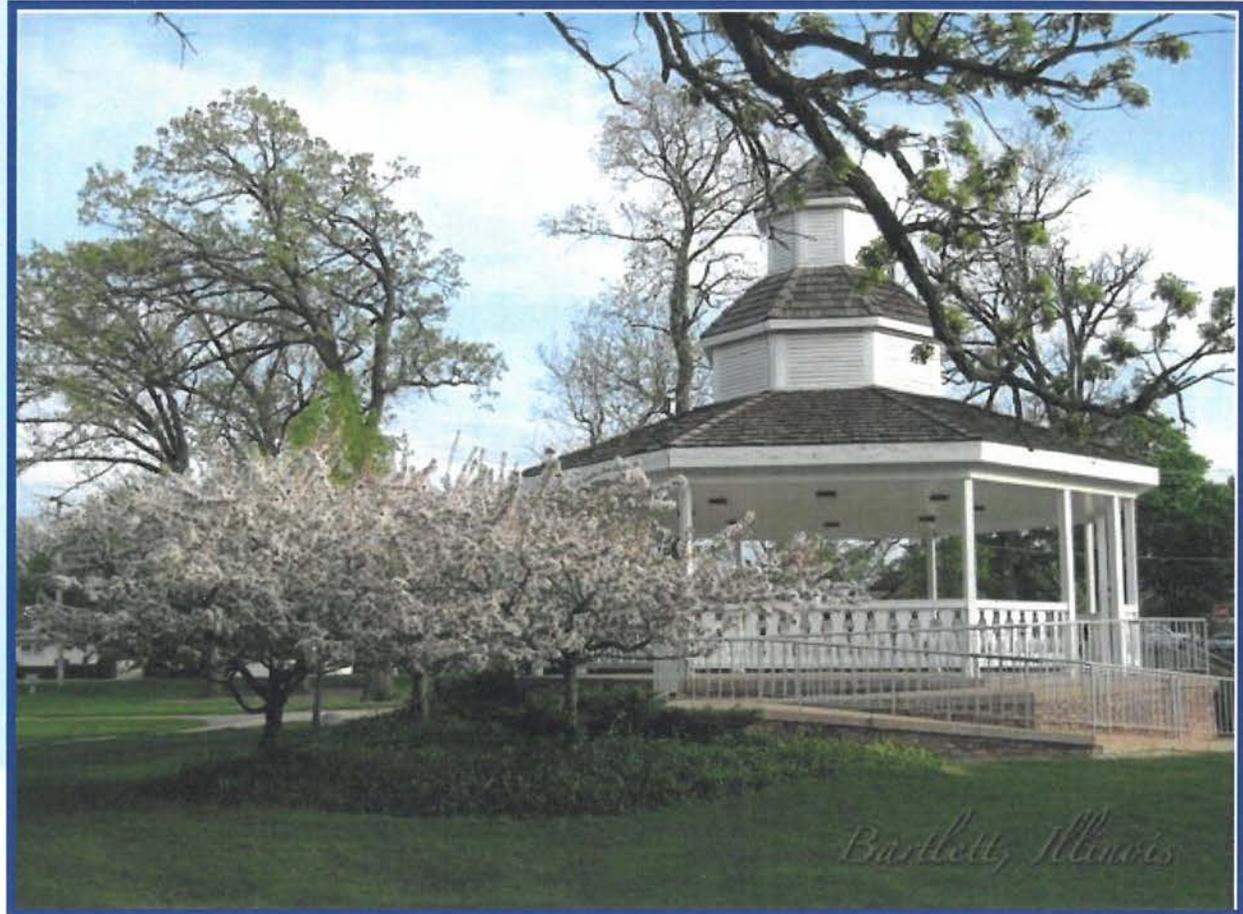


Village of Bartlett, Illinois

2019—2020 Budget



Principal Officials

Kevin Wallace, Village President

Lorna Giles, Village Clerk

Trustees

Michael E. Camerer D.C. Vince Carbonaro

Raymond H. Deyne Kristina Gabrenya, OD, FAAO

Adam J. Hopkins Aaron H. Reinke

Executive

Paula Schumacher, Village Administrator

Scott Skrycki, Assistant Village Administrator

Department Directors

Todd Dowden, Finance Director

Dan Dinges, Public Works Director

Patrick Ullrich, Police Chief

Brian Goralski, Building Director

Roberta Grill, Planning & Development Services Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Bartlett
Illinois**

For the Fiscal Year Beginning

May 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the Village of Bartlett for its annual budget for the fiscal year beginning May 1, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

TABLE OF CONTENTS

Readers Guide	iv
Budget Message	1
Budget Resolution	10
Budget Summary	11
Revenue & Expenditure Summary	11
Sources & Uses of Funds	12
Revenue & Expenditure Comparison	14
Projected Cash Balances	15
Fund Balances	16
Personnel Requirements	18
Capital Outlay Expenditures	21
Budget Process	23
Budget Calendar	24
Revenue & Expenditure History	26
Community Profile	30
Race, Demographic & Housing Statistics	33
Community Profile	35
Land Use Inventory	36
Organization Charts	37
Strategic Planning	39
Financial Policies	54
Fund Summaries	60
Fund Structure Chart	63
Revenues & Expenditures History	64
Revenues	75
Property Tax	76
Other Taxes	77
Service Charges	79
Other Revenues	80
Summary of Tax Rates & Fees	83
Public Works Expenditures	84
Street Maintenance	85
Water Operating	88
Sewer Operating	91
Parking Operating	95
Public Safety Expenditures	96
Police	97
Police Pension	103
General Government Expenditures	104
Village Board/Administration	105
Finance	115
Community Development	119
Building	126
Golf Expenditures	130
Debt Service Expenditures	135
Capital Project Expenditures	137
List of Projects	138
Five Year Plan Summary	141
Line Item Detail	142
Revenues	142
Public Works Expenditures	152
Public Safety Expenditures	159
General Government Expenditures	162
Golf Expenses	169
Debt Services Expenditures	176
Non-Departmental Expenses	177
Capital Projects Expenditures	179
Glossary	184
Index	190

READERS GUIDE

This book is divided into sections with major divisions being highlighted by tabs. Below is an explanation of what information can be found behind each tab. Each bolded topic below represents a tab.

Budget Message (Page 1): This is a communication from the Village Administrator to the Village President and Board of Trustees. It highlights the budget including how it addresses the goals and priorities set by the Village Board.

The message is prepared and delivered with the proposed budget. Comparisons with the prior year's budget are based on the original budget. Elsewhere in this document, comparisons reflect the prior year's budget as amended.

Budget Summary (Page 9): This provides a summary of the budget in tables, charts, graphs, and narratives. Overall revenues and expenditures are broken down by various categories. The current budget is compared with actual results from prior years to put the budget in context. Fund balances are disclosed and discussed. The budget process is explained. Also included is a list of all capital outlay purchases and information on the staffing levels of the Village over several years with an explanation of the changes.

Community Profile (Page 30): This section includes a brief history of the community and information on current demographics, economics, etc. Maps are included to show Bartlett's location in the region and its overall size. A chart of land uses is included as are organization charts that provide information on the major functional areas of each department.

Strategic Planning (Page 39): This section includes the goals established by the Village Board that guide the departmental work programs. Integrated with each goal are the department objectives for the year that are associated with that goal.

Financial Policies (Page 54): Included in this section is a summary of the financial policies that guide development of this budget and the conduct of the financial affairs of the Village.

Fund Summaries (Page 60): This section explains the fund (basic accounting unit) structure of the Village including an explanation of the purpose of each fund and how the fund is budgeted relative to Generally Accepted Accounting Principles (GAAP). Following the overview, historical information on fund revenues and expenditures is provided. It is organized by fund group and follows the same order as the fund structure overview.

Revenues (Page 64): This section provides a summary of all revenues with additional information on major revenues. Definitions of the different revenues and explanations of how they are estimated are part of this section. A chart showing selected fees and tax rates, with 5 years of history, is included.

Expenditures (Page 64): Following the revenue section are a series of similar sections. They present the budget expenditures grouped by major program areas rather than funds. In addition to a summary and historical analysis of the functional area, these sections include department descriptions, strategic plan report, activity measures, and staffing history. Each area is identified with a tab:

Public Works Exp (Page 84): This section includes expenditures for Street Maintenance (from the General Fund), Water Operating, Sewer Operating, and Parking Operating.

Public Safety Exp (Page 96): This section includes expenditures for Police (from the General Fund) and Police Pension.

READERS GUIDE

General Government Exp (Page 104): This section includes the balance of the General Fund expenditures - Village Board/Administration, Professional Services, Liability Insurance, Finance, Community Development, Building, and the Brewster Creek TIF Municipal Account. The final page includes a summary of the Central Services and Vehicle Replacement Funds expenses.

Golf Exp (Page 130): This section includes all expenses of the programs in the Golf Fund - Golf Program, Grounds Maintenance, Driving Range, Restaurant, Banquet, and Midway.

Debt Service Exp (Page 135): This section includes the Debt Service Fund. It also includes information on the Village's debt limit, outstanding bond issues, purpose of debt, funding of debt service, debt service schedules to maturity, and miscellaneous debt statistics.

Capital Projects Exp (Page 137): This section includes a discussion of the capital improvements planning process, some history of capital projects and a detailed list of the capital projects included in this budget. The list has a brief description of each project

and the impact the project is expected to have on future operating budgets. At the end is a summary of the current 5-Year Capital Improvements Plan including a list of projects for each year of the plan.

Line Item Detail (Page 142): This section includes the line item detail with history and comparison to the prior year's budget for all revenues and expenditures. Revenues for all funds are at the beginning of the section followed by expenditures in the same order as the previously tabbed expenditure sections.

Glossary/Index (Page 184): This section provides definitions of words used throughout the document that may not be familiar to the reader. The list of words includes technical terms, acronyms, and words peculiar to the community, region, or government. At the end of this section is an index that can be used to find the location of specific information that may be of interest to the reader.

For more information regarding the Village, visit our web site at <http://www.village.bartlett.il.us>. You may email the Village from the web site with any comments or questions you have.



April 2, 2019

The Honorable Village President
and Board of Trustees
Village of Bartlett, Illinois

As a result of continued prudent budget planning and specific initiatives related to fiscal health, economic development, and expenditure reduction for 2019, I am pleased to present for your consideration the Annual Budget for the fiscal year beginning May 1, 2019 and ending April 30, 2020.

This budget is balanced and this was accomplished through reductions of expenditures, full evaluation of our revenue sources and the use of fund balance reserves within our stated policy limits.

BUDGET SUMMARY

Total expenditures for all funds are \$76,174,619, a 25% decrease from last year's budget. A significant portion of this decrease is attributed to completing the capital improvements necessary for the transition to Lake Michigan water and the construction of the new Police Station.

Total revenues (net of transfers) are \$71,994,508. This is a decrease of 20% from last year's budget. This

decrease is attributable to the loans received the prior year to fund the water capital improvements.

Bartlett has long been known as a family oriented community. One of the first words that our residents use to describe our Village is "family friendly". Indeed, the numbers show this, with 78% of our households being identified in the 2010 census as "family households". Many of our efforts in planning and budgeting focus on this large demographic. We work to keep Bartlett a place where people want to raise their families. However, more and more we are concerned about making our community accessible to every generation. The community snapshot of the Village of Bartlett provided by the Comprehensive Regional Planning Agency for Metropolitan Chicago (CMAP) notes that 4.7% of our households are multi-generational. The same snapshot predicts that in 2022 our population over the age of 55 will be 28.7%, increasing 8.4% from the 2010 census. Throughout the budget you will find examples of how the Village is prioritizing resources to benefit this increasing segment of our population.

PROPERTY TAX

Property Taxes represent 15.5% of the entire budget revenues and total \$11,160,020.

Of course, the impact of property taxes and utility costs are a concern for all our residents, not just our seniors.

The Village's portion of the total property tax bill is about 10%. The general corporate levy is budgeted to be flat from the prior year. This is the **eighth** year Bartlett has kept the levy flat or reduced. This budget does not include any revenue from a gas or electricity utility tax. The Village Board repealed those use taxes in April of 2018.

FUND SUMMARIES

Enterprise Funds

Enterprise Funds include Water, Sewer, Parking, and Golf. A brief overview of each follows:

The Water Fund operating budget is projected to increase 41%, based on the approved rate increase. The substantial increase is due to the debt service payments for improvements related to the Lake Michigan water project. The infrastructure required to complete the transition to purchase 100% water from the DuPage Water Commission is included in the Capital Improvement Plan.

The second planned water rate increase to fund improvements necessary for the conversion to Lake Michigan water in our Capital Improvements Plan was reviewed and approved in September. It is included in the water fund operating budget. The impact of this increase is lessened for seniors because we provide for a 10% discount for senior water account holders. In addition, the Water Department completed its initial

round of leak detection this past summer. The department found and repaired 138 leaks and improved our water accountability by 5% which will help keep water costs down for all residents.

The Sewer Fund operating budget is projected to increase by 7% due to an increase in debt service for capital improvements. The fund is projected to be below the minimum policy amount for operating expenses. Sewer rate increases are recommended for the next two years to fund the modernizing of the waste water treatment facilities and to improve the fund's cash balance.

The Golf Fund accounts for the resources used in operating the Bartlett Hills Golf Course. The total golf course revenue for 2019/20 is \$2,301,650, a decrease of \$5,500 from last year. The Golf operating expenses are projected to be \$2,278,837, a 4% decrease from 2019/20.

The Parking Fund budget expenditures are level with the prior year at \$218,027.

General Fund

The General Fund budget includes a 2.5% increase in expenditures to \$20,692,980 (net of transfers). This budget will leave the General Fund with a cash balance of 40% of operating expenditures after accounting for restricted funds. We continue to maintain costs with reasonable operating increases. We aggressively seek

out funding alternatives through grants and partnerships. General Fund revenues, which include tax income, licenses and permits, fees and fines, and grants are up 5%.

“Aging in place” refers to the choice seniors make to continue living in their own homes as they get older. It can be the most economical and fulfilling option for individuals and families. In order to remain in their homes, seniors need to maintain and modify their homes as they age. You will see that the Building Department is planning on updating the Building Code in the upcoming fiscal year. This also includes reviewing building permit fees. One program included in this budget is the Senior Resident Minimum Building Permit Fee. This fee of \$35.00 would be charged to residents 65 years or older for the top permits applied for by seniors regardless the cost of the project. These include both maintenance projects like new furnaces and water heaters as well as structural modifications like ramps.

According to a 2018 study by the AARP Foundation, one in five older Americans struggle with social isolation. Robust communication and engaging public events are ways we build community within the Village. Our Village website is the hub of our communications and last year we had 470,252 visits to our site. We also continue to increase our presence on social media, adding several videos to disseminate information as well as highlight local businesses and promote community special events. We’ve expanded our online

services to allow residents to request overnight parking, neighborhood watch services, and building permit materials to be emailed directly to the resident. However, not everyone has a smartphone or internet access so our bi-monthly newsletter and new letter formatted water bills provide us with the avenue to communicate with our residents directly in their real mailboxes instead of the virtual kind.

Bartlett is fortunate to have many vibrant community events, and we partner with several taxing districts and civic groups to provide police and public works services and traffic control for these events. The departmental budget proposals continue our commitment to support community events. Our community hosts gatherings that range from religious celebrations and runs to time honored favorites like the Fourth of July festival, Heritage Days and highly acclaimed National Night Out celebration to the relatively new Global Arts Festival and Ignite the Courage.

Award winning programs at the Bartlett History Museum and Depot Museum are popular across generations from the Saturday crafts at the Depot, special lectures and walking tours the museums offer something of all ages and abilities. Bartlett Hills also provides social and recreational opportunities for both junior and senior golfers and every level in between. Bartlett Hills is anticipating a strong year with above average bookings for weddings, showers and golf outings.

Safety is always a major concern for residents, but especially so for our seniors. The Police Department partners with Victory Centre and Clare Oaks Senior Living to provide their residents with presentations about law enforcement programs and services. Community outreach programs, the Citizen Police Academy and the use of social media are all ways our Police Department connects with the community and creates a relationship of confidence and trust. The new police building is a wonderful new example of enhanced service delivery. The new building can adequately meet the technology, equipment, and systems requirements of a modern law enforcement agency. The building is flexible in providing all of the existing services, as well as those services needed in the future. The Police Department staff moved fully into the facility in January. We are anxious to show it off to the community when we officially dedicate it this spring.

DEBT SERVICE AND INTERNAL SERVICE FUNDS

Debt Service

General Obligation, Special Service Area Debt Service, and the repayment of Water loans accounts for about 9% of our total expenditures. Most recently, general obligation bonds were issued in 2016 for the construction of the new Police Station and the Water loans are for capital costs related to the conversion to Lake Michigan water.

Internal Service Funds

These include the Central Services and Vehicle Replacement Funds.

In the Vehicle Replacement Fund, funding will occur for vehicle replacements in the Community Development Department, Building Department, Police Department, Public Works Department and Golf Course.

The Central Services budget has an overall capital outlay of \$234,000. Equipment funded includes desktop computers, copiers, squad car video recording systems and a projector for the Council Chambers. We are also recommending that we update the Village's Office software suite to the 2019 version. This will insure compatibility with other organizations.

