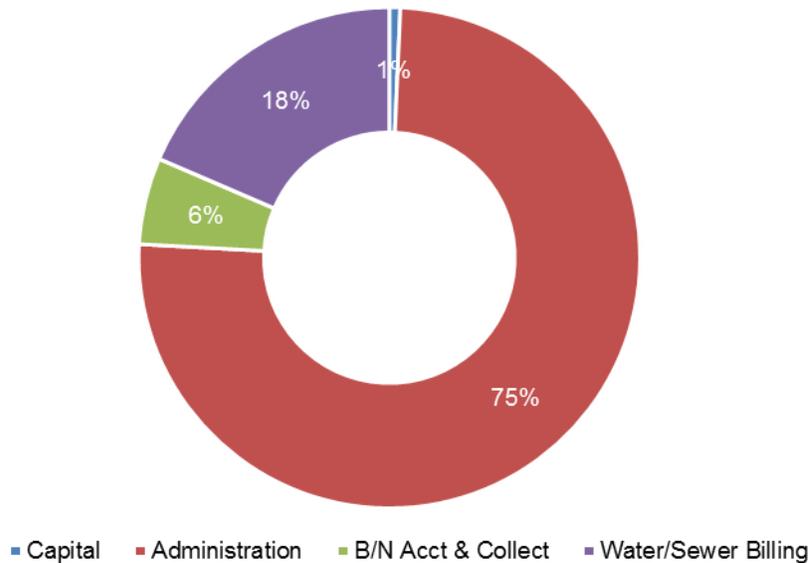
Key Accomplishments 2015

- Transitioned staffing changes.

Key Initiatives 2016

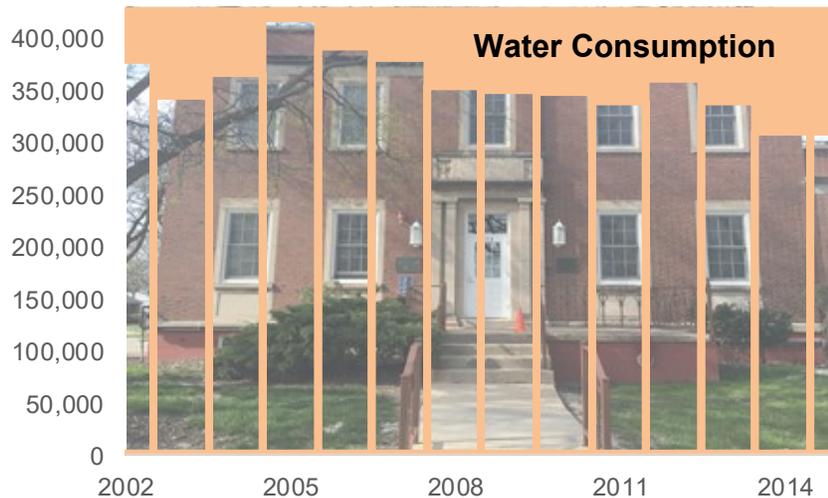
- Evaluate the implementation of a water meter replacement program
- Update Corporate Plan Financial Policies
- Integrate Village and Recreation software.

Program Allocation



Support Services-Finance EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$410,008	\$409,070	\$431,070	\$424,908	\$451,502	\$20,432	4.74%
Contractual Expenditures	\$50,668	\$60,150	\$60,150	\$60,450	\$59,750	(\$400)	-0.67%
Commodities Expenditures	\$42,396	\$46,650	\$46,650	\$44,650	\$46,650	\$0	0.00%
Total Operating Budget	\$503,072	\$515,870	\$537,870	\$530,008	\$557,902	\$20,032	3.72%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$38,749	\$33,000	\$41,000	\$33,000	\$33,000	(\$8,000)	-19.51%
Total Budget	\$541,821	\$548,870	\$578,870	\$563,008	\$590,902	\$12,032	2.08%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$443,793	\$452,178	2.0%
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	108,434	9.09%
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Burlington Northern Fund	25,980	27,290	5.04%
Outside Grants			
TOTAL	\$578,870	\$590,902	2.07%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	Amount
1. Increase for Benefits and Compensation Adjustments	\$20,432
2. Decrease in Credit Cards Fees and Service Charges	(500)
3. Decrease in Equipment Maintenance Agreements	(400)
4. Decrease in Legal Fees	(250)
5. Increase in Professional Services	750
TOTAL OPERATING CHANGES	\$20,032
CAPITAL IMPROVEMENT PROJECTS	
6. Adjustment to Eliminate FY 2015 Capital	(\$41,000)
7. Water Meters-Residential	30,000
8. Miscellaneous Equipment	3,000
TOTAL CAPITAL PROJECTS CHANGES	(\$8,000)
TOTAL CHANGES	\$12,032

Support Services-Finance

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$410,008	\$424,908	\$451,502	\$462,790	\$474,359
Contractual Expenditures	\$50,668	\$60,450	\$59,750	\$63,650	\$63,650
Commodities Expenditures	\$42,396	\$44,650	\$46,650	\$47,650	\$47,650
Total Operating Budget	\$503,072	\$530,008	\$557,902	\$574,090	\$585,659
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$38,749	\$33,000	\$33,000	\$978,000	\$453,000
Total Budget	\$541,821	\$563,008	\$590,902	\$1,552,090	\$1,038,659

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	452,178	466,492	476,140
Capital Improvement Fund	3,000	3,000	3,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	108,434	1,054,950	531,504
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Burlington Northern Fund	27,290	27,648	28,015
Outside Grants			
TOTAL	\$590,902	\$1,552,090	\$1,038,659

MULTIYEAR AND OUT-YEAR KEY INITIATIVES:

- Complete cross training for all staff
- Research new revenue sources
- Expand financial software capabilities
- Initiate water meter replacement program

Support Services-Debt Service Fund

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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, one promissory note and two general obligation referendum bonds.

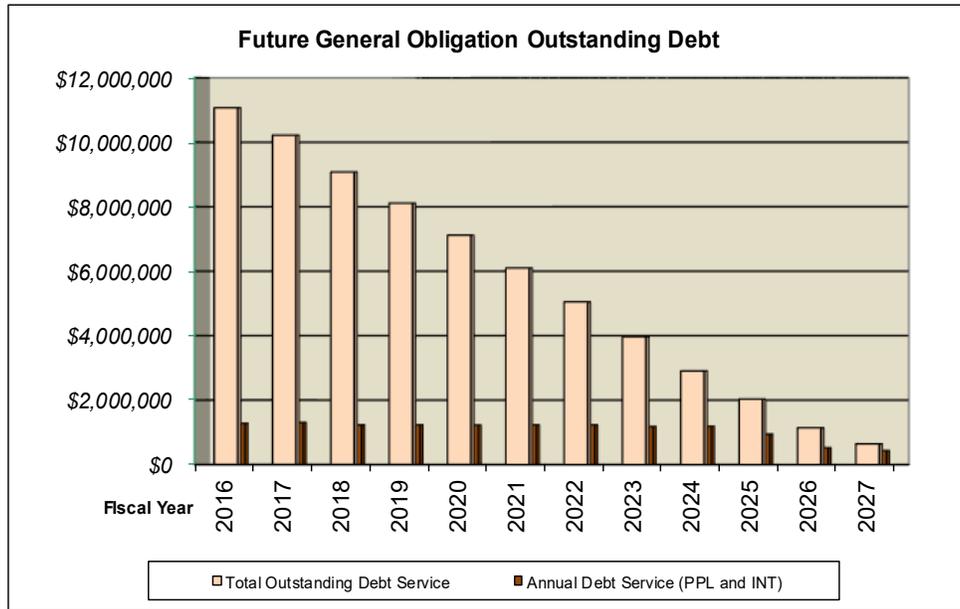
During FY 2015, the Village issued \$3,000,000 general obligation alternate revenue source bonds, refunded the Series 2007 Limited Tax Corporate Purpose Bonds and reissued the balance and an additional \$1,100,000 into Series 2015 B Limited Tax Corporate Purpose Bonds.

Key Initiative 2016

To ensure repayment of all outstanding obligations.