Suburban life is oriented toward car travel and Bartlett is no exception. This current configuration can be difficult for seniors who no longer drive. According to The National Complete Streets Coalition (2010) seniors often face problems while walking in their communities because vehicular traffic is fast-moving and intimidating or there are uneven and dark sidewalks or no sidewalks at all. Providing safe and more enjoyable village streets, sidewalks and paths can become a viable and healthy option for seniors and others in the community no matter what their age.

This past year the Village Board approved Ordinance #2018-106 implementing the 25 mph reduced speed limit in downtown as part of the TOD plan implementation. The Village Board also increased funding in the Capital Budget for existing bike path maintenance, based upon a recommendation from the Bike and Run Committee.

You will see in the budget requests from the Public Works Department that more resources have been allocated to contractual services and maintenance materials to provide for additional in house paving and concrete replacement as well as more street light replacement. This builds upon efforts of Village crews to pave bike paths, repair roads and install sidewalk connections. This past year, Public Works completed an additional 500 work hours paving and patching pavement and an additional 1,500 work hours removing and replacing sidewalk and curb. The Street Light Maintenance Material line item was increased by 14% to allow for the stepped up replacement of our older mercury vapor fixtures with LED fixtures.

Special Revenue Fund

The Village has one special revenue fund and it includes only the Motor Fuel Tax receipts with total expenditures budgeted at \$3,230,225. The major projects include the annual streets maintenance program and resurfacing sections of Schick Road and Petersdorf Road.

Intergovernmental Revenues

Intergovernmental revenues including the income tax and local use tax are estimated to be \$5,450,000. This estimate is \$670,000 higher or 14% higher than the budget for 2018/19. In July 2018, the State made a last minute decision to return 5% of the 10% reduction in 2017 to the Local Government Distributive Fund. The Village had budgeted income tax assuming the State would retain the full 10% reduction from the prior year. The change resulted in the Village receiving an additional \$300,000 in fiscal 18/19. The estimate for 19/20 includes an additional \$150,000 based on the Illinois Municipal League's estimate. The local use tax is also estimated to be up \$220,000 from the prior year budget due to increased tax collections on online purchases.

Last year's budget message focused a great deal on the budget crisis at the State level and the harsh impacts that had for local budgets and shared revenues. This year we see a portion of those state shared revenues return, however the precarious financial condition of Illinois continues to be a liability for Bartlett. No area is this more evident than in economic development. The high cost of doing business in Illinois makes it difficult for businesses to start, expand and thrive. Bartlett has worked to mitigate this challenge on the local level. The BEDA program was created last year to incentivize new and existing businesses to invest in Bartlett. The program not only provides for a financial rebate to the

business, it also is a great marketing tool for our Economic Development team to use.

Smoothing the development process so that new businesses can open and existing businesses can expand and update are other ways we help our retail and industrial communities. Our business concierge program, the Administrative Site Plan review process which can take developments without variations straight to building permit application and issuance, and reinvigorated marketing efforts have seen results with the redevelopment of downtown sites, several additions to the BCBP and new strip centers on Army Trail and in the Home Depot subdivision.

Through a combination of increased marketing efforts and an improving economy, the commercial vacancy rate, which stood at 19% in February of 2016 is now 7.1%. The largest space to be filled was the 65,613 sq. ft. former Dominicks's which is now occupied by Amita Health Care. Our growing medical infrastructure, with the opening of Amita, Artis Senior Living and Alden Gardens as well as Balance Family Chiropractors expanding on to Main Street, is an attractive benefit to new and existing residents.

Capital Projects

Capital projects include infrastructure needs in the Village's two TIF districts and capital improvements in the Water and Sewer Funds. The total amount budgeted for Capital Projects in 2019/20 is 35% of total

expenditures. These expenditures were approved by the Village Board in December 2018.

Major projects for the budget include site preparation and road improvement activity in the Brewster Creek TIF District and the Blue Heron/Bluff City TIF District, the continued water main replacement program and improvements to the water system as we transition to purchasing 100% Lake Michigan water this summer and the rehabilitation of the Devon Avenue excess flow facility. These three projects are transformative for our community and will serve our residents for decades to come. The Capital Projects Expenditures section details all the projects in full.

Another major issue we will see with regard to the State is the continued debate about police and fire pension consolidation. Pension reform is a complicated issue with many aspects and interested parties. This will be a major focus of the local government consortiums for the upcoming year and one we will be watching closely.

Trust & Agency Funds

This includes the Police Pension Fund and Bluff City SSA Debt Service Fund. The Police Pension budget includes expenses for 30 current pensioners. As of the May 1, 2018 actuarial report, the fund was 77% funded with over \$40 million in assets. The average funded level for Illinois police pension funds is below 65%. State law requires that this fund must be 90% funded by 2040.

The Bluff City SSA Debt Service Fund includes principal and interest payments on the SSA bonds. Property tax revenue from the Bluff City development is captured to pay for those bonds. The bonds are classified as non-commitment debt in the Comprehensive Annual Financial Report.

PERSONNEL SUMMARY

A key component of keeping our service levels high is our municipal employees. In a survey of thirty communities, Bartlett is the 8th lowest in number of employees per 1,000 population. The budget includes the following staffing changes:

In Administration, the Senior Management Analyst position was filled and the Administrative Intern will be left open. Two GIS positions were moved from Community Development to Finance to become part of the Information Technology team. The Community Development Department has left the Assistant Director position open and added an Assistant Planner.

The Management Analyst shared with Community Development is now all under Public Works and the Assistant Public Works Director will be replaced with a Streets Supervisor. The Police Department is planning to fill a secretary position left open during the construction period and a records clerk position. Under Golf, the Assistant Food & Beverage Manager position has not been filled. All these changes resulting in an increase

of two net employees in this budget. We continue to evaluate each position as they become open or vacant.

Department productivity, work flow, service demands, community safety and personnel costs are evaluated throughout the year to ensure appropriate staffing level. A particular focus was placed on the combining of the Building Department and Community Development Department. This will be an ongoing effort in the coming fiscal year that will evaluate all front line customer interactions, the development process and inspection services. The emphasis will be on rethinking our service delivery methods for better efficiency, ease of use and customer service as well as cross training opportunities.

CONCLUSION

Overall, the Village of Bartlett's 2019/20 budget includes the funding necessary to provide the residents and business owners of Bartlett continued cost effective, efficient and reliable services. Several steps have been made to reduce costs including the significant reduction to employee health insurance costs resulting from changes implemented this past fall. This budget also contains a continued, aggressive capital plan to improve municipal facilities and infrastructure and complete the transition to Lake Michigan water.

Crafting of the annual budget begins in September for the staff. Budget forms, spending guidelines, overall strategic goals, and deadlines are presented to the departments at the annual budget kick off meeting in October. Budgets are developed and submitted to the Finance Department in December.

A rigorous review and analysis by the budget team begins. Revenue sources, expenditures and projected fund balances are projected. Evaluation of the economic environment at the federal, state and local levels are factored. Additional meetings are held with each department regarding any adjustments. We focus our efforts with cutting costs with consideration for key services and maintaining high standards.

The budget works hand in hand with our Strategic Plan. The long and short term goals, both complex and routine, are reflected in the individual departmental budgets. Progress on goals is reported and plans for implementing them further are found at the beginning of each department's budget. The funds requested can be traced back to the plan's goals and objectives and have been adjusted at the line item level for personnel, equipment, supplies, marketing and even postage with these goals in mind.

The budget has been prepared in accordance with all applicable local, state and federal laws. The Village of Bartlett operates under the Budget Officer Act, which requires that the budget be adopted not later than May

1 of each year. All required hearings have been scheduled and the appropriate notices will be given.

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Budget Presentation Award to the Village of Bartlett for its annual budget for the fiscal year beginning May 1, 2018. This is the 26th consecutive year the Village has received this award. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan, and as a communications device. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

ACKNOWLEDGEMENTS

Staff has worked closely with the Village Board to improve the Village's financial sustainability. I would like to thank the Mayor and Trustees for the many hours they dedicated to this process, their guidance and support.

We lengthened the time allocated for budget review this year and I appreciate the efforts of the Finance Department, in particular Finance Director Todd Dowden and his staff to whom the biggest burden of this adjustment fell. Thanks to all the Department Directors who gave careful consideration to their requests and came prepared to defend them during our review sessions. The use of software programs like GO Request and Frontline to track calls for service, monitor response and activity measures and provide data for allocating resources have been important tools to help our staff budget and plan for the upcoming fiscal year. This data would be meaningless without the support staff that makes sure these programs operate correctly and who put in the raw information.

A special thanks to Chris Hostetler, Janelle Terrance, Matt Coulter and Millie Oleksyk who answer dozens of questions from staff working on their proposals all while working on their own budget duties. I would be remiss if I did not call out a thanks to Lorna Giless – the keeper of the calendar who nagged me in the nicest way possible and put this document together into a format that we can read and understand.

Lastly, but certainly not least, thank you to the residents and businesses of Bartlett that allow us the honor of public service every day.

Respectfully submitted,



Paula Schumacher
Village Administrator



THE VILLAGE OF
BARTLETT

228 S. MAIN STREET
BARTLETT, ILLINOIS 60103
PHONE 630.837.0800
FAX 630.837.7168
www.village.bartlett.il.us

VILLAGE PRESIDENT
Kevin Wallace

VILLAGE CLERK
Lorna Gilles

TRUSTEES
Michael E. Camerer D.C.
Vince Carbonaro
Raymond H. Deyne
Kristina Gabrenya, OD, FFAO
Adam J. Hopkins
Aaron H. Reinke

RESOLUTION 2019-29-R

**A RESOLUTION ADOPTING THE VILLAGE OF
BARTLETT BUDGET FOR FISCAL YEAR 2019/2020**

BE IT RESOLVED by the President and Board of Trustees of the Village of Bartlett, Cook, DuPage, and Kane Counties, Illinois:

SECTION ONE: That the Budget for the Village of Bartlett for the Fiscal Year beginning May 1, 2019 and ending April 30, 2020 is hereby adopted in the aggregate sum of \$76,174,619 after a Public Hearing was held on April 2, 2019, pursuant to a notice published in the Daily Herald on March 13, 2019.

SECTION TWO: That this Resolution shall take effect and full force immediately upon its passage and approval.

ROLL CALL VOTE:

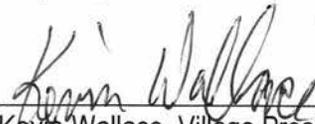
AYES: Trustees Camerer, Deyne, Gabrenya, Hopkins, Reinke

NAYS: None

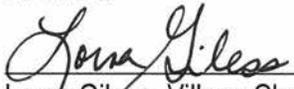
ABSENT: Trustee Carbonaro

PASSED: April 2, 2019

APPROVED: April 2, 2019

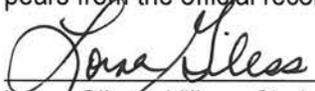

Kevin Wallace, Village President

ATTEST:


Lorna Gilles, Village Clerk

CERTIFICATION

I, the undersigned, do hereby certify that I am the Village Clerk of the Village of Bartlett, Cook, DuPage and Kane Counties, Illinois, and that the foregoing is a true, complete and exact copy of Resolution 2019-29-R enacted on April 2, 2019, and approved on April 2, 2019, as the same appears from the official records of the Village of Bartlett.


Lorna Gilles, Village Clerk



2019/20 REVENUE & EXPENDITURE SUMMARY

Fund	Estimated Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Estimated Ending Balance
General Fund	\$11,144,140	\$22,761,065	\$20,692,980	\$593,250	\$3,105,523	\$10,699,952
Special Revenue Fund						
Motor Fuel Tax	3,303,278	2,125,158	3,230,225	0	250,000	1,948,211
Debt Service Fund	727,470	3,198,477	3,210,325	29,880	0	745,502
Capital Projects Funds						
Capital Projects	40,678	600	0	0	0	41,278
Municipal Building	318,511	586,400	797,500	0	0	107,411
Developer Deposits	2,276,119	506,500	506,500	0	133,000	2,143,119
Route 59 & Lake Street TIF	0	0	133,000	133,000	0	0
Bluff City TIF Municipal	51,349	31,300	57,000	0	0	25,649
Bluff City TIF Project Fund	3,411	1,943,000	1,940,000	0	0	6,411
Brewster Creek TIF Municipal Account	501,125	740,000	1,154,044	0	29,880	57,201
Brewster Creek TIF Project Fund	3,914,126	7,685,000	7,675,000	0	0	3,924,126
Enterprise Funds						
Water	2,633,927	13,231,000	14,486,924	0	337,986	1,040,017
Sewer	654,948	11,980,000	11,589,729	0	365,985	679,234
Parking	118,081	233,400	195,917	0	22,110	133,454
Golf	0	2,301,650	2,195,944	0	68,250	37,456
Internal Services Funds						
Central Services	130,453	4,000	1,433,585	1,379,763	0	80,631
Vehicle Replacement	1,209,944	70,000	675,500	593,770	0	1,198,214
Trust & Agency Fund						
Police Pension	41,928,943	3,435,500	5,018,571	1,583,071	0	41,928,943
Bluff City Debt Service	611,794	1,161,458	1,181,875	0	0	591,377
Total Revenues & Expenditures		\$71,994,508	\$76,174,619	\$4,312,734	\$4,312,734	

In all funds where expenditures exceed revenues, fund balances are being reduced either as part of the fund balance policies or as part of a planned capital project where funds have been accumulated for that purpose.

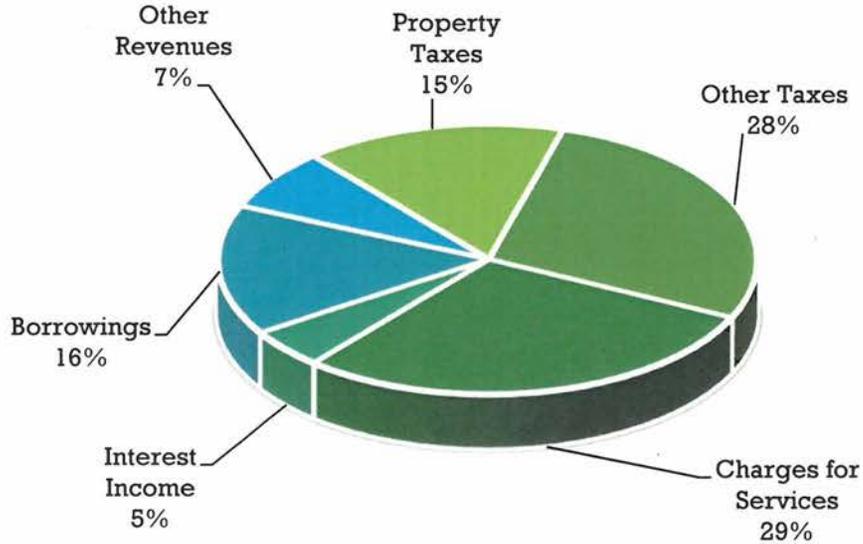
2019/20 SOURCES & USES
By Fund Type

	General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Trust & Agency Fund	Total
Revenues by Category								
Property Taxes	8,026,165	0	3,133,855	0	0	0	0	11,160,020
Other Taxes	11,425,000	1,085,000	0	6,320,600	0	0	1,146,458	19,977,058
Charges for Services	0	0	0	0	20,795,650	0	0	20,795,650
Interest Income	220,000	60,000	22,000	159,300	36,000	24,000	2,915,000	3,436,300
Borrowings	0	0	0	4,540,000	6,750,000	0	0	11,290,000
Other Revenues	3,089,900	980,158	42,622	472,900	164,400	50,000	535,500	5,335,480
Total Revenues	\$22,761,065	\$2,125,158	\$3,198,477	\$11,492,800	\$27,746,050	\$74,000	\$4,596,958	\$71,994,508
Expenditures by Program								
Public Works	3,507,396	0	0	0	11,607,695	1,060,007	0	16,175,098
Public Safety	11,183,140	0	0	0	0	609,032	5,018,571	16,810,743
General Government	5,728,944	0	0	1,344,044	0	359,546	0	7,432,534
Golf	0	0	0	0	2,195,944	80,500	0	2,276,444
Debt Service	0	0	3,210,325	0	2,501,424	0	1,181,875	6,893,624
Capital Projects	273,500	3,230,225	0	10,919,000	12,163,451	0	0	26,586,176
Total Expenditures	\$20,692,980	\$3,230,225	\$3,210,325	\$12,263,044	\$28,468,514	\$2,109,085	\$6,200,446	\$76,174,619
Net Interfund Transfers	(2,512,273)	(250,000)	29,880	(29,880)	(794,331)	1,973,533	1,583,071	0
Increases (Decreases) in Fund Balance	(\$444,188)	(\$1,355,067)	\$18,032	(\$800,124)	(\$1,516,795)	(\$61,552)	(\$20,417)	

This chart provides a summary of revenues, expenditures (net of interfund transfers), and changes in fund balance by fund type. Where fund balances are decreasing, it is a result of either a planned capital project or part of the Village's fund balance policy.

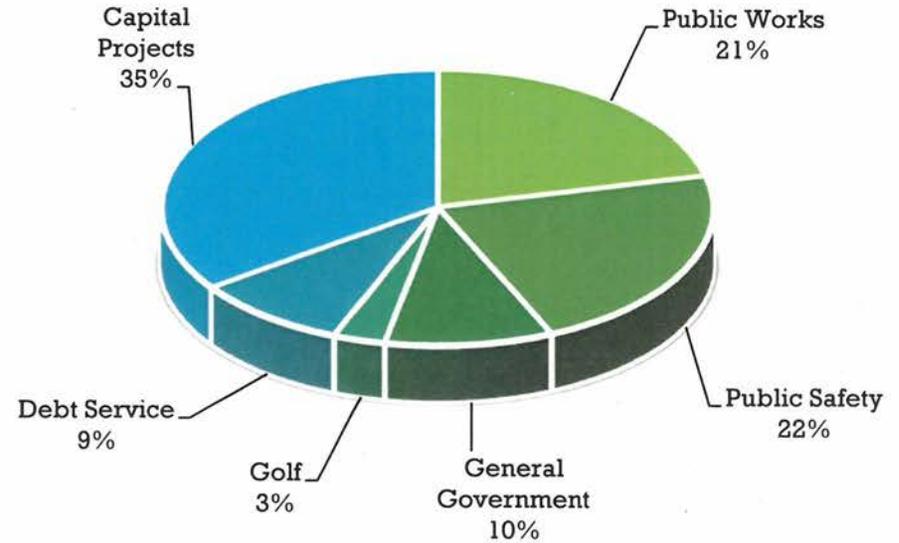
2019/20 SOURCES & USES

WHERE IT COMES FROM
Total Revenue = \$71,994,508



The revenue chart above shows the distribution of Village revenues by major categories. As the reader can see, the Village is not overly dependent on one revenue source. The Village desires and has maintained a diversified revenue base. Borrowings is at 16% of total revenue due to the Water Fund capital projects. The category "Other Taxes" is the Village's second largest revenue area and is made up of Motor Fuel taxes, Tax Increment Property taxes in the TIF funds and taxes in the General Fund. Charges for Services are primarily revenues from our Enterprise funds. Property Taxes represent 15% of the entire budget. Other revenues represent 7% of the budget and interest earnings represent 5% of total revenues.

WHERE IT GOES
Total Expenditures = \$76,174,619



The expenditure chart above shows the distribution of expenditures by program. Capital Projects can vary significantly from year to year. Capital projects in this year's budget represent 35% of the entire budget. Public Safety and Public Works which includes streets, water and sewer represent 43% of the entire budget. General Government includes Administration, Community Development, Building, Finance, Professional Services, Liability Insurance, and Brewster Creek TIF Municipal Account. This area represents 10% of the Village budget. General Obligation and Special Service Area Debt Service is 9% of this year's budget and the expenses related to the Village's Golf course are 3% of the budget.

2019/20 REVENUE & EXPENDITURES COMPARED TO PRIOR YEARS
(Net of Transfers)

Fund	Revenues				Expenditures			
	Actual 2017/18	Budget 2018/19	Budget 2019/20	Percent Change	Actual 2017/18	Budget 2018/19	Budget 2019/20	Percent Change
General Fund	21,226,295	21,666,749	22,761,065	5.05%	18,892,339	20,181,978	20,692,980	2.53%
Special Revenue Fund								
Motor Fuel Tax	1,129,478	2,179,958	2,125,158	-2.51%	1,787,397	3,298,225	3,230,225	-2.06%
Debt Service Fund	5,749,111	3,176,838	3,198,477	0.68%	5,814,241	3,198,750	3,210,325	0.36%
Capital Projects Funds								
Capital Projects	930	400	600	50.00%	0	0	0	0.00%
Municipal Building	159,904	78,400	586,400	647.96%	12,847,986	9,288,906	797,500	-91.41%
Developer Deposits	30,135	105,000	506,500	382.38%	256,148	150,000	506,500	237.67%
Route 59 & Lake Street TIF	0	0	0	0.00%	30,135	78,000	133,000	70.51%
Bluff City TIF Municipal Acct	11,685	28,500	31,300	9.82%	0	28,000	57,000	103.57%
Bluff City TIF Project Fund	173,085	1,881,000	1,943,000	3.30%	172,584	1,880,000	1,940,000	3.19%
Brewster Creek TIF Muni Acct	657,751	668,000	740,000	10.78%	513,896	678,997	1,154,044	69.96%
Brewster Creek TIF Project Fund	7,052,939	8,360,000	7,685,000	-8.07%	8,006,309	8,463,720	7,675,000	-9.32%
Enterprise Funds								
Water	11,374,520	39,932,200	13,231,000	-66.87%	11,069,959	38,899,107	14,486,924	-62.76%
Sewer	4,170,660	5,075,000	11,980,000	136.06%	3,396,952	5,291,046	11,589,729	119.04%
Parking	229,922	231,500	233,400	0.82%	212,692	194,932	195,917	0.51%
Golf	2,132,292	2,307,150	2,301,650	-0.24%	2,168,243	2,278,837	2,195,944	-3.64%
Internal Service Funds								
Central Services	23,541	2,000	4,000	100.00%	1,373,833	1,458,006	1,433,585	-1.67%
Vehicle Replacement	138,822	58,000	70,000	20.69%	1,430,378	356,500	675,500	89.48%
Trust & Agency Fund								
Police Pension	2,853,464	3,370,500	3,435,500	1.93%	4,184,882	4,747,655	5,018,571	5.71%
Bluff City Debt Service	1,149,206	993,020	1,161,458	16.96%	1,088,683	1,155,000	1,181,875	2.33%
Grand Total	\$58,263,740	\$90,114,215	\$71,994,508	-20.11%	\$73,246,657	\$101,627,659	\$76,174,619	-25.05%

Total expenditures for 2019/20 are \$76,174,619 which represents a 25% decrease from the 2018/19 budget. The decrease in expenditures is primarily from the Water Fund capital improvements required for the transition to Lake Michigan water the prior year. The Police Station construction was also completed in 2018/19. Revenues are estimated to decrease 20% to \$71,994,508. The decrease is attributable to less borrowing to fund the Water capital improvements.

2019/20 PROJECTED CASH BALANCES
Compared to Policy Requirements

Fund	Estimated Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Net Transfers	Estimated Ending Balance	Change		Policy Requirement	
						Dollar	Percent	Minimum	Maximum
General	\$11,144,140	\$22,761,065	\$20,692,980	(2,512,273)	10,699,952	(444,188)	-3.99%	7,374,670	9,742,059
Special Revenue Fund									
Motor Fuel Tax	3,303,278	2,125,158	3,230,225	(250,000)	1,948,211	(1,355,067)	-41.02%	0	N/A
Debt Service Fund	727,470	3,198,477	3,210,325	29,880	745,502	18,032	2.48%	671,163	3,207,325
Capital Projects Funds									
Capital Projects	40,678	600	0	0	41,278	600	0.00%	0	N/A
Municipal Building	318,511	586,400	797,500	0	107,411	(211,100)	-66.28%	0	N/A
Developer Deposits	2,276,119	506,500	506,500	(133,000)	2,143,119	(133,000)	-5.84%	0	N/A
Route 59 & Lake Street TIF	0	0	133,000	133,000	0	0	0.00%	0	N/A
Bluff City TIF Municipal	51,349	31,300	57,000	0	25,649	(25,700)	-50.05%	0	N/A
Bluff City TIF Project	3,411	1,943,000	1,940,000	0	6,411	3,000	87.95%	0	N/A
Brewster Creek TIF Municipal	501,125	740,000	1,154,044	(29,880)	57,201	(443,924)	-88.59%	0	N/A
Brewster Creek TIF Project	3,914,126	7,685,000	7,675,000	0	3,924,126	10,000	0.26%	0	N/A
Enterprise Funds									
Water	2,633,927	13,231,000	14,486,924	(337,986)	1,040,017	(1,593,910)	-60.51%	2,554,643	3,308,357
Sewer	654,948	11,980,000	11,589,729	(365,985)	679,234	24,286	3.71%	1,002,827	1,360,243
Parking	118,081	233,400	195,917	(22,110)	133,454	15,373	13.02%	19,592	29,388
Golf	0	2,301,650	2,195,944	(68,250)	37,456	37,456	N/A	228,347	228,347
Internal Service Funds									
Central Services	130,453	4,000	1,433,585	1,379,763	80,631	(49,822)	-38.19%	211,996	N/A
Vehicle Replacement	1,209,944	70,000	675,500	593,770	1,198,214	(11,730)	-0.97%	850,000	N/A
Trust & Agency Fund									
Police Pension	41,928,943	3,435,500	2,278,012	1,583,071	44,669,502	2,740,559	6.54%	N/A	N/A
Bluff City Debt Service	611,794	1,161,458	1,181,875	0	591,377	(20,417)	-3.34%	N/A	N/A
Total Revenue & Expenditures		\$71,994,508	\$73,434,060	0					

The total expenditures shown in this chart differ from other charts in this document by the amount of the "Reserve for Future Pension Payments" line item in the Police Pension Fund, which has been deleted from expenditures for this chart. This more accurately reflects the progress towards full funding on an actuarial basis.

2019/20 PROJECTED FUND BALANCES

General Fund – This budget shows a decrease of 4% in the General Fund balance. The Village’s fund balance policy limits the General Fund cash balance to a specific range based on expenditures, cash flow needs, average current liabilities, and designated reserves. Balances above the maximum can be transferred to the Municipal Building Fund. This proposed budget will leave the General fund with a cash balance of 40% of operating expenditures. The 2019/20 budget proposes to use \$444,188 of the available balance.

This fund balance includes two reserves and funds restricted for police activity. The first reserve represents the average annual current liabilities at fiscal year-end. The reserve is also intended to help the General Fund with cash flow needs if that becomes necessary. The second reserve is for the 2076 tri-centennial celebration, which began with a donation a number of years ago. The estimated balance at the end of 2019/20 is \$18,330. The restricted funds include equitable sharing with the Department of Justice and other seized assets.

Motor Fuel Tax Fund – Fund balance is being decreased by 41%. The Village has an annual MFT road maintenance program and is also using funds for other eligible projects. MFT dollars are reserved for future road projects. The Village is exploring additional revenue sources to ensure adequate balances for capital projects planned in the next five years.

Debt Service Fund - The projected cash balance is expected to increase by \$18,032 to \$745,502 in 2019/20. The fund reserve

is currently above the amount required to pay for the first six months of interest on outstanding General Obligation debt.

Capital Projects Funds – Capital Projects Funds balances are reviewed in developing the 5-year Capital Improvements Program. Debt financing, grants, or inter-fund transfers can be used to finance projects when balances are not adequate. Increases and decreases in fund balances are associated with the specific projects planned. The Municipal Building Fund is budgeted to decrease \$211,100 for the Oak Street parking lot construction. The Developer Deposits Fund is planned to decrease \$133,000 due to a transfer to the Route 59 & Lake Street TIF fund. The budget is also increased to use available funds for economic incentives in the Brewster Creek TIF Municipal Fund.

Water Fund - The Water Fund cash balance will decrease 61%, to approximately \$1 million, with available balance being used for infrastructure improvements related to the Lake Michigan water project. A rate increase effective May 1, 2019 has been approved. The Water Fund will not meet the minimum (25%) and maximum (35%) of operating expenses. The policy includes maintaining a balance adequate for emergency needs, funding capital improvements, funding equipment reserve and designations of specific reserves such as tank painting and radium removal. The planned increase is in anticipation of debt service payments for improvements related to the Lake Michigan water project.

2019/20 PROJECTED FUND BALANCES

Sewer Fund – The Sewer Fund cash balance will increase 4%, or \$24,286. The increase is associated with an approved rate increase effective May 1, 2019. The policy includes maintaining a balance adequate for emergency needs, funding capital improvements, funding equipment reserve and designations of specific Village Board reserves. The fund is projected to remain below the minimum policy objective of maintaining 25-35% of operating expenses. A rate increase is also planned in the following year to improve the fund’s cash balance.

Parking Fund - The cash balance will increase by \$15,373 or 13%. The increase is due to a lower capital outlay budget. The balance will be above the maximum, 10-15% of expenditures for operating purposes plus planned capital projects.

The **Golf Fund** cash balance is projected to increase approximately \$37,456. The Golf Fund remains below the minimum established in the fund balance policy. The policy dictates 10% of operating expenditures. In an effort to reduce cash deficits in the Golf Fund, all transfers to the Central Service and Vehicle Replacement Funds have been suspended and expenses are being held to a minimum.

Internal Service Funds - Both funds must maintain sufficient balances to replace equipment at its scheduled replacement date. In addition, the Central Services Fund should have a reserve equal to 10-15% of operating expenses. Funds are accumulated or depleted based on the equipment replacements required. The balance in the Central Services Fund will decrease 38% to \$80,631, and includes \$234,000 in

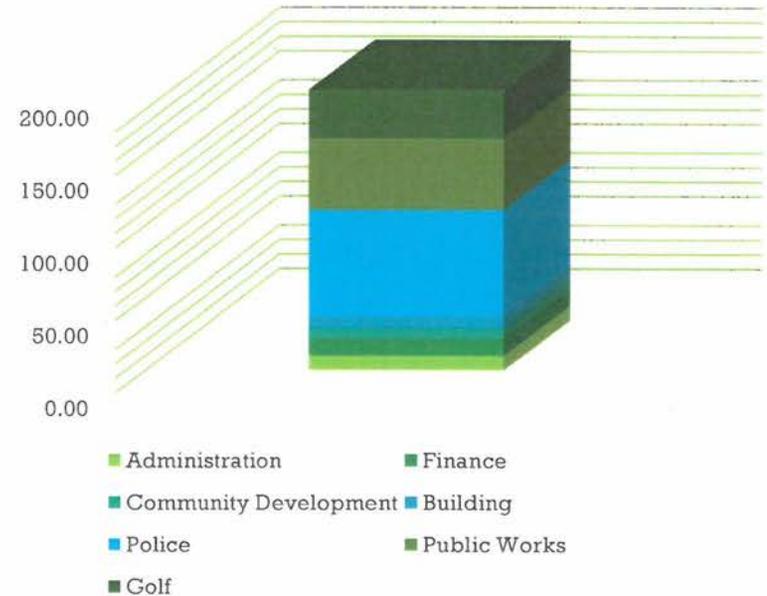
capital outlay. The balance does not meet the 10% of operating expenses or the equipment replacement requirement. Departmental transfer increases are proposed this year to address the balance in the fund for years going forward. The Vehicle Replacement Fund balance will decrease 1% to \$1,198,214. Vehicles in the Community Development, Building, Streets, Water, Sewer, Police, and Golf departments are scheduled for replacement.

Police Pension Fund is evaluated by an actuary annually to determine the required contribution. In accordance with state law, the fund must be 90% funded, as determined by an actuarial review, by 2040. As of May 1, 2018, the fund is 77.0% funded. The balance shown on page 15 is the amount reserved for future pension payments. The “Reserve for Future Pension Payments” line item has been subtracted from the budgeted expenses for that chart to show the total expected accumulation in the Fund. Increases in assets are necessary to meet full funding of 90% imposed by the State of Illinois.

PERSONNEL REQUIREMENTS BY DEPARTMENT

The 2019/20 operating budget shows a small increase in the amount of full-time equivalent personnel. In Administration, the Senior Management Analyst position was filled and the Administrative Intern will be left open. Two GIS positions were moved from Community Development to Finance to become part of the information technology team. Community Development Department has left the Assistant Director position open and added an Assistant Planner. The Management Analyst shared with Community Development is now all under Public Works and the Assistant Public Works Director will be replaced with a Streets Supervisor. The Police Department is planning to fill a secretary position and a records clerk position. Under Golf, the Assistant Food & Beverage Manager position is not being filled.

Department	Budget			Change
	2017/18	2018/19	2019/20	
Administration	7.12	9.62	10.12	0.50
Finance	12.50	9.50	12.00	2.50
Community Development	9.50	9.50	7.00	(2.50)
Building	7.80	7.80	7.90	0.10
Police	72.50	72.00	74.00	2.00
Public Works				
Streets	21.05	21.05	21.88	0.83
Water	10.54	9.54	9.37	(0.17)
Sewer	16.87	16.87	16.70	(0.17)
Parking	1.00	1.00	1.00	0.00
Total Public Works	49.46	48.46	48.95	0.49
Golf				
Golf Program	8.62	8.62	8.62	0.00
Grounds Maintenance	8.70	8.70	8.70	0.00
Food & Beverage	18.23	17.23	16.23	(1.00)
Total Golf	35.55	34.55	33.55	(1.00)
Total Village Employees	194.43	191.43	193.52	2.09



VILLAGE OF BARTLETT EMPLOYEES PER 1,000 POPULATION COMMUNITY COMPARISON

Below are the results of a survey conducted in December 2018, comparing employees per 1,000 population for 30 suburbs in the area. Bartlett ranked 8th out of the 30 suburbs surveyed. Bartlett has been at or below this rank for many years. The comparison excludes Fire Department, Park and Recreation and Golf Course employees. The Village of Bartlett is unique due to its service of providing sewage treatment and well water maintenance.