Support Services-Debt Service Fund EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Principal Payments	\$1,051,400	\$1,003,300	\$1,003,300	\$973,300	\$971,000	(\$32,300)	-3.22%
Interest/Paying Agent Fees	\$245,093	\$229,038	\$229,038	\$261,465	\$307,351	\$78,313	34.19%
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Operating Budget	\$1,296,493	\$1,232,338	\$1,232,338	\$1,234,765	\$1,278,351	\$46,013	3.73%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Budget	\$1,296,493	\$1,232,338	\$1,232,338	\$1,234,765	\$1,278,351	\$46,013	3.73%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund			
General Fund Reserve			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Debt Service Fund/Property Tax	\$750,023	\$854,951	14%
Recreation Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
Transfer from Other Funds	482,315	423,400	(12.22%)
Burlington Northern Fund			
TOTAL	\$1,232,338	\$1,278,351	3.73%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Decrease in Limited Tax Corporate Bond Series 2007, Principal	(30,000)
2. Decrease in Limited Tax Corporate Bond Series 2007, Interest	(62,875)
3. Decrease in Promissory Note Series 2008, Principal	(62,300)
4. Decrease in Promissory Note Series 2008, Interest	(1,826)
5. Increase in G.O. Bonds Series 2009, Principal	5,000
6. Decrease in G.O. Bonds Series 2009, Interest	(4,125)
7. Increase in G.O. Bonds Series 2012	5,000
8. Increase in G.O. Alternate Revenue Bonds Refunded Series 2012A, Principal	10,000
9. Increase in G.O. Alternate Revenue Bonds Refunded Series 2012A, Interest	67,303
10. Decrease in G.O. Bonds Series 2012, Interest	(4,400)
11. Decrease in Promissory Note Series 2012, Interest	(1,050)
12. Decrease in Limited Tax Corporate Bonds Series 2012C, Principal	(5,000)
13. Decrease in Limited Tax Corporate Bonds Series 2012C, Interest	(1,430)
14. Decrease in G.O. Alternate Revenue Bonds Refunded Series 2012A, Interest	(3,740)
15. Increase in Limited Tax Corporate Refunded Bonds Series 2015B, Principal	45,000
16. Increase in Limited Tax Corporate Refunded Bonds Series 2015B, Interest	90,456
 TOTAL OPERATING CHANGES	 \$46,013
 CAPITAL IMPROVEMENT PROJECTS	
Not applicable	
 TRANSFERS TO OTHER FUNDS	
Not applicable	
 TOTAL CHANGES	 \$46,013

Support Services-Debt Service Fund

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Principal Payments	\$1,051,400	\$973,300	\$971,000	\$1,056,000	\$1,001,000
Interest and Paying Agent Fees	\$245,093	\$261,465	\$307,351	\$296,635	\$271,630
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0
Total Operating Budget	\$1,296,493	\$1,234,765	\$1,278,351	\$1,352,635	\$1,272,630
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Total Budget	\$1,296,493	\$1,234,765	\$1,278,351	\$1,352,635	\$1,272,630

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Debt Service Fund/Property Tax	787,648	820,745	822,889
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
Transfers from Other Funds	490,703	531,890	449,741
Burlington Northern Fund			
TOTAL	\$1,278,351	\$1,352,635	\$1,272,630

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 2016

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 Chief, 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. Three patrol sergeants and twelve 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 an investigations sergeant 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.

Key Accomplishments 2015

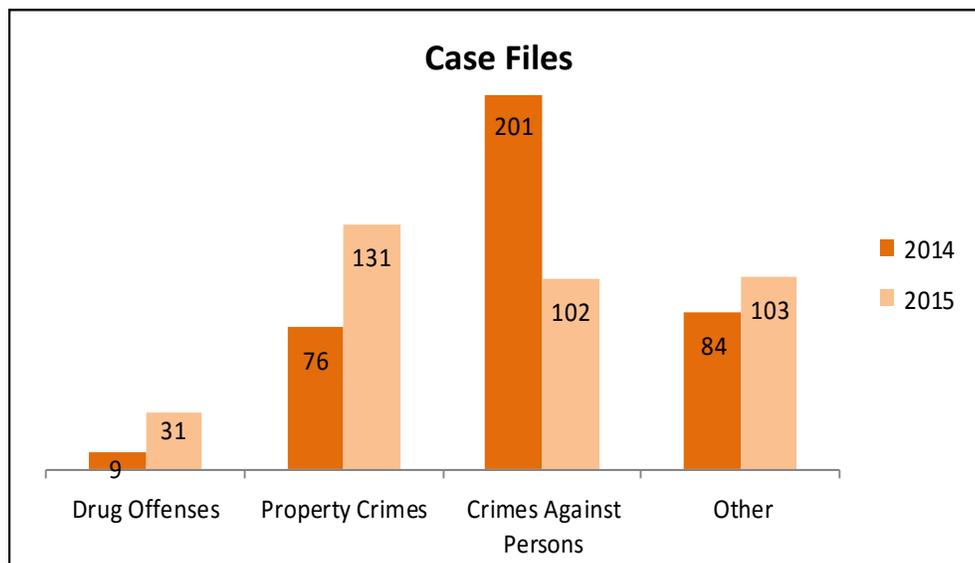
- Hired two new police officers.
- Continued to move forward with consolidated dispatch services with La Grange and La Grange Park.
- Reconfigured the Investigations Division workspace.
- Purchased two new squad cars.
- Began the process for establishment of a new police officer eligibility list.
- Continued to prepare for department CALEA re-accreditation process in 2016.

Key Initiatives 2016

- Implement the consolidated dispatch center – Lyons Township Area Communication Center (LTACC).
- Continue to recruit, appoint, and train new auxiliary police officers.
- Establish a new police officer eligibility list.
- Hire and train two new police officers.
- Continue to provide crisis intervention training to our police officers.
- Recruit, hire, and train new Records Division staff as needed.
- Participate in the accreditation onsite process for re-accreditation by CALEA.
- Research and develop an officer body worn camera program.

Law Enforcement Services EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	3,479,359	3,741,406	3,741,406	3,564,480	3,950,216	208,810	5.58%
Contractual Expenditures	192,818	231,900	231,900	240,342	248,400	16,500	7.12%
Commodities Expenditures	41,285	57,550	57,550	54,050	59,050	1,500	2.61%
Total Operating Budget	\$3,713,462	\$4,030,856	\$4,030,856	\$3,858,872	\$4,257,666	\$226,810	5.63%
Transfer to Other Funds	\$50,000	\$0	\$50,000	\$0	\$0	(\$50,000)	#DIV/0!
Capital Expenditures	\$339,754	\$212,500	\$212,500	\$209,604	\$181,795	(\$30,705)	-14.45%
Total Budget	\$4,103,216	\$4,243,356	\$4,293,356	\$4,068,476	\$4,439,461	\$146,105	3.40%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$3,924,756	\$4,151,566	5.7%
Capital Improvement Fund	174,000	143,295	(17.6%)
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund	194,600	144,600	(9.9%)
Outside Grants			
TOTAL	\$4,293,356	\$4,439,461	3.4%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustment	\$164,710
2. Increase in Police Pension Funding	44,100
3. Increase in Training/Conferences	4,500
4. Increase in Trustee/Commissioners' Costs	13,000
5. Decrease in Tuition Reimbursement	(1,000)
6. Increase in CALEA Membership	1,500
TOTAL OPERATING CHANGES	\$226,810
7. Decrease Transfer to Other Funds	(50,000)
TOTAL TRANSFER TO OTHER FUNDS	(50,000)
CAPITAL IMPROVEMENT PROJECTS	
8. Adjustment to eliminate FY 2015 Capital	(\$212,500)
9. Light Bars and Sirens	5,000
10. Less Lethal Weapons	5,000
11. One Patrol Vehicle	35,000
12. Equipment-NIPAS	2,500
13. Radar Replacement	6,000
14. In-car Computer and 3 Laptop Replacements	19,000
15. In-car Video Recorders and Cameras	9,500
16. Rifle Racks and Rifles	1,500
17. Office Equipment (E-911)	12,000
18. Radio Equipment (E-911)	26,500
19. Bike Patrol and Equipment	500
20. Ballistic Shield and Training	500
21. Safety Equipment	4,000
22. Garage and Building Security	8,000
23. Laptop Technology Upgrades	15,000
24. Facilities Maintenance and Upgrades	15,000
25. Body Worn Cameras	10,000
26. Equipment	3,795
27. Speed Monitor	3,000
TOTAL CAPITAL PROJECTS CHANGES	(\$30,705)
TOTAL CHANGES	\$146,105