Rank	Municipality	Population	Full Time Employees	Employees per 1,000 Population
1	Carpentersville	38,291	119	3.11
2	Streamwood	40,838	138	3.38
3	Buffalo Grove	41,496	148	3.57
4	Palatine	68,766	248	3.61
5	Lisle	23,440	88	3.75
6	Roselle	22,763	86	3.78
7	Wheaton	53,373	206	3.86
8	Bartlett	41,208	162	3.93
9	Carol Stream	39,711	165	4.16
10	Lombard	43,345	184	4.25
11	Hanover Park	38,000	162	4.26
12	Elgin	112,456	485	4.31
13	Woodstock	25,528	111	4.35
14	Mt. Prospect	54,167	236	4.36
15	Downers Grove	48,867	217	4.44

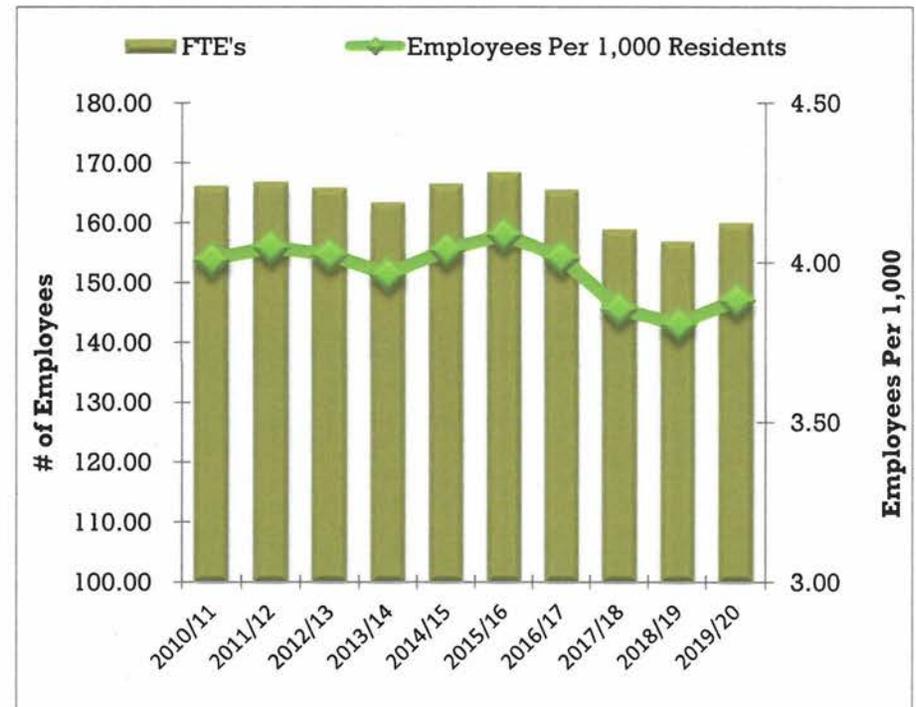
Rank	Municipality	Population	Full Time Employees	Employees per 1,000 Population
16	Wheeling	37,648	172	4.57
17	Willowbrook	8,540	40	4.68
18	Glendale Heights	34,208	161	4.71
19	Batavia	26,045	142	5.45
20	Arlington Heights	75,000	426	5.68
21	Bloomington	22,018	129	5.86
22	Rolling Meadows	23,377	137	5.86
23	Lincolnwood	12,590	79	6.27
24	St. Charles	32,974	220	6.67
25	Elk Grove Village	32,776	219	6.68
26	Addison	36,942	250	6.77
27	Wood Dale	13,770	103	7.48
28	Bensenville	18,000	142	7.89
29	Northbrook	33,170	270	8.14
30	Barrington	10,327	87	8.42

TEN-YEAR PERSONNEL HISTORY (Excluding Golf Course Employees)

Personnel History					
Year	Population	FTE's		Employees Per 1,000 Residents	
		Number	% Change	Number	% Change
2010/11	41,402	166.14	0.40%	4.01	-1.39%
2011/12	41,208	166.81	0.40%	4.05	0.95%
2012/13	41,208	165.84	-0.58%	4.02	-0.58%
2013/14	41,208	163.34	-1.51%	3.96	-1.51%
2014/15	41,208	166.45	1.90%	4.04	1.90%
2015/16	41,208	168.45	1.20%	4.09	1.20%
2016/17	41,208	165.49	-1.76%	4.02	-1.76%
2017/18	41,208	158.88	-3.99%	3.86	-3.99%
2018/19	41,208	156.88	-1.26%	3.81	-1.26%
2019/20	41,208	159.97	1.97%	3.88	1.97%

The table above shows the history of Village staffing in full time equivalents and the number of employees per 1,000 residents. Population figures are based on the 2010 census.

Below is a graph of the staffing information from the table. The number of employees has decreased over the last four years as we continue to hold positions open. Golf Course employees have been excluded from this analysis since they are entirely supported by those who use the course and its facilities.



2019/20 CAPITAL OUTLAY EXPENDITURES

Department/Description	Fund	New/Replacement	Budget	Department Total	
Community Development					
(1) Health Inspector Vehicle	Vehicle Replacement	Replacement	24,000	29,000	
(15) Tablets for PC and ZBA Members	General Fund	New	5,000		
Building					
(1) Building Dept Vehicle	Vehicle Replacement	Replacement	25,000	26,000	
(4) Staff Chairs	General Fund	Replacement	1,000		
Police					
(1) Patrol Vehicle	Vehicle Replacement	Replacement	37,000	168,320	
ID Networks Police Report Management System Interface	General Fund	New	15,000		
Image Trend Hexagon Interface	General Fund	New	12,000		
(56) Ballistic Helmets	General Fund-DOJ	New	13,440		
(7) Tasers	General Fund	Replacement	8,500		
(3) AED's	General Fund	Replacement	5,400		
(1) Speed Trailer with Message Board	General Fund-DOJ	Replacement	7,000		
Livescan System for Interview Room	General Fund-DOJ	New	9,000		
Microfiche/Microfilm All In One System	General Fund-DOJ	New	12,700		
(2) FIST Police Training Suits	General Fund	Replacement	2,500		
(2) LIDAR Units	General Fund	Replacement	3,570		
(7) LED Traffic Safety Flares	General Fund	New	4,410		
(2) Solar Flashing School Zone Signs	General Fund	New	7,000		
(1) Desktop Computer for Investigations Secretary	General Fund	New	2,000		
(1) Drone	General Fund-DOJ	New	19,000		
(2) Trunk Bed Storage Drawers for Supervisor Vehicles	General Fund	New	4,200		
(2) Pole Mounted Traffic Stat Data Collector	General Fund	New	5,600		
Streets					
(2) Large Dump Truck with plow and salt spreader	Vehicle Replacement	Replacement	280,000		425,000
(1) Back-Hoe (Split between Streets, Water, Sewer)	Vehicle Replacement	Replacement	57,000		
(1) Pick Up Truck	Vehicle Replacement	Replacement	27,000		
(1) Skid Loader Trailer	General	New	10,000		
(1) Multi Purpose Mowing/Snow Machine	General	New	45,000		
(1) Sickle Bar attachment for Tractor	General	New	6,000		

2019/20 CAPITAL OUTLAY EXPENDITURES

Department/Description	Fund	New/Replacement	Budget	Department Total
Water				
(1) Pick Up Truck with refurbished service body	Vehicle Replacement	Replacement	31,000	
(1) Back-Hoe (Split between Streets, Water, Sewer)	Vehicle Replacement	Replacement	57,000	
Cathodic Protection System for Villa Olivia Water Tank	Water	Replacement	9,800	97,800
Sewer				
(1) Sewer Televising Van	Sewer	New	45,000	
(1) Sewer Televising Headset	Sewer	New	5,000	
(1) Sewer Camera/Quick Connect Wheels	Sewer	New	10,000	
(1) Back-Hoe (Split between Streets, Water, Sewer)	Vehicle Replacement	Replacement	57,000	117,000
Parking				
(12) Park Benches	Parking	Replacement	10,000	10,000
Golf Maintenance				
(2) Riding Tri-Plex Mowers	Vehicle Replacement	Replacement	69,000	
(3) Cutting Units	Vehicle Replacement	Replacement	11,500	80,500
Golf Banquet				
(1) Cook Line Refrigeration and Dressing Table Unit	Golf	Replacement	8,000	
(1) Burner and Broiler Combination Unit	Golf	Burner-New Broiler-Replct	6,500	
(1) Salamander Gas Oven/Melting Unit	Golf	New	2,500	
(2) Mobile Storage Racks and Service Trays	Golf	New	2,000	19,000
Central Services				
Desktop Computer Replacements	Equip. Replacement Fund	Replacement	48,000	
SQL Server License for ERP and GIS Servers	Equip. Replacement Fund	Replacement	9,000	
Office 2019 Software Suite	Equip. Replacement Fund	Replacement	64,000	
Card Access System Replacement	Equip. Replacement Fund	Replacement	16,000	
(6) Squad Car Video Recording Systems	Equip. Replacement Fund	Replacement	24,000	
(1) Copier for Community Development	Equip. Replacement Fund	Replacement	18,000	
(1) Copier for Building Department	Equip. Replacement Fund	Replacement	15,000	
(1) Projector for Council Chambers	Equip. Replacement Fund	Replacement	20,000	
Web Site Redesign	Equip. Replacement Fund	Replacement	20,000	234,000
Grand Total Capital Outlay				\$ 1,206,620

BUDGET PROCESS

The Village of Bartlett operates under the Budget Officer Act, which requires the budget to be adopted by the beginning of the fiscal year - May 1st. Two major planning processes, Strategic Planning and Capital Improvements Programming impact budget development. The table on the next page shows each of these processes and their component steps in a time line. It's clear to see the year-round nature of these processes and how they overlap.

Preparation of the budget is guided by the goals and objectives developed through the Village's strategic planning process. All major stakeholders in the Village, including residents, elected officials, businesses, and staff, participate in the planning effort. Out of that process comes a vision and mission statement for the Village as well as goals and objectives to guide the Village work program. The Strategic Plan is reviewed regularly, and updates are made as needed.

The Village's bimonthly newsletter (Bartletter) contains summaries of the strategic plan and requests resident feedback. The Village Board meets to update and discuss goals/objectives of the Strategic Plan. The identified goals/objectives are presented at a meeting of the Village's management staff who identify specific objectives and action steps to achieve the goals identified. The Strategic Plan provides the base for developing the Village budget and work programs.

A second major influence on the operating budget is the Capital Improvements Program, which is a 5-year plan updated annually.

The process begins in the summer with departments reviewing the current plan and making changes and updates as necessary. These are reviewed by the Village Board, and a final 5-year plan is adopted in December or January. The upcoming year of this plan is incorporated into the operating budget.

Preparation of the operating budget begins in earnest in September for the staff. Budget forms, spending guidelines, and schedules are reviewed at the annual staff budget meeting in October or November. Departments submit their requests in December. Reviews with the budget team begin thereafter and last into late January. The proposed budget document is presented to the Village Board near the end of February and made available to the public at the Main office. Village Board review sessions and a public hearing are held in March. The budget is approved in April.

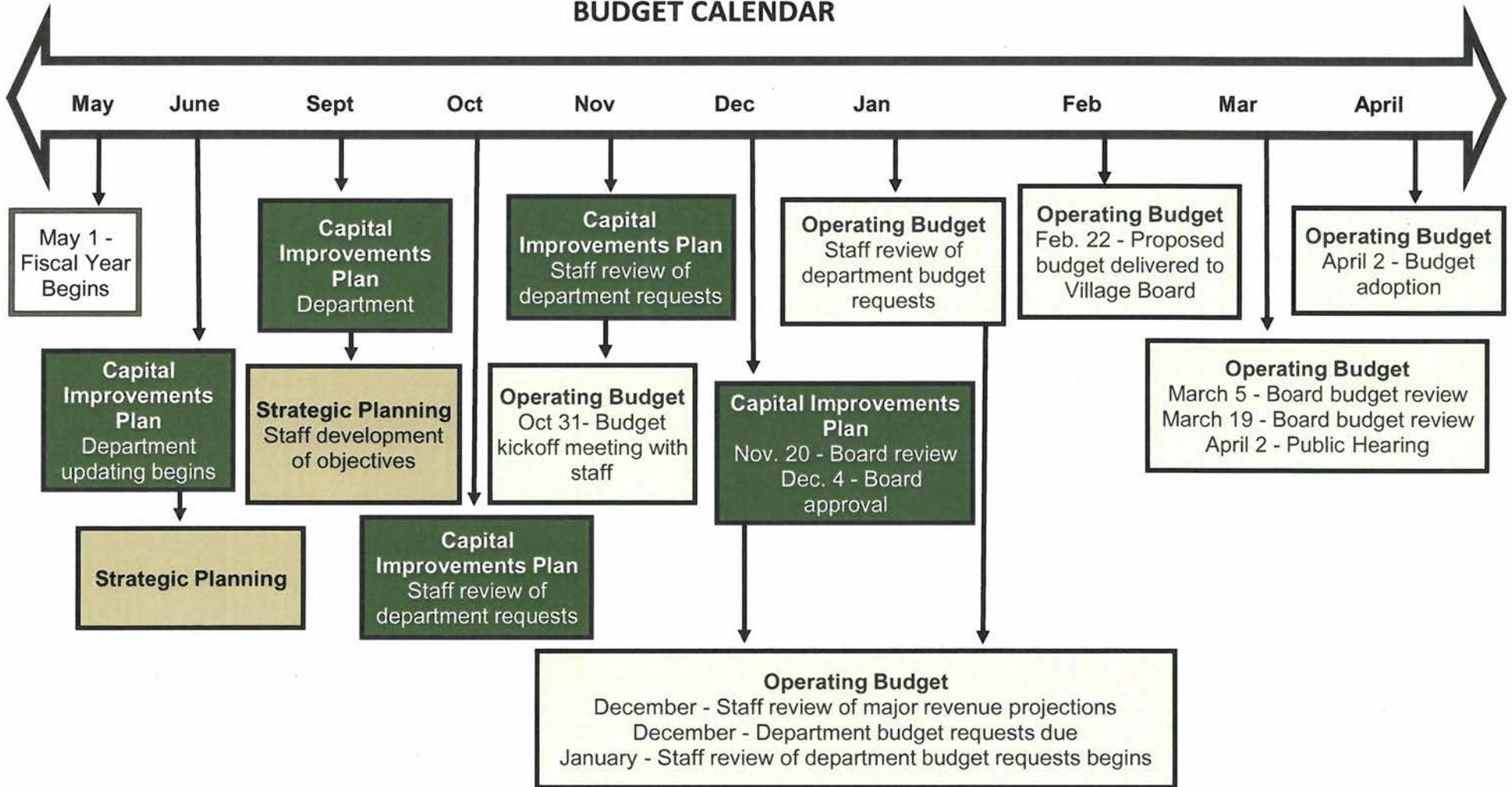
Once the budget is adopted, it can be amended by the Village Board. Such amendments are required if any fund will exceed its original budget or if additional interfund transfers are required. Generally, this is done once at the end of the year.

Budgets are monitored throughout the year with monthly reports on actual expenditures. Year-end estimates are updated on a monthly basis by the Finance Department. Individual line items may exceed budget if there are savings in another line item. Departments are expected to stay within their total budget except in the most unusual situations.