Law Enforcement Services THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$3,479,359	\$3,564,480	\$3,950,216	\$4,088,925	\$4,257,995
Contractual Expenditures	\$192,818	\$240,342	\$248,400	\$157,300	\$157,300
Commodities Expenditures	\$41,285	\$54,050	\$59,050	\$59,050	\$59,050
Total Operating Budget	\$3,713,462	\$3,858,872	\$4,257,666	\$4,305,275	\$4,474,345
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$339,754	\$209,604	\$181,795	\$138,295	\$138,295
Total Budget	\$4,053,216	\$4,068,476	\$4,439,461	\$4,443,570	\$4,612,640

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	\$4,151,566	\$4,290,275	\$4,459,344
Capital Improvement Fund	143,295	138,295	138,295
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund	144,600	15,000	15,000
Outside Grants			
TOTAL	\$4,439,461	\$4,443,570	\$4,612,640

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- 2016-2018: Continue to develop strategic plan for implementation of immediate, mid-range, and long term opportunities for sharing of law enforcement services with the Villages of La Grange and La Grange Park.
- 2016-2017: Prior to implementation of consolidated dispatch center, develop job descriptions to address backfill tasks that will remain the department's responsibility.
- 2016-2017: Complete the records archive room remodeling project
- 2016-2018: Begin the process of researching and possible request for proposals for officer body worn cameras and eventual program implementation.

Fire Services

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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.

Emergency Operations Center and activating a shelter.

- Trained and certified five new fire apparatus engineers and ladder truck operators.
- Recognized by five major fire service and public safety entities at the National Fire Protection Association annual conference for the decision to upgrade and adopt current model building, fire and life safety codes which included residential sprinklers.
- Reapplied for and successfully received the Fire Truck Revolving Loan through the Office of the State Fire Marshal.
- Certified two paid on call members as paramedics and two as emergency medical technicians.
- Implemented a mentoring program which matched the new recruits with veteran members.
- Completed an audit of the training division by the Office of the State Fire Marshal receiving a very favorable evaluation.

Key Accomplishments 2015

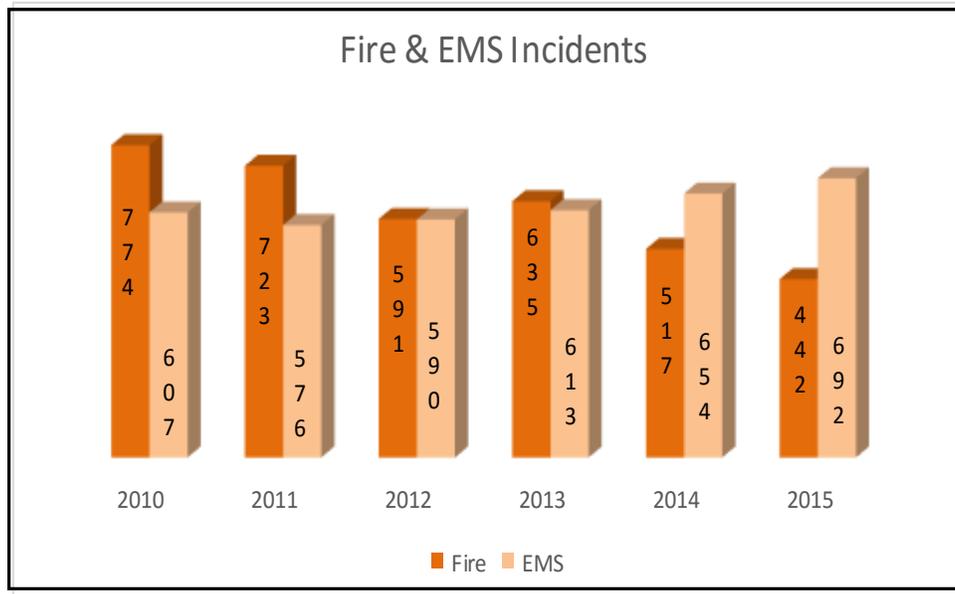
- Successful completion of the first State Certified Basic Operations Firefighter Training Academy with 18 graduates, 12 from Western Springs and six from the Village of La Grange Park.
- Completed the Firefighter III certification program through the Office of the State Fire Marshal certifying ten members and successfully transitioned to the Advanced Operations Firefighter program.
- Continued our Officer Development training program with the Clarendon Hills and Hinsdale Fire Departments including a high level vehicle rescue course.
- Certified 12 new Paid on Call members at the Firefighter Basic level through the initial Western Springs Fire Academy.
- Conducted a Lieutenant's promotional test and promoted two new Lieutenants.
- Coordinated an emergency operations drill, with three other communities simulating a tornado strike, establishment of an

Key Initiatives 2016

- Examine and revise mutual aid response to improve overall response capabilities.
- Conduct Officer Development classes in conjunction with HINS and CLHL.
- Apply for AFG grant for replacement of all our self-contained breathing apparatus.
- Implement an Advanced Firefighter Survival training program for our members.
- Develop specifications, go out to bid and purchase replacement engine.
- Continue with the process of establishing LTACC as our consolidated dispatch center with the goal to be operational in 2016.
- Continue our Officer Development training program with the Clarendon Hills Fire Department and the Hinsdale Fire Department including a high level vehicle rescue course.
- Conduct First Responder EMS Training for the Probationary Firefighters.

Fire Services EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$892,790	\$1,093,976	\$1,093,976	\$1,038,138	\$1,104,264	\$10,288	0.94%
Contractual Expenditures	\$584,025	\$616,116	\$616,116	\$618,242	\$638,736	\$22,620	3.67%
Commodities Expenditures	\$35,586	\$55,175	\$55,175	\$48,046	\$51,600	(\$3,575)	-6.48%
Total Operating Budget	\$1,512,401	\$1,765,267	\$1,765,267	\$1,704,426	\$1,794,600	\$29,333	1.66%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$319,731	\$489,000	\$489,000	\$110,001	\$492,200	\$3,200	0.65%
Total Budget	\$1,832,132	\$2,254,267	\$2,254,267	\$1,814,427	\$2,286,800	\$32,533	1.44%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$1,765,267	\$1,794,600	1.6%
Capital Improvement Fund	489,000	492,200	.6%
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
TOTAL	\$2,254,267	\$2,286,800	1.44%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION AMOUNT

1. Increase for Benefits and Compensation Adjustment	\$10,288
2. Increase in Paramedic Services Contract	12,970
3. Increase in Membership	500
4. Increase in Contractual Services	1,950
5. Increase in Professional Services	6,700
6. Increase in Training/Conferences	500
7. Increase in Commodities	200
8. Decrease in Books/Subscriptions/Publications	(3,775)

TOTAL OPERATING CHANGES **\$29,333**

CAPITAL IMPROVEMENT PROJECTS

9. Adjustment to Eliminate FY 2015 Capital	(\$489,000)
10. Fire Engine	400,000
11. Vehicle Replacement	40,000
12. RAD57 CO Monitor	5,500
13. AED	25,200
14. Casualty Kits	1,500
15. Hose Replacement	5,000
16. Engine 1711 Refurbishing	15,000

TOTAL CAPITAL PROJECTS CHANGES **\$3,200**

TOTAL CHANGES **\$32,533**

Fire Services THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$892,790	\$1,038,138	\$1,104,264	\$1,091,607	\$1,117,433
Contractual Expenditures	\$584,025	\$618,242	\$638,736	\$654,688	\$671,119
Commodities Expenditures	\$35,586	\$48,046	\$51,600	\$51,600	\$51,600
Total Operating Budget	\$1,512,401	\$1,704,426	\$1,794,600	\$1,797,895	\$1,840,152
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$319,731	\$110,001	\$492,200	\$40,800	\$282,000
Total Budget	\$1,832,132	\$1,814,427	\$2,286,800	\$1,838,695	\$2,122,152

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	\$1,794,600	\$1,797,895	\$1,840,152
Capital Improvement Fund	492,200	40,800	282,000
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$2,286,800	\$1,838,695	\$2,122,152

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 2016

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 the enforcement of building, zoning, and health codes and related ordinances, and serving as a liaison to the business community.