BUDGET PROCESS

	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Strategic Planning Process												
Citizen input (informal)												
Citizen input - Bartletter feedback												
Village Board goal setting												
Staff development of objectives												
Capital Improvements Program												
Department review and preparation												
Village Administrator review												
Village Board review												
Annual Budget												
Finance budget preparation												
Budget kickoff												
Department budget development												
Village Administrator review												
Proposed budget to Village Board												
Village Board review												
Public Hearing												
Budget adoption												

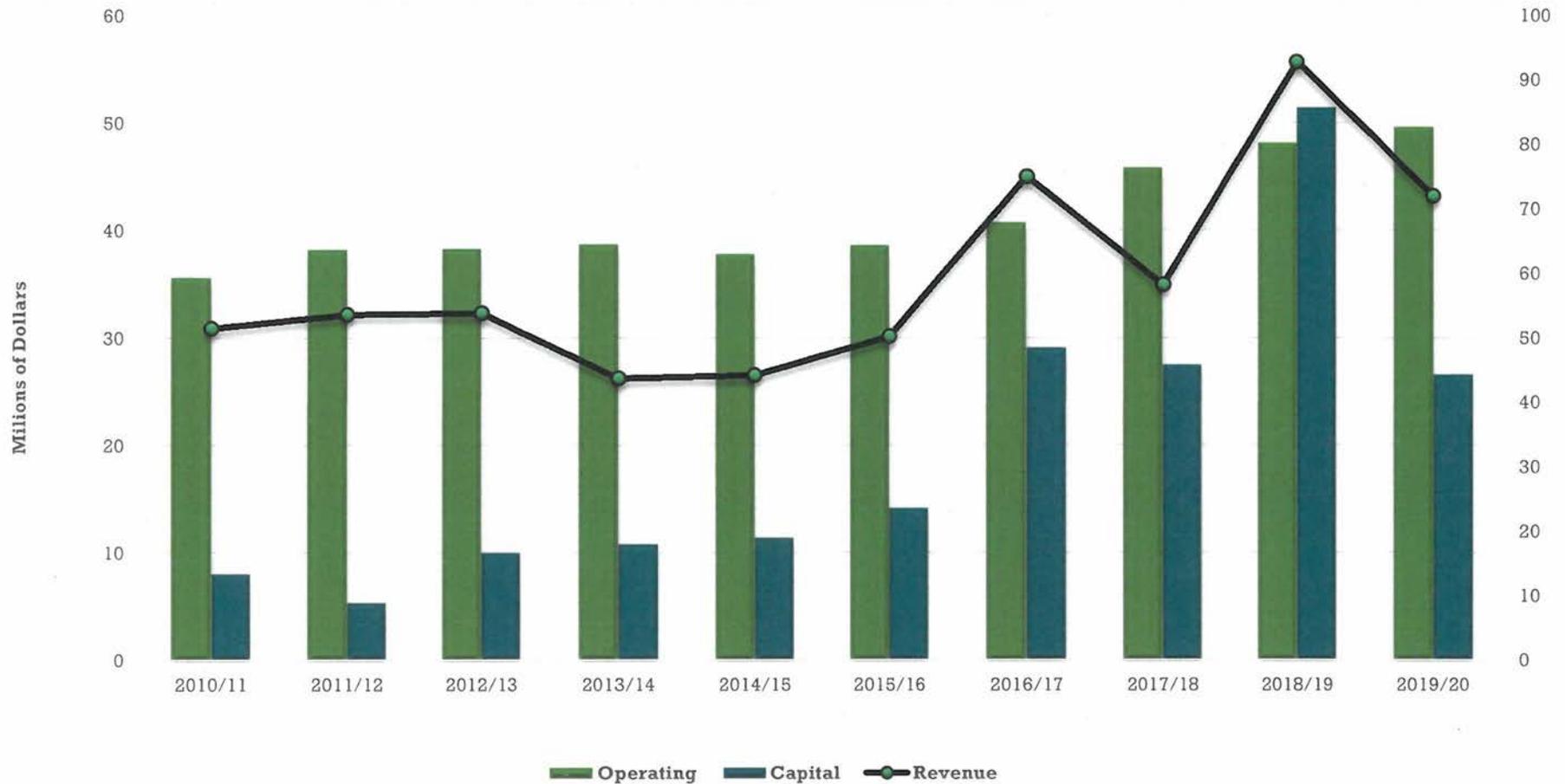
BUDGET CALENDAR



- Strategic Planning process
- Operating Budget process
- Capital Budget process

TEN-YEAR REVENUE AND EXPENDITURE HISTORY

This chart compares 10 years of revenues and expenditures. It shows that capital expenditures have increased dramatically over the last four years. These increases were for Water infrastructure improvements related to the Lake Michigan water transition and the construction of a new Police Station. Revenues spiked in 2016 when \$16 million in bonds were issued to finance the Police Station and again in 2018/19 for loans taken to finance the water infrastructure improvements. The rising operating costs include debt service for the capital improvements.



REVENUE HISTORY BY FUND & CATEGORY

	Actual					Estimate 2018/19	Budget 2019/20
	2013/14	2014/15	2015/16	2016/17	2017/18		
Property Taxes							
General Fund	8,225,459	7,863,730	7,751,846	7,504,286	7,932,613	7,820,249	8,026,165
Debt Service Fund	1,582,438	1,725,305	1,711,945	1,886,989	3,041,972	3,122,938	3,133,855
Property Taxes Total	9,807,897	9,589,035	9,463,791	9,391,275	10,974,585	10,943,187	11,160,020
Other Taxes							
General Fund	9,745,879	10,372,511	10,703,849	9,869,997	9,961,105	10,968,285	11,425,000
MFT Fund	1,190,095	1,414,605	1,091,798	1,082,279	1,089,430	1,090,000	1,085,000
Capital Projects Funds	4,987,818	5,102,850	5,028,787	5,991,932	6,545,372	7,018,709	7,467,058
Other Taxes Total	15,923,792	16,889,966	16,824,434	16,944,208	17,595,907	19,076,994	19,977,058
Charges for Services							
Water Fund	7,353,979	6,862,927	6,453,587	6,589,212	8,150,540	9,875,000	12,130,000
Sewer Fund	3,409,110	3,361,837	3,227,043	3,308,359	4,032,705	5,000,000	6,135,000
Parking Fund	213,072	229,213	225,387	223,226	225,583	230,000	230,000
Golf Fund	2,393,418	2,092,496	2,119,673	2,136,243	2,120,661	2,103,200	2,300,650
Charges for Services Total	13,369,579	12,546,473	12,025,690	12,257,040	14,529,489	17,208,200	20,795,650
Other Revenues							
Licenses & Permits	829,705	901,352	985,034	1,100,101	1,490,330	1,229,680	1,190,400
Grants & Reimbursements							
General Fund	148,750	452,471	41,410	38,387	26,376	26,000	26,000
MFT Fund	20,373	0	0	0	0	0	980,158
Capital Projects Funds	52,869	723,165	1,938,928	182,230	0	0	436,500
Enterprise Funds	423,400	36,600	0	0	0	485,000	0
Grants & Reimbursements Total	645,392	1,212,236	1,980,338	220,617	26,376	511,000	1,442,658
Interest Income - All Funds	469,507	420,345	471,780	2,943,607	2,837,029	2,565,247	3,436,300
Borrowings							
Debt Service Fund	0	0	0	0	2,650,156	0	0
Capital Projects Funds	463,700	446,900	5,659,300	26,763,266	2,430,500	13,933,000	4,540,000
Enterprise Funds	0	0	0	13,108,537	2,905,186	24,531,909	6,750,000
Borrowings Total	463,700	446,900	5,659,300	39,871,803	7,985,842	38,464,909	11,290,000
Miscellaneous - All Funds	2,295,383	2,316,415	2,891,121	5,420,931	2,824,182	2,805,307	2,702,422
Other Revenues Total	4,703,687	5,297,248	11,987,573	49,557,059	15,163,759	45,576,143	20,061,780
Total Revenues	\$43,804,955	\$44,322,722	\$50,301,488	\$88,149,582	\$58,263,740	\$92,804,524	\$71,994,508

EXPENDITURE HISTORY BY FUND & CATEGORY

		Actual					Estimate	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Personnel Services	General Fund	14,374,055	14,661,690	14,732,428	14,626,458	14,766,557	15,190,401	15,602,777
	Capital Projects Funds	438,680	437,857	510,662	494,170	506,433	579,000	567,044
	Enterprise Funds	5,143,903	4,976,327	4,749,655	4,787,583	4,891,433	4,877,981	4,810,909
	Internal Service Funds	372,943	373,356	432,129	473,085	485,752	470,231	515,100
	Trust and Agency Funds	2,082,653	2,037,246	2,108,150	4,272,213	4,023,192	3,634,918	4,830,986
	Personnel Services Total	22,412,234	22,486,476	22,533,024	24,653,509	24,673,367	24,752,531	26,326,816
Contractual Services	General Fund	2,347,920	1,900,988	1,953,889	1,995,817	1,971,570	1,950,925	2,233,665
	Debt Service Fund	1,325	800	1,325	800	66,132	2,800	3,000
	Capital Projects Funds	12,973	13,981	10,237	16,540	5,458	190,000	73,000
	Enterprise Funds	5,753,101	5,363,955	5,676,719	5,636,802	6,068,921	6,166,511	7,367,033
	Internal Service Funds	464,381	435,850	444,400	441,363	451,042	572,200	614,300
	Trust and Agency Funds	88,227	87,292	106,914	143,436	153,059	159,304	178,150
Contractual Services Total	8,667,927	7,802,866	8,193,484	8,234,758	8,716,182	9,041,740	10,469,148	
Com-modities	General Fund	927,116	975,365	831,441	686,057	756,491	798,580	943,758
	Enterprise Funds	952,103	970,701	986,805	1,083,426	1,137,889	1,042,503	1,189,525
	Internal Service Funds	33,686	34,697	32,771	44,386	38,263	38,500	44,400
	Commodities Total	1,912,905	1,980,763	1,851,017	1,813,869	1,932,643	1,879,583	2,177,683
Other Charges	General Fund	1,604,784	1,087,189	1,188,786	1,450,931	1,215,753	1,255,115	1,346,460
	Debt Service Fund	1,720,788	1,956,686	1,964,388	1,968,138	5,748,109	3,196,750	3,207,325
	Capital Projects Funds	3,831,771	4,190,004	3,628,778	10,574,825	4,793,629	5,611,455	6,359,000
	Enterprise Funds	90,142	99,190	146,879	190,763	168,653	267,154	2,806,796
	Internal Service Funds	26,855	14,125	20,057	22,868	9,646	24,750	25,785
	Trust and Agency Funds	1,119,572	1,069,208	1,042,110	1,075,959	1,097,314	6,673,051	1,191,310
Other Charges Total	8,393,912	8,416,402	7,990,998	15,283,484	13,033,104	17,028,275	14,936,676	
Capital Outlay	General Fund	110,243	259,528	641,719	290,048	181,968	230,781	292,820
	Enterprise Funds	323,386	262,544	364,346	312,832	166,835	220,064	130,800
	Internal Service Funds	710,561	810,298	606,852	696,799	1,819,508	706,136	909,500
	Capital Projects Funds	0	0	0	0	0	0	0
Capital Outlay Total	1,144,190	1,332,370	1,612,917	1,299,679	2,168,311	1,156,981	1,333,120	
Capital Improve-ments	MFT Fund	0	0	740,848	799,456	1,787,397	1,551,707	3,230,225
	Capital Projects Funds	5,484,245	6,911,306	8,617,214	3,366,399	16,521,538	15,293,905	5,537,500
	Enterprise Funds	1,526,307	333,496	1,285,152	14,321,127	4,414,115	28,810,419	12,163,451
	Capital Improvements Total	7,010,552	7,244,802	10,643,214	18,486,982	22,723,050	45,656,031	20,931,176
Total Expenditures		\$49,541,720	\$49,263,679	\$52,824,654	\$69,772,281	\$73,246,657	\$99,515,141	\$76,174,619

EXPENDITURE HISTORY BY PROGRAM & DEPARTMENT

		Actual					Estimate	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Public Works	Streets	4,351,391	3,714,230	3,829,811	3,583,753	4,310,692	3,836,936	4,033,592
	Water	6,900,627	6,378,257	6,477,802	6,511,547	7,086,960	7,085,938	10,526,830
	Sewer	3,176,000	3,299,288	3,378,490	3,218,932	3,741,840	3,566,682	3,920,183
	Parking	351,697	234,366	181,950	170,231	212,692	183,583	195,917
	Public Works Total	14,779,715	13,626,141	13,868,053	13,484,463	15,352,184	14,673,139	18,676,522
Public Safety	Police	10,217,200	10,630,139	11,229,003	10,950,155	10,918,497	11,219,094	11,792,172
	Police Pension	2,174,574	2,127,811	2,219,637	4,420,687	4,184,882	3,800,655	5,018,571
	Public Safety Total	12,391,774	12,757,950	13,448,640	15,370,842	15,103,379	15,019,749	16,810,743
General Government	Administration	1,213,992	1,213,758	1,203,760	1,211,602	1,185,309	1,672,301	1,932,341
	Professional Services	410,347	472,865	470,246	697,985	411,967	471,504	557,300
	Liability Insurance	651,390	584,469	592,854	631,524	601,553	625,000	640,000
	Finance	1,539,016	1,441,356	1,455,820	1,454,438	1,354,586	1,042,333	1,021,874
	Community Development	1,051,269	1,005,039	965,299	898,912	1,084,551	973,472	918,520
	Building	892,190	881,525	863,143	952,667	1,005,409	930,132	1,018,455
	Bluff City TIF Municipal	0	0	0	0	0	0	57,000
	Brewster Creek TIF Municipal	452,366	447,438	571,684	512,848	513,896	637,000	1,154,044
	Bluff City SSA Debt Service	1,115,878	1,065,935	1,037,537	1,070,921	1,088,683	6,666,618	1,181,875
	General Government Total	7,326,448	7,112,385	7,160,343	7,430,897	7,245,954	13,018,360	8,481,409
Golf	Golf Program	790,777	761,432	560,280	768,933	526,948	574,215	628,961
	Golf Maintenance	697,728	672,636	600,218	679,915	604,096	635,616	654,208
	Golf Driving Range	5,921	7,213	4,263	6,460	4,389	4,950	6,398
	Golf Restaurant	313,946	306,418	305,912	328,470	340,242	315,950	306,298
	Golf Banquet	603,712	560,553	624,633	607,434	676,596	611,476	611,929
	Golf Midway	67,526	62,259	65,392	66,260	63,954	62,650	68,650
	Golf Total	2,479,610	2,370,511	2,160,698	2,457,472	2,216,225	2,204,857	2,276,444
Debt Service	1,722,113	1,957,486	1,965,713	1,968,938	5,814,241	3,199,550	3,210,325	
Subtotal Operating	\$38,699,660	\$37,824,473	\$38,603,447	\$40,712,612	\$45,731,983	\$48,115,655	\$49,455,443	
Capital Projects	10,841,610	11,439,206	14,221,207	29,059,669	27,514,674	51,399,486	26,719,176	
Total Expenditures	\$49,541,270	\$49,263,679	\$52,824,654	\$69,772,281	\$73,246,657	\$99,515,141	\$76,174,619	

COMMUNITY PROFILE

The Village of Bartlett is named after one of the original settlers, Luther Bartlett, a farmer who came here from Connecticut in 1844. In the 1870's, Luther gave 40 acres of land and \$300 to help build a train station in Bartlett and extend the Chicago and Pacific Railroad to Elgin, just west of Bartlett. The station was built in 1873 and named after Luther. The original train station is still in use, serving commuters on their way to and from downtown Chicago.



A petition for incorporation of the Village of Bartlett was filed on February 11, 1891 followed by an election on February 28th. By a vote of 49-0 the petition was approved, and the Village of Bartlett was officially incorporated as of March 2, 1891. The first Village Board (including president, clerk, and six trustees) was elected on March 24th. From 1891 to 1900, the new Village purchased land for a cemetery, established the police and fire departments, and constructed the first Village Hall and Lockup. By the end of the century, the Village's population was approximately 360.

During the first half of the 20th century, Village services expanded. Sidewalks and the first water plant were built. Discussion began for the construction of the first sewerage treatment plant. The Village's

first building code was adopted. To pay for these new services, the Village enacted the vehicle sticker program, instituted a building permit fee, started a 3% gas tax, and charged an annual fee for all trucks delivering milk in the Village.

In 1950, the Village's population was only 716. During that decade, the first audit of Village funds was completed, and voters approved a police protection property tax levy. Three new residential subdivisions were approved and the Plan Commission was established. Improvements were made to both the water and sewerage treatment systems. At the end of the 1950's, the Village annexed its first property in DuPage County and approved five additional subdivisions. Business licensing also came to the Village.

By the 1960 census, the population had more than doubled, but the greatest growth was yet to come. Bartlett's residential construction boom began in the late 1970's. Hundreds of acres of land were annexed and over 40 subdivisions were approved. Between 1960 and 1970, the Village's population doubled, and nearly quadrupled by 1980. The first Comprehensive Plan was adopted on May 16, 1987. The Village's population has continued to grow rapidly as shown in the chart below. The Village has also grown in geographic area, to 15.94 square miles.

Village Population Growth			
1950	761	1995	31,628
1960	1,540	2000	36,706
1970	3,501	2005	39,377
1980	13,254	2010	41,208
1990	19,373		

COMMUNITY PROFILE

The Village of Bartlett is part of the Chicago metropolitan area, approximately 35 miles from downtown Chicago. O'Hare and Midway airports are 21 and 33 miles, respectively, away from the Village. Two smaller airports, DuPage and Schaumburg, are within 6 and 5 miles of the Village. From the Bartlett Metra station, a commuter can be in downtown Chicago in 50 minutes. Portions of the Village are in three different counties: Cook, DuPage, and Kane, with the majority in DuPage County.

Numerous other taxing districts provide services to Bartlett residents. Police protection is provided by the Village. Fire protection is provided by a separate taxing body, the Bartlett Fire Protection District. Separate library and park districts serve Bartlett residents. In addition to the Bartlett and Hanover Park Park Districts, others providing recreational services include the Village of Bartlett (Bartlett Hills Golf Course), Cook and DuPage County Forest Preserve Districts, and the State of Illinois. Four different townships provide social services, primarily to seniors. Wastewater collection and treatment is provided by separate water reclamation districts for properties in Cook and Kane Counties and by the Village for properties in DuPage County. The Village provides water from Lake Michigan which is purchased through the DuPage Water Commission.

The median age of the population is 39.2 years. 25% of the population is under 18 years of age, and 75% are 18 or older. The average household size is 2.93 and the median household income is \$99,957.

The 2010 census counted 14,509 housing units in the Village with 97% of them occupied. The age of our housing stock reflects our recent growth. Nearly half of the housing was built during the 1990's. Ninety-two percent has been built since 1970. The median value of a single family home is \$264,600.

Every year since 1984, the Village has prepared a 5-year Capital Improvements Program to keep pace with our population growth. The current inventory of infrastructure is shown below.

Miles of infrastructure:	
Streets	174
Water Mains	193
Sanitary Sewer Mains	167
Storm Sewer Mains	221
Bike Path (Village owned)	23.4
Capacity of water facilities (in gallons):	
Elevated Storage	3,500,000
Ground Storage	1,500,000
Water Plant (per day)	10,800,000
Water consumption (in gallons):	
Average per day	3,074,285
Peak per day	4,698,400
Municipal sewer utility (in gallons):	
Average load per day	2,510,000
Peak load per day	7,400,000

COMMUNITY PROFILE

The principal employer in the Village is School District U-46 with 827 employees and represents 10.34% of the total village employment. Rana Meal Solutions has about 400 employees and its equalized assessed value represents about 5% of the Village total.

The Village of Bartlett is located within School District U-46, the second largest school district in the State of Illinois with almost 40,000 students in over 90 square miles and all or part of 11 different municipalities. There are 55 schools operating within the district: 41 elementary schools, 8 middle schools, 6 high schools.

The Bartlett Fire Protection District, a separate taxing district, provides fire and emergency medical services to the residents of Bartlett. The district currently operates three fire stations and employs 44 full-time and 8 part-time firefighters.

Bartlett residents enjoy numerous recreational opportunities. The Bartlett Park District owns 45 park sites totaling 577 acres, including an aquatic center, a nine-hole and 18 hole golf course, community center, ski/tube/board hill and banquet facility. The Village also owns and operates an 18-hole golf course. Some or all of four Forest Preserve District facilities are located within the Village as well as the Tri-County State Park.

The Village of Bartlett is a home rule community. All cities and villages in Illinois over 25,000 in population automatically have home rule status. This grants local governments expanded authority to enact taxes, issue debt, regulate local activities, alter their government structure, and seek innovative solutions to local problems. Home rule communities are less subject to state

regulation and control and are no longer dependent upon the legislature for the powers needed to solve their own problems.

The Village operates with a Board of Trustees and Village Administrator. Policymaking and legislative authority rests with the Board of Trustees, consisting of a President and six members. The Board of Trustees is the policy-setting body for the Village, determining how it will be governed. This includes, among other things, passing ordinances, adopting budgets, and appointing residents to various Boards and Commissions that provide input to the Village Board on numerous issues. The Board of Trustees is elected on a non-partisan, at-large basis. The terms of office for the President and Trustees are four years. Terms for the Trustees are staggered with three, four-year terms up for election every two years.

The Village Administrator is appointed by the Board of Trustees and is responsible for carrying out the Board's policies and overseeing the day-to-day operations of the Village. This includes appointment of department heads.

The Village staff totals 193 full time equivalent employees with various part-time employees, especially at the golf course. The employees are divided into departments that are responsible for providing the various Village services. These departments include Administration, Public Works, Police, Golf, Finance, Community Development, and Building. The head of each department reports to the Village Administrator.

Village of Bartlett Population

Demographic Characteristics Based on 2010 Census				
Category	Total		18 Years and Over	
	Number	Percent	Number	Percent
POPULATION	41,208	100.00%	29,978	100.00%
Cook 16,797				
DuPage 24,411				
Kane 0				
RACE				
One race	40,410	98.10%	29,604	98.80%
White	32,397	78.60%	23,912	79.80%
Black or African American	966	2.30%	637	2.10%
American Indian and Alaska Native	100	2.00%	54	0.20%
Asian	5,918	14.40%	4,329	14.40%
Native Hawaiian and other Pacific Islander	12	0.00%	7	0.00%
Some other Race	1,017	2.50%	665	2.20%
Two or More Races	798	1.90%	374	1.20%
HISPANIC OR LATINO AND RACE				
Hispanic or Latino (of any race)	3,557	8.60%	2,236	7.50%
Not Hispanic or Latino	37,651	91.40%	27,742	92.50%
One race	37,080	90.00%	27,492	91.70%
White	30,169	73.20%	22,500	75.10%
Black or African American	917	2.20%	6,008	2.00%
American Indian and Alaska Native	36	0.10%	24	0.10%
Asian	5,895	14.30%	4,317	14.40%
Native Hawaiian and Other Pacific Islander	7	0.00%	250	0.80%
Some Other Race	56	0.10%	38	0.10%
Two or More Races	571	1.40%	250	0.80%
HOUSING UNITS				
Total Housing Units	14,509	100.00%		

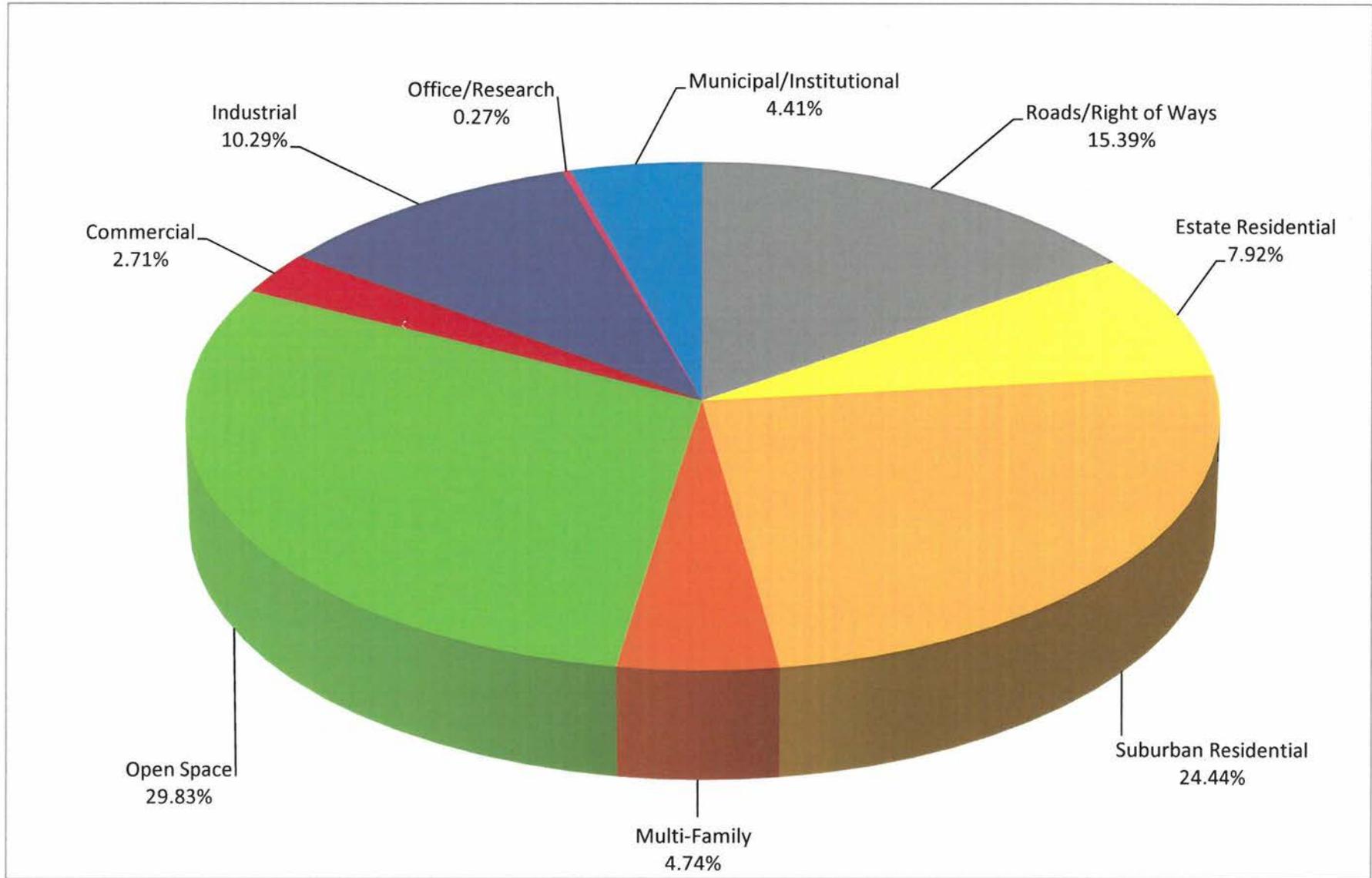
* Data is taken from the 2010 official United States Census

2000 and 2010 Census Comparison

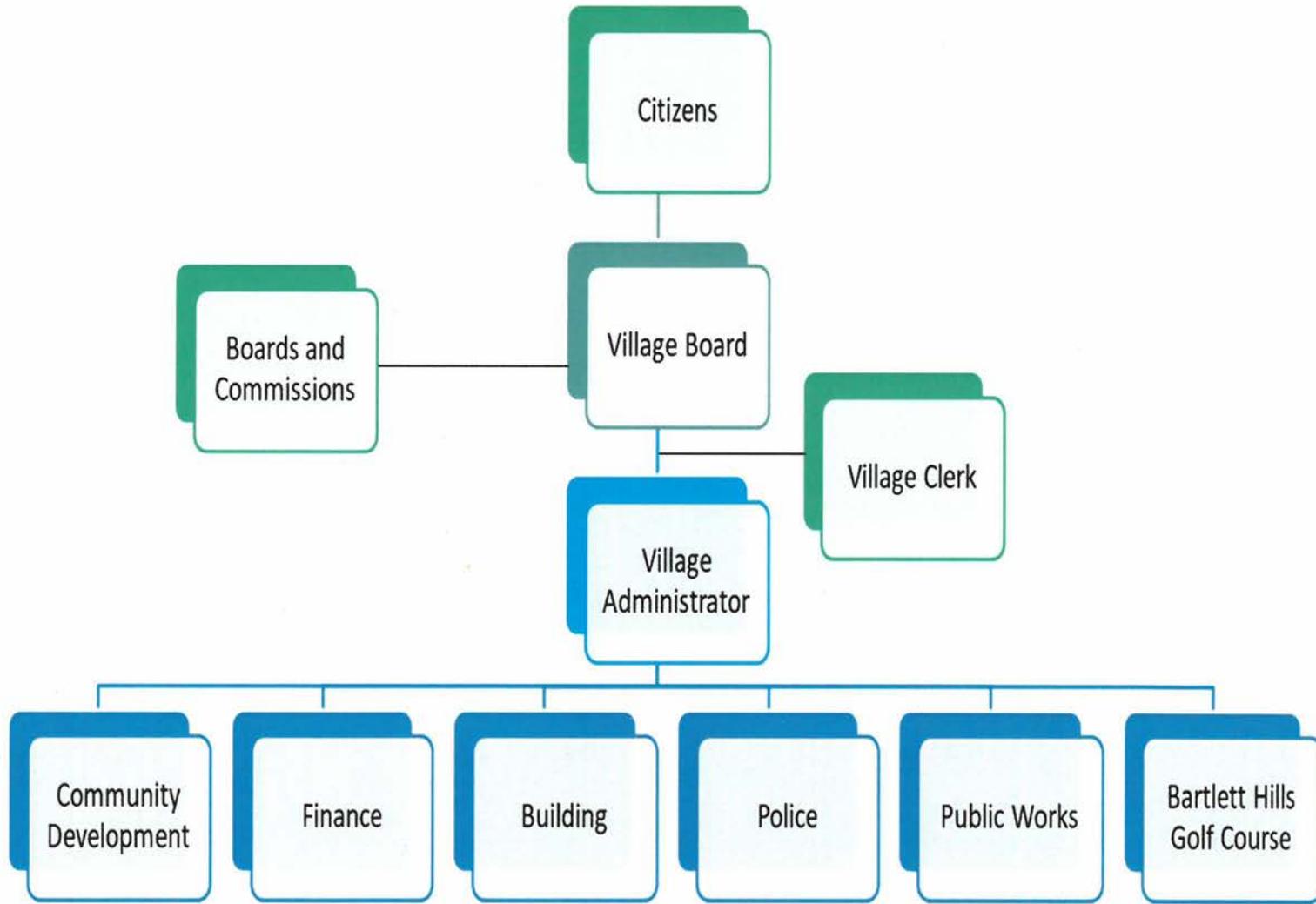
POPULATION	2000 CENSUS		2010 CENSUS		% Change
Total Population	36,706		41,208		12.3%
DEMOGRAPHIC BREAKDOWN	2000 CENSUS	% of Population	2010 CENSUS	% of Population	% Change
White, Non-Hispanic	29,996	81.7%	28,840	70.0%	3.9%
Asian	2,871	7.8%	5,918	14.4%	106.1%
Hispanic or Latino	2,024	5.5%	3,557	8.6%	75.7%
Black or African American	725	2.0%	966	2.3%	33.2%
Two or More Races	533	1.5%	798	1.9%	49.7%
Some Other Race	497	1.4%	1,017	2.5%	104.6%
American Indian & Alaska Native	52	0.1%	100	0.2%	92.3%
Native Hawaiian & Other Pacific Islander	8	0.0%	12	0.0%	50.0%
HOUSING UNITS	2000 CENSUS	% of Housing Units	2010 CENSUS	% of Housing Units	% Change
Total Housing Units	12,356		14,509		17.4%
Occupied Housing Units (as of April 1st)	12,179	98.6%	14,073	97.0%	15.6%
Vacant Housing Units (as of April 1st)	177	1.4%	436	3.0%	146.3%
Average Household Size*	3.01		2.93		2.8%
*Population/Occupied Housing Units					
AGE	2000 CENSUS	% of Population	2010 CENSUS	% of Population	% Change
18 and Over	25,057	68.3%	29,978	72.7%	19.6%
Under 18	11,649	31.7%	11,230	27.3%	3.6%

* Data is taken from the 2010 official United States Census

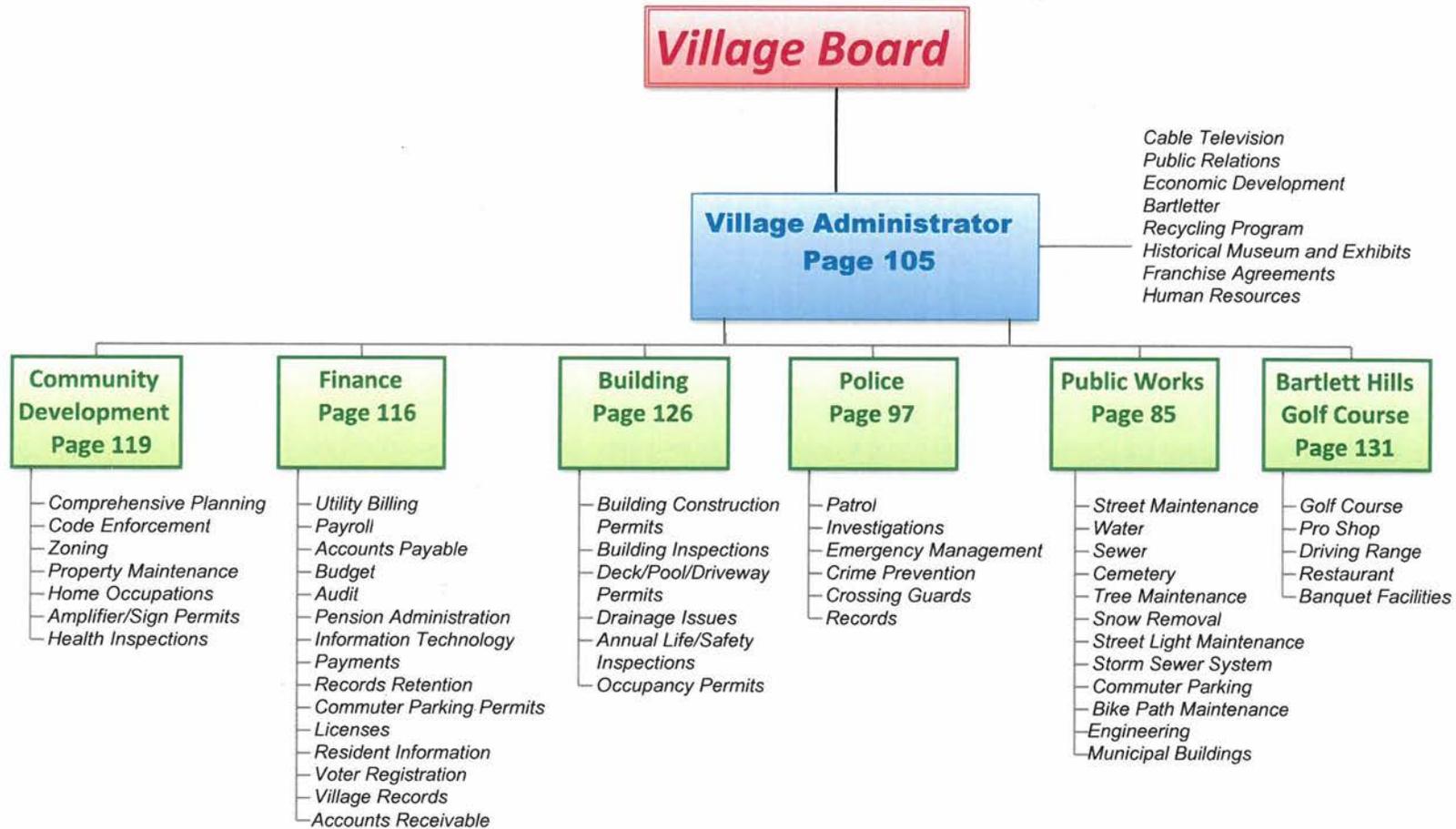
LAND USE INVENTORY



ORGANIZATION CHART



FUNCTIONAL ORGANIZATION CHART



STRATEGIC PLANNING

Development of the budget is guided by the Vision and Mission Statements in the Village's Strategic Plan and the goals and objectives contained therein.