Key Accomplishments 2015

- Approval of the Foxford Station mixed use project and related MXD zoning district.
- Issued permits for 53 new single homes, 16 townhome units, 18 single family additions, 35 home demolitions, and six commercial build out/remodeling projects.
- Performed 3,158 inspections of new construction, additions, and remodeling for residential, health, 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: 64 property maintenance inspections, 18 property violation tickets, seven court citations, four zoning violations, 15 civil/miscellaneous actions, and 26 construction site warnings.
- Conducted bi-annual, and intermittent health inspections of approximately 27 food/other establishments, monthly inspections at the French Market, and at special events.
- Processed two special event liquor license requests, four manager background re-

quests in conjunction with the Police Department, and two new licenses.

- Prepared modifications to various sections of the Liquor Control Ordinance relating to the fees, signage, hours, and other topics.
- Improved online guides relating to special event liquor licenses and other construction related projects
- Implemented plan review and inspection program for residential sprinkler in new single family homes.
- Implemented “Courtesy Walk Through” program for all existing and prospective business owners contemplating building renovation or expansion plans.

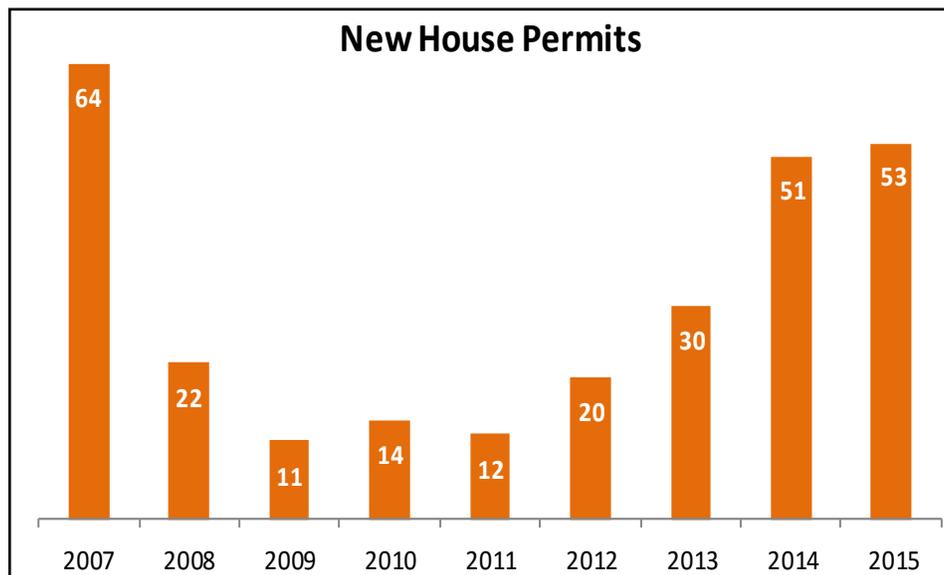
Key Initiatives 2016

- Establish economic development programs as directed by the Village Board (e.g. TIF, façade grants, etc.)
- Completion of Downtown Recruitment and Retention Plan
- Completion of an Economic Development Marketing Plan.



Community Development EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$316,402	\$329,682	\$329,682	\$333,824	\$352,498	\$22,816	6.92%
Contractual Expenditures	\$352,332	\$391,100	\$441,700	\$324,400	\$356,100	(\$85,600)	-19.38%
Commodities Expenditures	\$6,941	\$6,950	\$6,950	\$5,978	\$6,950	\$0	0.00%
Total Operating Budget	\$675,675	\$727,732	\$778,332	\$664,202	\$715,548	(\$62,784)	-8.07%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Budget	\$675,675	\$727,732	\$778,332	\$664,202	\$715,548	(\$62,784)	-8.07%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$778,332	\$715,548	(8.07%)
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
TOTAL	\$778,332	\$715,548	(8.07%)

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustments	\$22,816
2. Decrease in Professional Services/Plan Review Fees	(45,600)
3. Decrease in TIF Professional Services	(40,000)
TOTAL OPERATING CHANGES	(\$62,784)
 CAPITAL IMPROVEMENT PROJECTS	
4. Adjustment to Eliminate FY 2015 Capital	\$0
TOTAL CHANGES	(\$62,784)

Community Development THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$316,402	\$333,824	\$352,498	\$362,961	\$372,035
Contractual Expenditures	\$352,332	\$324,400	\$356,100	\$331,100	\$331,100
Commodities Expenditures	\$6,941	\$5,978	\$6,950	\$6,950	\$6,950
Total Operating Budget	\$675,675	\$664,202	\$715,548	\$701,011	\$710,085
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Total Budget	\$675,675	\$664,202	\$715,548	\$701,011	\$710,085

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	\$715,548	\$701,011	\$710,085
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$715,548	\$701,011	\$710,085

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 2016

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.

- Development of Annual Roadway Report.
- Continued emerald ash borer treatment and evaluation program.
- Completed annual update to ADA Transition Plan.
- Conducted survey and audit of central business district lighting.
- Continued planning and organization of Ogden Avenue and Wolf Road bike crossing.
- Completed Phase II of historical Water Tower stairs reconstruction.

Key Accomplishments 2015

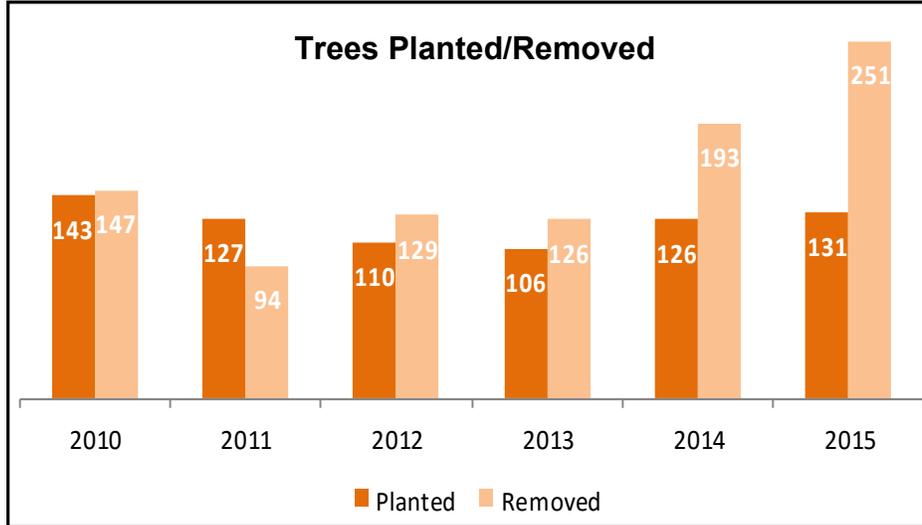
- Continued upgrade and replacement of security cameras.
- Resurfaced the following streets:
 - 39th Street from Clausen Avenue to Gilbert Avenue
 - 41st Street from Wolf Road to Gilbert Avenue
 - Harvey Avenue from Burlington Avenue to 47th Street
 - Howard Avenue from Burlington Avenue to 45th Street
 - Howard Avenue from 46th Street to 47th Street
 - Commonwealth Avenue from 49th Court South to 51st Street ROW
- Concrete rehabilitation of Fair Elms Avenue from 49th Street to 51st Street.
- Development of Right of Way Sales Interactive Mapping Application.

Key Initiatives 2016

- Conduct \$1 million resurfacing program (review of project locations ongoing).
- Continue emerald ash borer treatment and evaluation program.
- Update ADA Transition Plan.
- Begin construction of east train station platforms.
- Complete downtown plan with Community Development Department.
- Begin planning and development for CBD pilot block redevelopment.
- Conduct facilities study for Village Hall.
- Conduct rehabilitation of fire house roof.
- Continue security camera upgrades with IT Department.
- Begin Phase II for underpass engineering.

Municipal Services-Public Works EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$692,862	\$718,857	\$718,857	\$721,693	\$759,486	\$40,629	5.65%
Contractual Expenditures	\$857,845	\$956,200	\$1,013,000	\$960,291	\$1,129,468	\$116,468	11.50%
Commodities Expenditures	\$229,371	\$286,450	\$404,610	\$292,050	\$322,450	(\$82,160)	-20.31%
Total Operating Budget	\$1,780,078	\$1,961,507	\$2,136,467	\$1,974,034	\$2,211,404	\$74,937	3.51%
Transfer to Other Funds	\$356,850	\$353,790	\$353,790	\$353,790	\$360,050	\$6,260	1.77%
Capital Expenditures	\$1,229,533	\$1,066,900	\$1,161,580	\$1,075,981	\$1,104,420	(\$57,160)	-4.92%
Total Budget	\$3,366,461	\$3,382,197	\$3,651,837	\$3,403,805	\$3,675,874	\$24,037	0.66%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund	\$1,689,708	\$2,117,975	25.3%
Capital Improvement Fund	385,580	259,420	(32.7%)
MFT/Infrastructure Fund	468,290	95,000	(79.7%)
Commuter Fund			
Recreation Fund			
Public Benefit			
Water/Sewer Fund			
Roadway Construction	1,108,259	1,068,429	(3.5%)
CBD Parking Lot		55,250	n/a
ROW Grant Fund		79,800	n/a
Outside Grants/Donations			
TOTAL	\$3,651,837	\$3,675,874	.66%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$40,629
2. Increase in Project Engineering	45,800
3. Decrease in Inspectional Engineering	(30,600)
4. Decrease in Engineering Studies	(25,000)
5. Increase in Design Engineering	34,000
6. Decrease in Gasoline	(30,000)
7. Decrease in Testing Services	(13,050)
8. Increase in Patching	45,000
9. Increase in Tree Trimming	20,000
10. Increase in Landscaping/Lawn Maintenance	3,368
11. Increase in Training/Conferences	500
12. Increase in Façade/Signage	30,000
13. Decrease in Tuition Reimbursement	(3,800)
14. Increase in Professional/Technical Services	35,250
15. Increase in Commodities	840
16. Increase in Sidewalk Replacement	35,000

TOTAL OPERATING CHANGES \$187,937

17. Increase Transfer to Other Funds	6,260
18. Decrease in Debt Issuance Costs	(113,000)

TOTAL TRANSFER TO OTHER FUNDS/DEBT COSTS (\$106,740)

CAPITAL IMPROVEMENT PROJECTS

19. Adjustment to Eliminate FY 2015 Capital	(\$1,161,580)
20. Vehicles (two pickup trucks)	24,420
21. Fuel Storage Tanks	5,000
22. Building Improvements	25,000
23. FY 2016 Roadway Projects	870,000
24. Fire Station #1 Roof	65,000
25. Historic Water Tower Door	15,000
26. Fire Station Parking Lot	15,000
27. Downtown Banners	5,000
28. Machinery and Equipment	68,500
29. Office Furniture	11,500

TOTAL CAPITAL PROJECTS CHANGES (\$57,160)

TOTAL CHANGES \$24,037

Municipal Services-Public Works

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$692,862	\$721,693	\$759,486	\$769,206	\$788,041
Contractual Expenditures	\$857,845	\$960,291	\$1,129,468	\$1,054,418	\$1,003,518
Commodities Expenditures	\$229,371	\$292,050	\$322,450	\$322,450	\$322,450
Total Operating Budget	\$1,780,078	\$1,974,034	\$2,211,404	\$2,146,074	\$2,114,009
Transfer to Other Funds	\$356,850	\$353,790	\$360,050	\$360,325	\$0
Capital Expenditures	\$1,229,533	\$1,075,981	\$1,104,420	\$1,329,280	\$347,500
Total Budget	\$3,366,461	\$3,403,805	\$3,675,874	\$3,835,679	\$2,461,509

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund	\$2,117,975	\$2,131,625	\$1,798,746
Capital Improvement Fund	259,420	484,280	372,500
MFT/Infrastructure Fund	95,000	95,000	95,000
Commuter Fund			
Recreation Fund			
Public Benefit			
Water/Sewer Fund			
Roadway Construction	1,068,429	1,069,774	140,263
CBD Parking	55,250	55,000	55,000
ROW/Grant	79,800	0	0
Outside Grants/Donations			
TOTAL	\$3,675,874	\$3,835,679	\$2,461,509

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Continue capital improvements at historical water tower and tower green.
- Begin implementation of recommendations from the downtown redevelopment plan.
- Upgrade Central Business District lighting to LED.
- Implement a comprehensive pavement striping rehabilitation program.

Municipal Services-Water and Sewer

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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 2015

- Pulled and reconditioned pipe, pump and motor for Well #3.
- Completed lining of 36" storm sewer from Prospect Avenue to Springrock Park.
- Completed infrastructure study for Ridgewood subdivision.
- Completed 2014 Water System Infrastructure Report.
- Began MWRD five year sewer inspection program.
- Televised 17,613 feet of storm sewer.
- Televised 25,654 feet of sanitary or combined sewer.
- Completed overland storm water improvements at 5600 Ridgewood Drive.
- Constructed new "Water Department" section for Village website.
- Completed system wide leak detection monitoring.

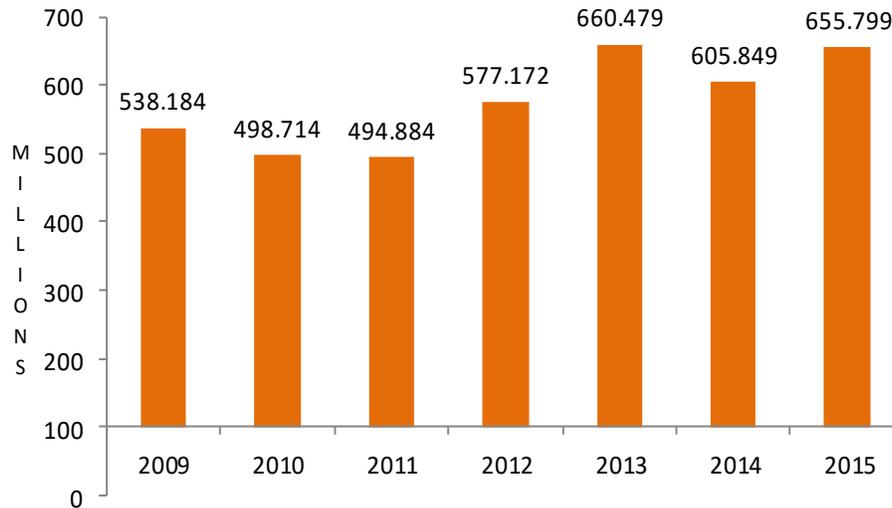
Key Initiatives 2016

- Complete implementation of plant automation at water treatment plant.
- Inspect and rebuild sewer outfalls in Ridgewood subdivision.
- Conduct system wide leak detection monitoring.
- Coordinate with Community Development Department on NPDES permitting requirements.
- Apply for IEPA loan for water tank painting and other capital projects.

Municipal Services-Water and Sewer EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$1,056,173	\$1,121,900	\$1,123,400	\$1,088,770	\$1,198,527	\$75,127	6.69%
Contractual Expenditures	\$647,068	\$925,475	\$910,575	\$949,255	\$821,950	(\$88,625)	-9.73%
Commodities Expenditures	\$333,486	\$500,850	\$510,250	\$500,850	\$445,850	(\$64,400)	-12.62%
Total Operating Budget	\$2,036,726	\$2,548,225	\$2,544,225	\$2,538,875	\$2,466,327	(\$77,898)	-3.06%
Debt Service	\$484,590	\$657,741	\$778,441	\$768,026	\$766,963	(\$11,478)	-1.47%
Capital Expenditures	\$541,652	\$683,760	\$767,760	\$731,719	\$249,580	(\$518,180)	-67.49%
Total Budget	\$3,062,968	\$3,889,726	\$4,090,426	\$4,038,620	\$3,482,870	(\$607,556)	-14.85%

Annual Water Production



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	\$4,090,426	\$3,482,870	(14.85%)
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$4,090,426	\$3,482,870	(14.85%)

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$75,127
2. Decrease in Sand and Gravel	(4,000)
3. Decrease in General Engineering	(750)
4. Decrease in Design Engineering	(6,445)
5. Decrease in Disposal Services	(3,000)
6. Decrease in Leak Detection	(9,000)
7. Decrease in Engineering Studies	(15,000)
8. Decrease in Cathodic Protection	(5,000)
9. Increase in Sewer Televising	600
10. Increase in Contractual Services	1,170
11. Decrease in Commodities	(400)
12. Decrease in Patching	(51,200)
13. Decrease in Water/Sewer Parts	(10,000)
14. Decrease in Interservice Charges	(50,000)

TOTAL OPERATING CHANGES **(\$77,898)**

15. Decrease in Debt Service Payments	(11,478)
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TOTAL DEBT SERVICE CHANGES **(\$11,478)**