VISION STATEMENT

History ❖ Harmony ❖ Pride

Bartlett is a community all are proud to call home. We are a Village that values our past, cherishes our present, and works together to thoughtfully plan for the future.

MISSION STATEMENT

The Village of Bartlett is committed to preserving the high quality of life enjoyed by our residents, providing fiscally sound, responsive municipal services, and delivering those services in a professional manner with a high degree of integrity.

Departments develop action steps that identify what will be done to support the objectives. In some cases, an objective is supported by an ongoing work program and no specific tactic or action plan is listed. An example would be the Village's ongoing property maintenance program, which supports the objective "Promote residential, commercial and industrial property maintenance" with the strategic goal "Maintain and Enhance the Appearance of our Community". What the reader will see in the departmental action plans are areas of particular emphasis for the year or a new activity related to a specific objective and goal.

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - ROUTINE

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
<p>Administration, Building, Community Development, Finance, Golf, Police, Streets, Water, Sewer</p>	<p>General Fund</p>	<p>1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.</p> <p>Action: Continuation of an updated transparency page as well as production of videos for community events, special projects, economic development, and museum events will continue to be developed and enhanced. A comprehensive GIS Map gallery, as well as vacancy database are on the website and continue to be maintained. Documents such as the Village Budget, CAFR, Capital Budget, New Resident Packet, and the Bartletter continues to be a cornerstone of cascading information out to the residents. The police department will continue to utilize the mobile outreach program to encourage positive interactions with residents about various programs. The police department will also continue its partnership with the Victory Centre and Clare Oaks to discuss issues with their residents and will invite the whole community to its annual open house once the new police station is finished. Police personnel will continue with its awareness training to banking institutions. The presence of social media in the Village has been an effective tool for disseminating valuable information such as traffic detours, updates on infrastructure, and other trending topics within the community. The Golf Course has also found great value with its marketing via social media. All departments are looking to increase communication platforms in the years ahead, especially via social media.</p>

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - ROUTINE

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Administration, Streets, Water, Sewer	General Fund	<p>2. Develop a multi-level 'cascading' public information campaign on Lake Michigan Water connection</p> <ul style="list-style-type: none"> a. Fully develop the verbiage for messaging b. Employ the cascading technique c. Implement campaign for public information updates prior to ground breaking <p>Action: A work group of representatives from Public Works, Administration, Finance, and GIS have been established to employ the cascading technique relative to communications with the community. A dedicated webpage will be devoted to this transition as well.</p>
Administration, Community Development, Golf, Police	General Fund	<p>3. Enhance community events</p> <ul style="list-style-type: none"> a. Increase civic events downtown b. Work to identify/host community events that are not in the downtown <p>Action: Staff is currently discussing with the Park District the potential for a new community event and is also working on a plan to enhance the already existing events. The Village will continue support of civic group events as well. Community Development will continue to work on all maps to provide to the press and post on the Village's media platforms. The police department will continue to maintain and enhance community events such as National Night Out. Bartlett Hills will maintain and add on to its community events such as the traditional Firecracker Open and we will continue to enhance community events by promoting them on social media, and notifying residents of related street closures in advance.</p>

**Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Administration	General Fund	<p>4. Develop a business development strategy focused on attracting and incentivizing an additional grocery store to town</p> <p>Action: The Village hired a company to do a grocery study. The economic development team has created a broker blast and has been developing video and marketing materials. The team is also increasing its attendance at various trade shows.</p>
Administration, Community Development	General Fund RTA Grant	<p>5. Develop a business recruitment strategy to attract developers to invest in the downtown area and provide options for businesses to locate to Bartlett</p> <p>a. Implement TOD Plan</p> <p>Action: The economic development team has created a broker database to maintain and increase connections and has improved the Village's vacancy database on our website. The Board has also approved a financial incentive for Balance Family Chiropractic's new building on Main Street and approved sales tax incentives for the ACE Hardware in Bartlett Plaza. The Board approved a Complete Streets Policy recommended by the TOD plan and the Village was awarded an Invest in Cook County Grant for a bike path/drainage project in the TOD area and an ITEP Grant was applied for to complete crosswalk striping, signage and ADA compliance in the TOD area. In addition, the Village was awarded an RTA Grant to create an overlay zoning district for the downtown in hopes to achieve the objectives laid out in the TOD Plan and make it more development friendly. lastly, Community Development staff in conjunction with the police department, performed a speed study on designated streets downtown and put together a proposal to reduce the speed limit to 25 mph. That proposal is under further consideration by the Village Board.</p>

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Building, Community Development	General Fund	<p>6. Undertake a comprehensive review of building permit and development process</p> <ul style="list-style-type: none"> a. Streamline processes b. Review local amendments <p>Action: The Internal Disruption Committee conducted a process review for permits and staffing improvements. Recommendations will be implemented throughout the year. Community Development staff will continue to expedite Site Plan and Development Review processes by recommending the Board skip committee review for projects that meet the tenets of the Village ordinances. The Board approved a Site Plan text amendment allowing developers to go directly to building permit review if it doesn't require a variance, special use or rezoning. lastly, Community Development now issues amplifier permits administratively.</p>
Public Works, Administration	IEPA Loans, Water/Sewer	<p>7. Complete necessary infrastructure requirements for full Lake Michigan water conversion</p> <p>Action: A Lake Michigan Allocation Application was required to be submitted to IDNR for the proposed conversion. This included extensive documentation and attendance at several hearings in Chicago. The allocation application was finalized and accepted by IDNR in the fall of 2017. The Village is working to secure funding through the IEPA State Revolving Fund (SRF). This process is underway and we are currently obtaining the state and federal permits required for the loan. The Bartlett – Lake Michigan Water Supply Project includes the following phases: 1) Lake Michigan Water Receiving Station, 2) Transmission Mains, 3) Lake Street Pump Station Upgrade and 4) Ground Storage Tank Modifications. All four phases of the project are scheduled to be awarded in July of 2018 and substantially complete on or before April 30, 2019.</p> <p>The DuPage Water Commission's (DWC) TW-3/17 West Transmission Main Project will bring Lake Michigan water to the proposed receiving station at Bartlett PW. This project was designed through DWC's engineering consultant and the project was out to bid on Friday, January 5, 2018. This work will be completed during 2018.</p>

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Building, Finance, Golf All Departments Staff Spending	N/A	<p>8. Maintain fiscal position and budget stability</p> <p>Action: At several Committee of the Whole meetings, the Village Board discussed additional revenue sources. The Board also reviewed current fees, raised gaming terminal fees and reduced development deposits. Staff completed a fee review for parking analyses/tickets and will continue to analyze water/sewer rates required to support infrastructure improvements and maintenance. Golf rates will be monitored throughout the area to ensure our pricing model reflects a great value and insure we receive fair revenue based on our great conditions and service. Service agreement providers and vendor contracts will continue to be negotiated to get maximum value for the Village. Staffing and spending in each department is being evaluated and all department line items will continually be evaluated to ensure best practices when it comes to spending. Staff is enrolling the Village in Illinois' IDROP program to help recoup unpaid fees from violators and the Finance department will continue financial reporting in accordance with generally accepted accounting standards and maintain or move towards meeting fund balance policies.</p>
Administration, Community Development	General Fund	<p>9. Develop a strategy to attract/locate a hotel/motel in the Village</p> <p>Action: The Village Board approved working with a broker to sell Village owned property and annexation of a portion of that property will follow. Staff has developed a marketing video and is in a position to respond to broker inquiries. The economic development team will continue to work with the I-390 corridor partnership to attract development and will also be attending the International Council of Shopping Centers Convention with the I-390 Partnership in the Spring.</p>

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Community Development, Administration, Building, Finance	General Fund	<p>10. Develop strategies for development of Railroad Avenue vacancies</p> <p>Action: The Villages TOD Plan calls for this area to be redeveloped commercially and the Village should evaluate creating a TIF District or provide economic incentives to redevelop the site.</p>
Administration, Community Development	General Fund	<p>11. Develop Community Branding Plan</p> <ul style="list-style-type: none"> a. Develop branding strategy and framework b. Review/Update current mission statement c. Implement and execute branding plan <p>Action: Staff will evaluate recent branding efforts in other communities and develop a proposal for moving forward for Board review.</p>
Administration, Community Development, Building	General Fund	<p>12. Work to improve retail business profile in the Village</p> <ul style="list-style-type: none"> a. Actively work to attract a car dealership or other large retail sales generators b. Attract business to fill vacancies/market voids <p>Action: The economic development team will be creating retention reports and reviewing revenue from business licenses. Staff updated the retail vacancy database and created a broker database to utilize a Village e-mail blast. Additionally, staff has started to create weekly business spotlight videos to highlight Bartlett businesses.</p>

Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Administration, Finance	General Fund	<p>13. Revisit, refine and execute our overall economic development incentives</p> <ul style="list-style-type: none"> a. Evaluate earmarking revenue for business assistance b. Explore creating a program to establish a business assistance/incentive program <p>Action: The Village Board has recently approved economic incentives to Balance Family Chiropractic and Ace Hardware. Staff is researching the positives of business incentives and how they would be funded.</p>
Administration, Community Development, Finance, Police, Public Works	General Fund	<p>14. Maintain or enhance Village standards for service delivery</p> <ul style="list-style-type: none"> a. Examine work processes and organization structure b. Evaluate fees, policies and procedures for increased efficiencies <p>Action: The organizational structure was adjusted by moving Human Resources directly under Administration and moving Economic Development into Administration. In addition, the assistant finance director was hired as finance director, the assistant to the administrator was made assistant administrator and the assistant administrator was hired as village administrator. The assistant public works director position has been left open and replaced with a part-time management analyst position, police officer positions have been left vacant and other positions have been reduced through attrition and separation. The Internal Disruption Committee evaluated fees and building permit processes as well as the need to accept credit cards. The Board discussed combining the Zoning Board of Appeals and Plan Commissions as well as restructuring the committee reports. The Village has also began offering residents the ability to enter overnight parking requests and vacation watch requests, online. In addition, staff has implemented a system for Metra commuters to pay via a phone application, fully automating the purchase order process, and now offer more services online as well as digitized files to reduce paper. Public Works can now respond to problems quicker and less costly by doing main breaks and other excavations</p>

**Village of Bartlett Strategic Planning
SHORT TERM (1-3 YEAR) - COMPLEX**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
CONTINUED		<p>in-house and they continue to look for new ways to improve by services including performing additional in-house work (i.e. concrete work) when the cost benefits make sense. Brush collection was added to the new waste-hauler contract to free up public works staff, as well. In addition, the department is continuing the I & I program tributary to the Devon Excess Flow Facility and will be introducing the new Lateral Service Program. The Community Development department regularly provides excellent customer service by responding to code and health complaints, requests for zoning information, gis maps, issuing amplifier and sign permits, processing FOIA's, distributing development related information through public hearing notices and placing commission and committee agendas on the website. Staff will continue to provide more information online for residents, add online applications for annual renewals of licenses and provide an electronic billing option for utility bills. Additionally, staff will continue oversight of the police building construction and the layout of the new building will allow staff to better serve our residents and enhance our standard of service delivery. The police department will also strive to implement electronic crash reporting which will allow residents to pull their crash report online instead of coming to the police station.</p>

**Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - ROUTINE**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Community Development, Public Works	General Fund, MFT, Grants	<p>15. Improve Village bike and pedestrian pathways and routes</p> <ul style="list-style-type: none"> a. Identify options and approaches to interconnect the Village's bike paths b. Establish a budget line item for bike path interconnectivity <p>Action: Community Development and Public Works staff prepared a bike path maintenance priority list that was approved by the Bike and Run Advisory Committee (BARC). The BARC recommended approval of an increase in the funds allocated toward bike path maintenance and to request the Park District to increase their share as well. The Village is also increasing the quality of bike path pavement by using Public Works employees to repave damaged areas. In addition, the BARC recommended the Village support the Forest Preserve's Fair Oaks Road bike path application and contribute 5% (Village share) to its funding. The Village has received approval of an Invest in Cook Grant that will improve drainage, design and reconstruct a section of a bike path that is an entranceway into the downtown and the Village received a grant from the DuPage Mayors and Managers for bike racks in the downtown. Lastly, the BARC recommended that the Village submit an ITEP grant for improving crosswalks in the downtown with signage and ADA compliant ramps.</p>

Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - ROUTINE

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
<p>Administration, Building, Community Development, Finance, Golf, Police, Public Works</p>	<p>General Fund</p>	<p>16. Examine service delivery methods and approaches a. Work to maximize the capacity and talents of in-house staff and service capabilities b. Explore external supplemental services where practicable, e.g., brush pick-up services</p> <p>Action: Staff has began producing videos in house for the business spotlight and Where's Wallace videos. The officer assigned to Eastview Middle School has created several after school programs for kids including "Service Over Self", cooking club, collecting pop tabs for Ronald McDonald House and food packing for "Feed My Starving Child". Another officer edits and produces all of the Citizen Police Academy and Teen Police Academy vidoes in house. Staff will also continue to strive to get all officers trained in crisis intervention and one of our detectives has received specialized training to help investigate cyber-based crimes and provide statistical analysis of location-based crime and traffic data which can be utilized by all police department personnel. Staff is also working with the Fire District and Park District to see if any savings can be found in regards to vehicle maintenance and fuel, and brush collection services have been moved under the new wastehualer contract. The Village will also continue payment of dues to the DuPage River Salt Creek Work Group, allowing exemption of phosphorus testing through 2025 on our NPDES Permit. Additionally, staff is researching new building permit programs that are more user friendly and allow some permits to be submitted online. The Police Department is exploring creation of a recruitment website to attract potential police candidates to take our police test and the Economic Development Committee is going paperless with tablets. The Community Development department also plans to go paperless by providing tablets for the Zoning Board of Appeals and Plan Commission, as well as sending out agendas and packets through email. Affected residents would be able to receive these emails as well. All permit forms and development related application forms are available on the Village website and staff regularly responds to any request for assistance in the application process. The Village has also moved to paperless payroll and board/committee packets to reduce costs and we will be offering accounts payable check options. Financial reporting updates are available on our website as well as the FOIA request system. Lastly, staff will continue to evaluate in-house paving, sidewalk maintenance, hydrant flushing and the planned leak detection survey to reduce costs, improve responsiveness and streamline services.</p>

**Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - ROUTINE**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Finance	N/A	<p>17. Maintain and enhance the Village's fiscal profile and financial strength</p> <p>Action: The Village was recently awarded the GFOA award for the budget and our bond rating was reconfirmed. In addition, our 6 month budget review was just completed and the board approved extending our audit services contract. The finance department will continue to maintain and track rewards from grants and they have begun preparations for TIF development completion to close the Brewster Creek TIF.</p>

Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - COMPLEX

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Public Works	Water and Sewer, Loans	<p>18. Develop a long-term plan to refurbish/rebuild the Village's Sewage treatment plant</p> <p>Action: Staff is continuing to research equipment and new technology in the wastewater industry which could help lower costs of the Bittersweet plant update plan. The Village Board decided to completely rebuild with a single phase which will be less money. The Village will be requesting the help of a consultant to plan and will be submitting documents for an IEPA Loan to help cover the costs of the rebuild. This project will be reviewed in the Capital budget.</p>
Community Development, Police, Public Works	MFT, Grants	<p>19. Develop a strategy to identify and complete roadway improvement and traffic mitigation programs and design</p> <p>Action: Staff was involved in all reviews of the intersection improvements along Route 59 and will continue to work with IDOT and the business community throughout the Route 59/Stearns intersection construction. Community Development, Public Works and Police staff were also involved in the review and prepared comments for the IL Route 390 Feasibility Report to IDOT. In addition, Community Development requires that developers provide a traffic analysis which includes the impact on adjacent roadways as part of their development project report. In accordance with the TOD plan, the police department conducted a speed study on downtown roads and Community Development provided an analysis to the Board recommending select roads in the downtown be reduced to 25 mph. Community Development will continue to work on the downtown TOD plan and improve traffic flow as well as work with the schools to help them identify ways to address and mitigate traffic and parking issues.</p>

**Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - COMPLEX**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Finance, Police, GIS	General Fund	<p>20. Develop an overall village-wide Technology Master Plan</p> <p>Action: Staff is identifying areas and developing steps to optimize information sharing and usability for Village employees and residents. In addition, staff is maintaining an IT Systems Plan which looks at: data security, infrastructure integrity and transparency, as well as sustaining a capable IT workforce and technically proficient employees through education and training.</p>
Administration, Community Development	TIF, General Fund	<p>21. Redevelop/revitalize sites along Lake Street and Route 59</p> <p>Action: Land along Lake Street and Route 59 is in a TIF District. The Board recently hired a commercial broker to market the site and try to sell the parcel to an interested party for development. The Board also recently approved outlots in the Home Depot parking lot, reviewed an initial concept for outlots in Bartlett Commons and approved Artis Senior Living to build on an empty lot on Route 59, south of Stearns.</p>

**Village of Bartlett Strategic Planning
LONG TERM (3-5 YEAR) - COMPLEX**

RESPONSIBLE DEPARTMENT	FUNDING SOURCE	GOAL
Administration, Community Development, Police, Public Works	General Fund, MFT	<p>22. Work with IDOT to improve traffic safety along Route 59</p> <p>Action: Community Development, Public Works and Police staff all worked with IDOT on reviewing and commenting on the proposed plans for the intersections of Route 59/Lake St., Route 59/W. Bartlett Rd., Route 59/Stearns Rd., and Route 59/Army Trail Rd. All of these intersection improvements considered improving roadway safety as the major priority and staff will continue to participate in meetings with IDOT regarding improving the safety and design of these intersections. Staff will monitor safety conditions throughout the Route 59/Stearns intersection construction project and the Village will continue to pursue traffic safety grants through IDOT's Division of Traffic Safety in order to promote roadway safety by reducing motor vehicle crashes, increasing the use of occupant protection devices and reducing impaired driving along Route 59 and other roadways located within the Village of Bartlett. In addition, we will continue to strive to improve traffic safety along the Route 59 corridor, and throughout our community by participating in the "Illinois Traffic Safety Challenge", "Saved by the Belt Program", "Click It Or Ticket" and a speed and traffic enforcement campaign called "5/9 on 59".</p>
Administration, Community Development	TIF, General Fund	<p>23. Develop a strategy to re-develop the lot on Lake Street and Route 59</p> <p>Action: Staff has begun aggressively marketing the site, connecting the brokers of adjacent sites, and will be rolling out an aggressive commercial/social media campaign advertising the area to prospective buyers. Staff is also working on annexing the full site into the Village.</p>

FINANCIAL POLICIES

General

The Village of Bartlett has a tradition of sound municipal financial management. These policies codify the direction provided by the Village Board to maintain the tradition. The Investment Policy was adopted by Resolution 99-129-R on November 16, 1999. The remaining policies were adopted by Resolution 2007-100-R on October 16, 2007.