CAPITAL EXPENSE CHANGES

16. Adjustment to Eliminate FY 2015 Capital	(767,060)
17. Vehicles (two pickup trucks)	54,080
18. Ridgewood Sewer Improvements	40,000
19. Fuel Storage Tank	5,000
20. Water Plant Building Improvements	32,500
21. Well #5	10,000
22. Sewer System	108,000

TOTAL CAPITAL CHANGES **(\$518,180)**

TOTAL CHANGES **(\$607,556)**

Municipal Services-Water and Sewer THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$1,056,173	\$1,088,770	\$1,198,527	\$1,224,565	\$1,251,613
Contractual Expenditures	\$647,068	\$949,255	\$821,950	\$822,350	\$822,350
Commodities Expenditures	\$333,486	\$500,850	\$445,850	\$495,450	\$495,450
Total Operating Budget	\$2,036,726	\$2,538,875	\$2,466,327	\$2,542,365	\$2,569,413
Debt Service	\$484,590	\$768,026	\$766,963	\$759,406	\$766,621
Capital Expenditures	\$541,652	\$731,719	\$249,580	\$1,310,440	\$2,302,500
Total Budget	\$3,062,968	\$4,038,620	\$3,482,870	\$4,612,211	\$5,638,534

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund	\$3,482,870	\$4,612,211	\$5,638,534
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$3,482,870	\$4,612,211	\$5,638,534

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Disconnect rear yard water and sewer 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 and develop construction plan for new well.
- Rebuild reservoir roof.
- Implement water main and sewer lining program.
- Continue MWRD 5-year sewer inspection program.
- Begin implementation of improvements from Ridgewood Infrastructure Study.

Municipal Services–Commuter Facilities

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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 2015

- Completed Phase I engineering for east train station platforms.
- Began Phase II engineering for east train station platforms.

Key Initiatives 2016

- Complete Phase II design submittals for east train station platforms to IDOT, Metra and BNSF.
- Bid east platform construction.
- Begin east platform construction.



Municipal Services–Commuter Facilities EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$38,259	\$41,743	\$41,743	\$40,762	\$43,544	\$1,801	4.31%
Contractual Expenditures	\$67,462	\$349,450	\$349,450	\$93,450	\$365,280	\$15,830	4.53%
Commodities Expenditures	\$7,426	\$9,000	\$9,000	\$6,736	\$9,000	\$0	0.00%
Total Operating Budget	\$113,147	\$400,193	\$400,193	\$140,948	\$417,824	\$17,631	4.41%
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Capital Expenditures	\$202,419	\$255,500	\$255,500	\$15,500	\$415,500	\$160,000	62.62%
Total Budget	\$315,566	\$655,693	\$655,693	\$156,448	\$833,324	\$177,631	27.09%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund	\$655,693	\$833,324	27.09%
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$655,693	\$833,324	27.09%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase in Benefit and Compensation Adjustment	1,801
2. Increase in General Engineering	150,000
3. Decrease in Design Engineering	(150,000)
4. Increase in Landscaping/Lawn Maintenance	15,830

TOTAL OPERATING CHANGES **\$17,631**

CAPITAL IMPROVEMENT PROJECTS

5. Adjustment to Eliminate FY 2015 Capital	(\$255,500)
6. Burlington Northern Collection Boxes Replacement	3,500
7. Miscellaneous Equipment	2,000
8. East Platforms	400,000
9. Train Station Interior Repairs	10,000

TOTAL CAPITAL PROJECT CHANGES **\$160,000**

TOTAL CHANGES **\$177,631**

Municipal Services–Commuter Facilities

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$38,259	\$40,762	\$43,544	\$44,800	\$46,098
Contractual Expenditures	\$67,462	\$93,450	\$365,280	\$102,280	\$102,280
Commodities Expenditures	\$7,426	\$6,736	\$9,000	\$9,000	\$9,000
Total Operating Budget	\$113,147	\$140,948	\$417,824	\$156,080	\$157,378
Transfer to Other Funds	\$0	\$0	\$0	\$0	\$0
Capital Expenditures	\$202,419	\$15,500	\$415,500	\$1,865,500	\$5,500
Total Budget	\$315,566	\$156,448	\$833,324	\$2,021,580	\$162,878

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2016 PROPOSED BUDGET	FY 2017 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund	\$833,324	\$2,021,580	\$162,878
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
E-911 Fund			
Outside Grants			
TOTAL	\$833,324	\$2,021,580	\$162,878

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.
- Continue investigation of bike path extension near Ogden Avenue and Wolf Road north to connect to Salt Creek Trail.
- Review impacts and improvements from Downtown Plan recommendations.

Recreation Program

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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.

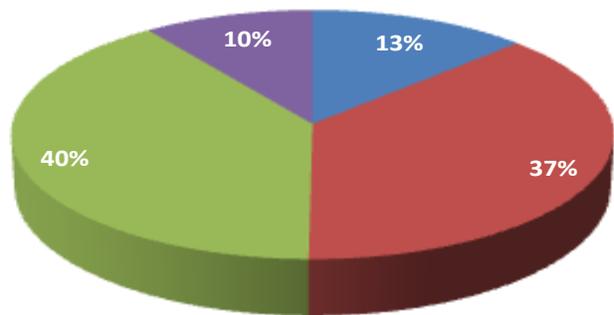
Key Initiatives 2016

- 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.

Key Accomplishments 2015

- 2015 budget goals were met.
- 2015 winter session had 8,428 enrollments and 64,442 participant hours.
- 2015 summer session had 2,925 enrollments and 43,138 participant hours.
- 2014 fall session had 4,143 enrollments and 24,317 participant hours.
- Lacrosse is the single biggest program grossing \$142,115 in 2015. Tennis is second grossing at \$119,597 for 2015.
- Continued strong participation in all program areas.
- Completed Safety Village permanent site and had first full year in new facility.
- Complete grind and resurfacing of the Grand Avenue Community Center parking lot.
- Replaced hallway tiles in the Recreation Center.

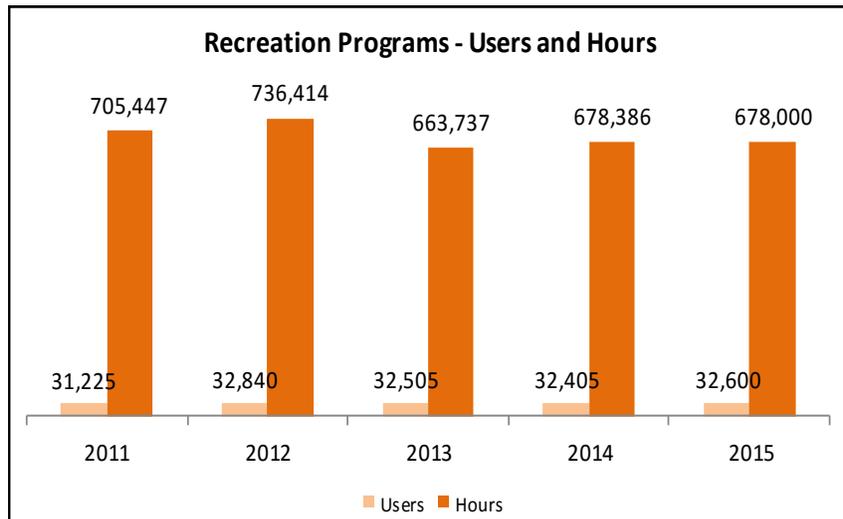
Program Allocation



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

Recreation Program EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$610,378	\$633,278	\$633,278	\$625,746	\$657,246	\$23,968	3.78%
Contractual Expenditures	\$600,030	\$693,665	\$730,815	\$695,266	\$683,903	-\$46,912	-6.42%
Commodities Expenditures	\$162,184	\$167,545	\$150,395	\$148,715	\$172,545	\$22,150	14.73%
Total Operating Budget	\$1,372,592	\$1,494,488	\$1,514,488	\$1,469,727	\$1,513,694	-\$794	-0.05%
Transfer to Other Funds	\$65,581	\$64,400	\$64,400	\$64,400	\$63,350	-\$1,050	-1.63%
Capital Expenditures	\$262,263	\$447,000	\$572,000	\$514,784	\$159,000	-\$413,000	-72.20%
Total Budget	\$1,700,437	\$2,005,888	\$2,150,888	\$2,048,911	\$1,736,044	-\$414,844	-19.29%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 APPROVED BUDGET	PERCENT CHANGE
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund	\$2,150,888	\$1,736,044	(19.29%)
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$2,150,888	\$1,736,044	(19.29%)

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION

1. Increase for Benefit and Compensation Adjustments	\$23,968
2. Increase in Software Support	1,500
3. Increase in Summer Supplies	8,000
4. Increase in Contractual Expenditures	5,238
5. Increase in Landscaping/Lawn Maintenance	2,000
6. Decrease in General Architecture	(32,500)
7. Increase in Program Supplies	10,500
8. Decrease in Lacrosse	(25,000)
9. Increase in Tower Trot	4,000
10. Decrease in Special Events	(350)
11. Increase in Credit Card Fees	1,500
12. Increase in Donations	350

TOTAL OPERATING CHANGES **(\$794)**

13. Decrease in Transfer to Other Funds	(1,050)
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TOTAL TRANSFER TO OTHER FUNDS **(\$1,050)**

CAPITAL IMPROVEMENT PROJECTS

14. Adjustment to Eliminate FY 2015 Capital	(\$572,000)
15. Building Improvements	130,000
16. Park District User Fees	29,000

TOTAL CAPITAL PROJECTS CHANGES **(\$413,000)**

TOTAL CHANGES **(\$414,844)**

Recreation Program

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$610,378	\$625,746	\$657,246	\$669,173	\$681,457
Contractual Expenditures	\$600,030	\$695,266	\$683,903	\$688,414	\$688,414
Commodities Expenditures	\$162,184	\$148,715	\$172,545	\$142,545	\$142,545
Total Operating Budget	\$1,372,592	\$1,469,727	\$1,513,694	\$1,500,132	\$1,512,416
Transfer to Other Funds	\$65,581	\$64,400	\$63,350	\$62,300	\$61,250
Capital Expenditures	\$262,263	\$514,784	\$159,000	\$289,000	\$237,900
Total Budget	\$1,700,437	\$2,048,911	\$1,736,044	\$1,851,432	\$1,811,566

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund	\$1,736,044	\$1,851,432	\$1,811,566
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$1,736,044	\$1,851,432	\$1,811,566

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Grand Avenue Community Center improvements over the next three years include exterior tuck pointing of the building and replace sections of floor/hallway tiles.
- Recreation Center improvements over the next three years include parking lot crack filling and sealing and fixing bowed walls in day care wing.

Police and Fire Pension Funds
PROGRAM/DEPARTMENT BUDGET SUMMARY
FY 2016

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

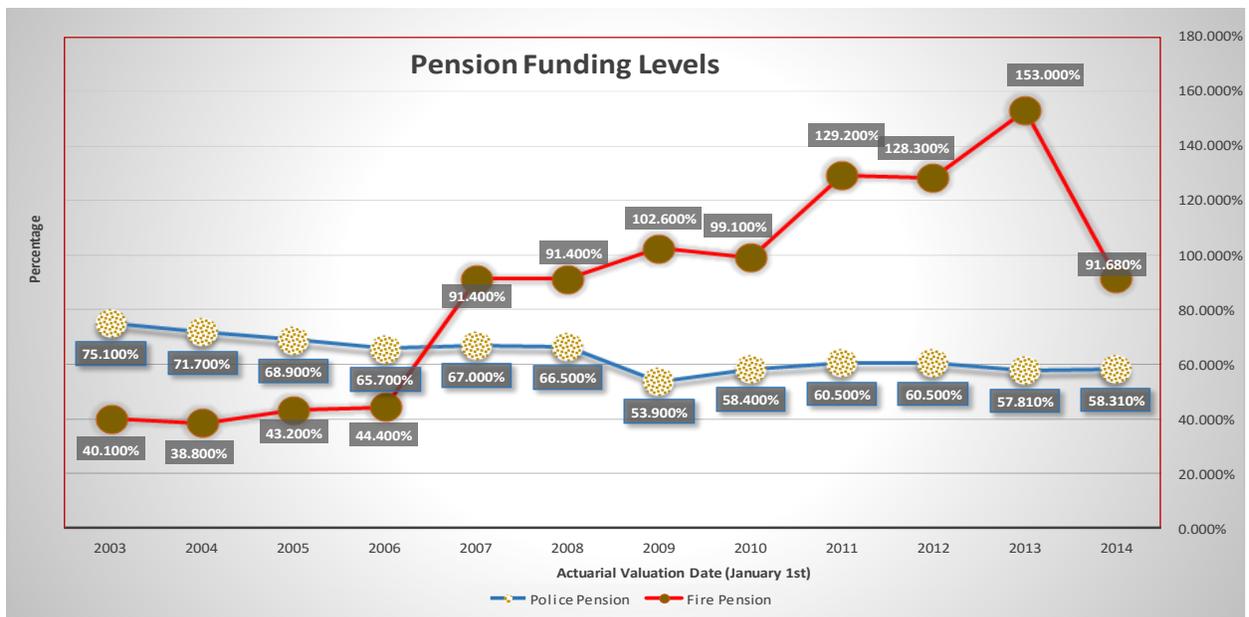
The Police and Fire Pensions are single-employer defined benefit pension plans. The benefits, benefit levels, employee contributions and employer contributions are governed by the Illinois Compiled Statutes and can only be amended by Illinois General Assembly.

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 19 vested employees and 20 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. There is one widow beneficiary in the fund.

Police and Fire Pension EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Beneficiary Benefits	\$1,208,184	\$1,331,501	\$1,331,501	\$1,289,853	\$1,333,419	\$1,918	0.14%
Contractual Expenditures	\$83,448	\$84,940	\$84,940	\$89,352	\$87,415	\$2,475	2.91%
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Operating Budget	\$1,291,632	\$1,416,441	\$1,416,441	\$1,379,205	\$1,420,834	\$4,393	0.31%
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Budget	\$1,291,632	\$1,416,441	\$1,416,441	\$1,379,205	\$1,420,834	\$4,393	0.31%



RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 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	\$1,416,441	\$1,420,834	.31%
E-911 Fund			
Outside Grants			
TOTAL	\$1,416,441	\$1,420,834	.31%

ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET

CHANGES FOR OPERATION	AMOUNT
1. Increase in Beneficiary Benefits	\$4,393
TOTAL OPERATING CHANGES	\$4,393
CAPITAL IMPROVEMENT PROJECTS	
Not applicable	
TOTAL CHANGES	\$4,393

Police and Fire Pensions

THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Beneficiary Benefits	\$1,208,184	\$1,289,853	\$1,333,419	\$1,350,712	\$1,390,281
Contractual Expenditures	\$83,448	\$89,352	\$87,415	\$86,750	\$100,750
Commodities Expenditures	\$0	\$0	\$0	\$0	\$0
Total Operating Budget	\$1,291,632	\$1,379,205	\$1,420,834	\$1,437,462	\$1,491,031
Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Total Budget	\$1,291,632	\$1,379,205	\$1,420,834	\$1,437,462	\$1,491,031

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Reserve Fund			
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds	\$1,420,834	\$1,437,462	\$1,491,031
E-911 Fund			
Outside Grants			
TOTAL	\$1,420,834	\$1,437,462	\$1,491,031

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

- Monitor investment performance against selected benchmarks.

Special Purpose Reserve Fund
PROGRAM/DEPARTMENT BUDGET SUMMARY
FY 2016

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 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Contractual Expenditures	\$2,988	\$0	\$0	\$1,775	\$0	\$0	N/A
Total Operating Budget	\$2,988	\$0	\$0	\$1,775	\$0	\$0	N/A
Capital Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Transfer to Other Funds	\$100,000	\$100,000	\$100,000	\$100,000	\$830,000	\$730,000	730.00%
Total Budget	\$102,988	\$100,000	\$100,000	\$101,775	\$830,000	\$730,000	730.00%

THREE YEAR CORPORATE RATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 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 2016

ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
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920 - LIBRARY OPERATING FUND

General Property Tax	\$1,087,091	\$1,112,494	\$1,110,378	\$1,149,250
State Replacement	\$7,844	\$7,800	\$8,362	\$7,900
Total Tax Revenue	\$1,094,936	\$1,120,294	\$1,118,740	\$1,157,150
Federal Grants	\$0	\$0	\$0	\$0
Operating Grants	\$16,219	\$16,200	\$16,219	\$16,200
Total Grants	\$16,219	\$16,200	\$16,219	\$16,200
Charges for Services	\$5,000	\$4,000	\$3,574	\$4,000
Fines	\$24,009	\$24,000	\$22,065	\$24,500
Interest	\$46	\$60	\$86	\$50
Donations	\$8,145	\$3,000	\$1,000	\$3,000
Miscellaneous Revenues	\$6,130	\$2,000	\$824	\$2,000
Library Operating Fund	\$1,154,484	\$1,169,554	\$1,162,508	\$1,206,900

925 - LIBRARY SPECIAL REVENUE FUND

Interest	\$1,691	\$1,500	\$744	\$250
Donations	\$0	\$0	\$0	\$0
Library Special Revenue Fund	\$1,691	\$1,500	\$744	\$250

930 - LIBRARY BUILDING/EQUIPMENT MAINTENANCE FUND

General Property Tax	\$112,804	\$123,940	\$123,455	\$128,550
Interest	\$4	\$10	\$5	\$5
Donation	\$0	\$0	\$0	\$0
Proceed L/T Debt	\$0	\$0	\$0	\$0
Transfers from Other Funds	\$0	\$0	\$0	\$0
Transfers from Reserves	\$4,857	\$0	\$0	\$0
Library Bldg/Equip Maint Fund	\$117,665	\$123,950	\$123,460	\$128,555

Thomas Ford Memorial Library

BUDGET REVENUES

FY 2016

ACCOUNT TITLE	ACTUAL REVENUE FY 2014	AMENDED BUDGET FY 2015	ESTIMATED ACTUAL FY 2015	APPROVED BUDGET FY 2016
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940 - LIBRARY DEBT SERVICE FUND

General Property Tax	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$0
Transfers from Other Funds	\$38,866	\$39,775	\$39,775	\$40,782
Library Debt Service Fund	\$38,866	\$39,775	\$39,775	\$40,782

950 - LIBRARY TIMBER TRAILS IMPACT FEES

Interest	\$8	\$7	\$15	\$10
Donation	\$0	\$0	\$0	\$0
Library Timber Trails Impact Fees	\$8	\$7	\$15	\$10

970 - LIBRARY SPECIAL RESERVE FUND

Interest	\$129	\$150	\$1	\$0
Donation	\$0	\$0	\$0	\$0
Transfer with Equity	\$0	\$0	\$36,484	\$0
Library Special Reserve Fund	\$129	\$150	\$36,485	\$0

Thomas Ford Memorial Library

PROGRAM/DEPARTMENT BUDGET SUMMARY

FY 2016

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

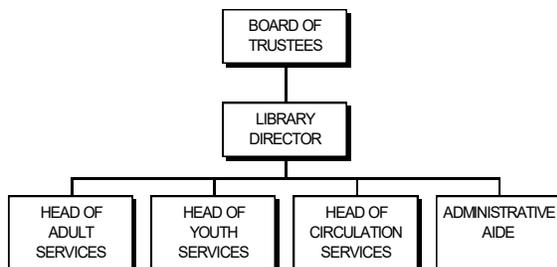
The Library Operating Fund is used to pay the "everyday expenses" of the Library. Revenue sources include property taxes, fees, fines, grants, interest, and gifts. Some of the items paid for from this fund are salaries/benefits, books, CDs, DVDs, insurance, technology, and programming. Other Library funds are Building Maintenance, Capital Reserve, and the Graham Fund (private endowment). The budget for FY15 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. 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 2015

- Increased circulation of Library materials (8.2%).
- Experienced a 46% increase in checkout of digital materials (ebooks, audiobooks, movies, etc.).
- Migrated to new software vendor (SirsiDynix) in April along with other libraries in SWAN consortium.
- Developed patron training materials to ease transition to new online catalog.
- Completed new website design.

Key Initiatives 2016

- Initiation of Library space utilization study.
- Development of plan for Tween Services (ages 9-12).
- Establishment of a program for public art.



Thomas Ford Memorial Library EXPENDITURES

	A. FY 2014 ACTUAL	B. FY 2015 APPROVED BUDGET	C. FY 2015 AMENDED BUDGET	D. FY 2015 ESTIMATED ACTUAL	E. FY 2016 APPROVED BUDGET	F. DOLLAR CHANGE E-C	G. PERCENT CHANGE =E/C
Operating Budget							
Salary and Benefits	\$807,126	\$837,050	\$837,050	\$830,850	\$850,250	\$13,200	1.58%
Contractual Expenditures	\$171,540	\$180,075	\$180,075	\$170,330	\$193,100	\$13,025	7.23%
Commodities Expenditures	\$24,276	\$22,800	\$22,800	\$22,000	\$24,300	\$1,500	6.58%
Total Operating Budget	\$1,002,942	\$1,039,925	\$1,039,925	\$1,023,180	\$1,067,650	\$27,725	2.67%
Transfer to Other Funds	\$43,723	\$64,775	\$64,775	\$39,775	\$65,785	\$1,010	1.56%
Debt Service	\$40,189	\$39,775	\$39,775	\$39,765	\$40,782	\$1,007	0.00%
Contingency	\$0	\$44,045	\$35,595	\$0	\$26,570	(\$9,025)	0.00%
Capital Expenditures	\$175,264	\$175,425	\$175,425	\$165,000	\$200,700	\$25,275	14.41%
Total Budget	\$1,262,118	\$1,363,945	\$1,355,495	\$1,267,720	\$1,401,487	\$45,992	3.39%

RESOURCES FOR BUDGET

	FY 2015 AMENDED BUDGET	FY 2016 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	\$1,355,495	\$1,401,487	3.39%
TOTAL	\$1,355,495	\$1,401,487	3.39%

**ANALYSIS OF CHANGE
FROM 2015 AMENDED BUDGET TO 2016 APPROVED BUDGET**

CHANGES FOR OPERATION	AMOUNT
1. Increase for Benefits and Compensation Adjustments	\$13,200
2. Increase in Architecture and Interior Maintenance	3,875
3. Increase in Supplies	1,500
4. Increase in Professional Services	5,000
5. Increase in Various Contractual Services	1,100
6. Increase in Other Sponsorships	1,000
7. Increase in Printing	1,000
8. Increase in Training/Conferences	750
9. Increase in Unemployment Compensation	300
TOTAL OPERATING CHANGES	\$27,725
CAPITAL IMPROVEMENT PROJECTS	
10. Increase in Periodicals, Subscriptions, CD's, etc.	\$25,275
11. Increase in Debt Service	1,007
12. Increase in Transfers to Other Funds	1,010
13. Decrease in Contingency	(9,025)
TOTAL CAPITAL PROJECTS CHANGES	18,267
TOTAL CHANGES	\$9,458

Thomas Ford Memorial Library THREE YEAR CORPORATE PLAN SUMMARY

	FY 2014 ACTUAL	FY 2015 ESTIMATED ACTUAL	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
Operating Budget					
Salary and Benefits	\$807,126	\$830,850	\$850,250	\$871,506	\$893,294
Contractual Expenditures	\$171,540	\$170,330	\$193,100	\$180,075	\$180,075
Commodities Expenditures	\$24,276	\$22,000	\$24,300	\$22,800	\$22,800
Total Operating Budget	\$1,002,942	\$1,023,180	\$1,067,650	\$1,074,381	\$1,096,169
Transfer to Other Funds	\$43,723	\$39,775	\$65,785	\$65,781	\$65,750
Debt Service	\$40,189	\$39,765	\$40,782	\$40,781	\$40,750
Contingency	\$0	\$0	\$26,570	\$44,045	\$44,045
Capital Expenditures	\$175,264	\$165,000	\$200,700	\$150,000	\$150,000
Total Budget	\$1,262,118	\$1,267,720	\$1,401,487	\$1,374,988	\$1,396,714

RESOURCES FOR CORPORATE PLAN

	FY 2016 APPROVED BUDGET	FY 2017 PROPOSED BUDGET	FY 2018 PROPOSED BUDGET
General Fund			
Capital Improvement Fund			
MFT/Infrastructure Fund			
Commuter Fund			
Recreation Fund			
Library Fund	\$1,401,487	\$1,374,988	\$1,396,714
Water/Sewer Fund			
Public Benefit Fund			
Pension Funds			
E-911 Fund			
Outside Grants			
TOTAL	\$1,401,487	\$1,374,988	\$1,396,714

MULTIYEAR AND OUT-YEAR KEY INITIATIVES

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

Village of Western Springs

BUDGET GLOSSARY

FY 2016

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 2016

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 2016

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 2016

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 12.97% as of January 1, 2016.

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 2016

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 2016

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.