Budget Policies

1. The Village will adopt and maintain a balanced budget in which expenditures will not be allowed to exceed reasonably estimated revenues and other available funds at the same time maintaining recommended fund balances.
2. Budget development will be directed by specific goals and objectives as included in the Strategic Plan and as developed by each department.
3. As part of the annual budget review process, the Village will project fund revenues and expenditures for two years beyond the budget year and compare the projected balances to the fund balance policy. This will allow the Village to identify potential problems early enough to correct them.
4. The proposed budget will be prepared in a manner maximizing understanding by citizens and public officials. Copies will be made available to all interested parties. A public hearing will be conducted prior to approval of the budget.

5. The Village will prepare and maintain a system of regular monthly reports comparing actual revenues and expenditures to budgeted amounts.
6. The Village of Bartlett has established two internal service funds for equipment replacement reserves. Each department shall annually contribute to these funds for replacement of vehicles and equipment in order to maintain a "pay-as-you-go" basis for equipment replacement. Replacement cost and useful life for equipment covered by the Vehicle Replacement and Central Services Funds will be reevaluated annually.

Revenue Policies

1. The Village endeavors to develop and maintain a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source.
2. The Village will estimate annual revenues on an objective, reasonable, and conservative basis. Most revenues will be estimated based on a historical trend analysis. Major revenues will receive a more in-depth analysis.
3. All charges for services, fees, licenses, permits, etc. will be reviewed regularly to ensure that rates are maintained at a level that is related to the cost of providing the services and are competitive with others providing similar services in the area.
4. Water, Sewer, and Parking Funds will be self-supporting.

FINANCIAL POLICIES

5. Water and sewer rates will be reviewed every two years and set at levels adequate to meet expenditures for the next two years, less any excess fund balance.
6. Connection fees for water and sewer services shall be reviewed annually in conjunction with the Five Year Capital Improvement Program to assure that fees are set at a rate adequate to cover the cost of extending services to new developments.
7. The Village will actively seek State and Federal grants.
8. One-time revenues will not be used to support operating expenditures, except in emergency situations.

Expenditure Policies

1. The Village will maintain a level of expenditures that will provide for the public well being and safety of the residents of the community.
2. The annual operating budget will include the capital projects identified in the Five Year Capital Improvement Program.
3. A performance-based employee compensation package consistent with comparable communities will be maintained to recruit and retain qualified employees.

Reserve Policies

In order to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures, the Village has established fund levels for each fund as follows:

Definitions

- Fund Balance – The excess of assets over liabilities in a governmental fund.
- Non-spendable fund balance – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).
- Restricted fund balance – Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) or through constitutional provisions or by enabling legislation.
- Committed fund balance – Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.
- Assigned fund balance – Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.
- Unassigned fund balance – Amounts that are available for any purpose; these amounts are reported only in the General Fund.
- Unrestricted Fund Balance – Amount calculated by taking the total fund balance less non-spendable fund balance less restricted fund balance.

FINANCIAL POLICIES

General Fund

Unrestricted Fund balance shall be equal to:

- 25-35% of expenditures (emergency needs), plus
- Average annual increase in corporate property tax levy (cash flow needs), plus
- Average annual current liabilities at fiscal year end (cash flow needs), plus
- Cumulative balance in storm water account, plus
- Cumulative balance in Centennial 2076 account, plus
- Any assignment of fund balance for specific projects or purposes as approved by the Village Board.

If the unrestricted balance falls below the minimum, a plan will be developed to return to the minimum balance within a reasonable period of time. Unrestricted balance above the minimum may be used for non-recurring expenditures. Any unrestricted balance above the maximum will be used for non-recurring expenditures or transferred to the Municipal Building Fund for construction, renovation, and major maintenance and repairs to Village buildings.

Water and Sewer Funds

Working cash shall be equal to:

- 25-35% of expenses (emergency needs), plus
- Cumulative balance of capital improvements funding based on most recent capital plan (capital improvement reserves), plus
- Balance of equipment replacement reserve equal to the cumulative total of annual reserve contributions less cost of replacements, plus
- Any designation of working cash for specific reserves as approved by the Village Board.

The equipment replacement reserve is not to exceed the total estimate replacement cost of all equipment included. If the balances fall below the minimum, rates will be adjusted so as to gradually return to the minimum within a reasonable period of time. Balances above the minimum may be used for non-recurring expenses. If the balances exceed the maximum, the overage will be used to keep future rate increases lower.

Golf Fund

Working cash target shall be:

- 10% of expenses (emergency needs), plus
- Any designation of working cash for specific reserves as approved by the Village Board.

Whenever possible, additional funds will be accumulated for capital projects and major repairs/renovations. To the extent practical given economic and competitive factors, rates will be set to maintain the target policy balance and accumulate additional reserves to pay for course improvements and major maintenance projects.

Parking Fund

Working cash shall be equal to:

- 10-15% of expenses (emergency needs), plus
- Adequate funds to complete all projects in the most recent capital plan in the year budgeted (capital improvement reserves), plus
- Any designation of working cash for specific reserves as approved by the Village Board.

FINANCIAL POLICIES

If the balances fall below the minimum, rates will be adjusted so as to gradually return to the minimum within a reasonable period of time. Balances exceeding the maximum will be used for capital projects.

Central Services Fund

Working cash shall be equal to:

- 10-15% of expenses (emergency needs and cash flow)
- Adequate reserves to replace major office equipment at its scheduled replacement time (equipment replacement needs)

Equipment that would be covered includes such things as copiers, computer network servers, network printers, telephone system, and computer network software.

Vehicle Replacement Fund

Working cash (when projected out with interfund transfers) shall be adequate to finance vehicle replacements at their scheduled time for at least 5 years.

Debt Service Fund

The fund balance shall be equal to a minimum of property tax supported debt service payments due in June to a maximum of one year's property tax-supported debt.

If the balance falls below the minimum, a plan will be developed to return to the minimum balance within a reasonable period of time. If the balances exceed the maximum, consideration will be given to using the overage to reduce the Debt Service property tax levy.

Police Pension Fund

The fund balance shall be adequate to fully fund (as determined by an actuarial study) the Police Pension Fund by the date required by state law.

All Other Funds

All other funds are used primarily for capital improvements. These balances will be reviewed annually during development of the 5-Year Capital Improvement Plan to determine their adequacy for the projects scheduled.

Flow Assumptions

When restricted funds exist, those are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned funds, then unassigned, if any.

Capital Improvements Policy

1. The Village shall maintain a 5-Year Capital Improvements Program and capital improvements will be made in accordance with that plan. The program shall be updated annually.
2. The corresponding year of the Capital Improvement Program will be incorporated into the annual operating budget as the Capital Budget.
3. As part of the development of the Capital Improvements Program, the condition of Village infrastructure will be evaluated to appropriately prioritize and schedule maintenance and replacement.

FINANCIAL POLICIES

4. Each capital project will be evaluated for its impact on current and future operating budgets.

Debt Policies

1. The Village will confine long-term borrowing to capital improvements or one-time obligations that cannot be financed from current revenues or reserves.
2. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the improvement.
3. 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.
4. As a home rule unit of government in the State of Illinois, the Village has no debt limit.

Cash Management Policies

1. An investment policy has been adopted by the Village Board, which provides guidelines for the prudent investment of the temporary idle cash and outlines the policies for maximizing the efficiency of the cash management system. The ultimate goal is to enhance the economic status of the Village while protecting its pooled cash.

2. The cash management system is designed to accurately monitor and forecast expenditures and revenues, thus enabling the Village to invest funds to the fullest extent possible. The Village attempts to match funds to projected disbursements.
3. In order to maximize interest earnings, the Village commingles the cash of all funds excluding the Police Pension Fund. Interest revenue derived from commingled cash is allocated to the participating funds monthly, based on the relative average cash balance of each fund.
4. Criteria for selecting investments and the order of priority are: safety, liquidity, and yield.

Capital Asset Policies

1. The Village has adopted a capital assets policy that includes guidelines for identifying, recording, depreciating, and retiring capital assets.
2. The Village of Bartlett will capitalize all assets that have a useful life greater than one year and meet the following dollar thresholds:

Asset Category	Threshold
Land	\$20,000
Land Improvements	\$20,000
Buildings/Building	\$20,000
Machinery & Equipment	\$5,000
Infrastructure	\$50,000

FINANCIAL POLICIES

3. Estimated useful life for the various categories of assets have been established.
4. Assets subject to depreciation will be depreciated using a straight-line method. The cost of the asset will be written off evenly over the useful life of the asset beginning in the month the asset is purchased or put in service.
5. This policy is intended to address those capital assets that must be tracked for external financial reporting purposes. There are other assets that do not need to be included in the external financial reports due to their relatively low value.

However, departments will still be required to exert appropriate control on them.

Financial Reporting Policies

1. The Village will adhere to a policy of full and open disclosure of all financial operations.
2. The Village will prepare a Comprehensive Annual Financial Report in conformity with generally accepted accounting principles and financial reporting practices.
3. An independent firm of certified public accountants will perform an annual financial and compliance audit according to Generally Accepted Auditing Standards (GAAS) and will publicly issue an opinion that will be incorporated in the Comprehensive Annual Financial Report.
4. As long as the Village has outstanding debt, the Comprehensive Annual Financial Report will include the additional disclosures required by SEC Rule 15c2-12.

VILLAGE OF BARTLETT FUND STRUCTURE

For accounting purposes, the Village is divided into smaller, separate entities known as funds. These funds are divided into seven types within three broad categories.

Governmental Funds are used to account for government-type activities. The Village has four Governmental Fund types:

General Fund accounts for most of the day-to-day operating expenditures of the Village. It accounts for resources typically associated with governments not required to be accounted for in another fund. Revenue sources include taxes, other taxes, licenses & permits, grants & reimbursements, interest income, and miscellaneous. Expenditures include police, streets, administration, building, community development, finance, clerk, liability insurance, professional services.

Special Revenue Funds account for proceeds of revenues “earmarked” for particular purposes. The Village has one Special Revenue Fund:

The *Motor Fuel Tax (MFT) Fund* accounts for revenues and expenditures related to money received from the state gasoline tax. Expenditures are primarily for major capital projects, including street extensions, and major street maintenance. A small portion of the annual revenue is used to offset the purchase of road salt for the winter. In addition to MFT taxes, revenue sources include investment income, and grants and reimbursements.

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal,

interest, and related costs. The Village has one Debt Service Fund. Revenue sources include property taxes and investment income.

Capital Projects Funds account for financial resources used to acquire or construct major capital facilities except those financed by enterprise funds. The Village has eight such funds:

The *Capital Projects Fund* accounts for major street construction projects not funded with Motor Fuel Tax, bike path construction, and other miscellaneous capital projects not specifically accounted for elsewhere. Revenue sources include bond proceeds, grants & reimbursements, and investment income.

The *Municipal Building Fund* accounts for construction, renovation, or improvements to public buildings. Revenue sources include developer contributions, grants, bond proceeds, and investment income.

The *Developer Deposits Fund* accounts for contributions made to the Village by developers as required by the developer donation ordinance and used primarily for capital projects. Revenue sources include developer contributions and investment income.

The *Route 59 & Lake Street Tax Increment Financing (TIF) Fund* accounts for expenditures to develop a commercial complex at the corner of Route 59 and Lake Street. Revenue sources include property taxes and investment income.

The *Brewster Creek Tax Increment Financing (TIF) Municipal Account Fund* receives 12.5% of the property tax increment from the Brewster Creek TIF District. These funds can only be used for municipal expenses related to the Brewster Creek Industrial Park.

VILLAGE OF BARTLETT FUND STRUCTURE

These include advertising and personnel costs for monitoring the development. Revenue sources include property taxes and investment income.

The *Brewster Creek Tax Increment Financing (TIF) Project Fund* receives the balance (87.5%) of the property tax increment from the Brewster Creek TIF District. These funds are used to complete public improvements for the industrial park, including mine reclamation, roadways, utilities, landscaping, etc. Revenue sources include borrowings, property taxes, and investment income.

The *Bluff City (TIF) Municipal Account Fund* receives 6% of the property tax increment from the Bluff City TIF District. These funds can only be used for municipal expenses related to the Bluff City Industrial Park. These include advertising and personnel costs for monitoring the development. Revenue sources include property taxes and investment income.

The *Bluff City TIF Project Fund* accounts for expenditures used to complete public improvements, including reclamation, utilities, and landscaping. Revenue sources include borrowing and property taxes.

Proprietary Funds are used to account for the Village's business-type activities. The Village has two Proprietary Fund types:

Enterprise Funds account for business-type activities that are financed and operated in a manner similar to private business. The Village has four Enterprise Funds:

The *Water Fund* accounts for all resources needed to produce and distribute water to Bartlett residents and businesses. Bartlett

operates its own wells and purchases water from the City of Elgin to satisfy water demand. Revenue sources include usage charges, connection fees, and investment income.

The *Sewer Fund* accounts for the resources used in the collection and treatment of wastewater. The Village operates a treatment plant for properties in the DuPage County section of the Village. Waste water treatment for Bartlett residents in Cook and Kane Counties is provided by the Metropolitan and Fox River Water Reclamation Districts, respectively. Revenue sources include usage charges, connection fees, and investment income.

The *Parking Fund* accounts for resources used to provide and maintain commuter parking lots in downtown Bartlett. There are spaces for daily parking and quarterly permits. Revenue sources include parking permit fees and investment income.

The *Golf Fund* accounts for the resources used in operating the Bartlett Hills Golf Course and Clubhouse. Revenue sources include charges for golf rounds, food & beverage, pro shop sales, and investment income.

Internal Service Funds are used to account for expenses provided centrally for all departments on a cost-reimbursement basis. There are two Internal Service Funds:

The *Central Services Fund* provides common services such as computers, janitorial, building maintenance, and telephones. It also is used to accumulate funds for replacing major, shared office equipment, such as copiers, computers, telephone system, etc. Revenue sources include investment income and transfers from operating funds.

VILLAGE OF BARTLETT FUND STRUCTURE

The *Vehicle Replacement Fund* provides for the accumulation of resources to replace vehicles used to provide Village services. Each department makes an annual contribution to this fund based on the estimated replacement cost and useful life of each vehicle assigned to the department. Revenue sources include transfers from operating funds, investment income, and sale of surplus property.

Fiduciary Funds are used to account for financial resources that the Village holds or manages as an agent or fiduciary. There are four types of fiduciary funds – pension trust, investment trust, private-purpose trust, and agency funds. The Village has two Fiduciary Fund types:

Pension Trust funds are used when the government is responsible for the management of pension plans provided to employees. The Village has one Pension Trust Fund – Police Pension, which provides for the accumulation of resources to make pension payments to retired Bartlett police officers. Revenue sources include property taxes (from the General Fund), employee contributions, and investment income.

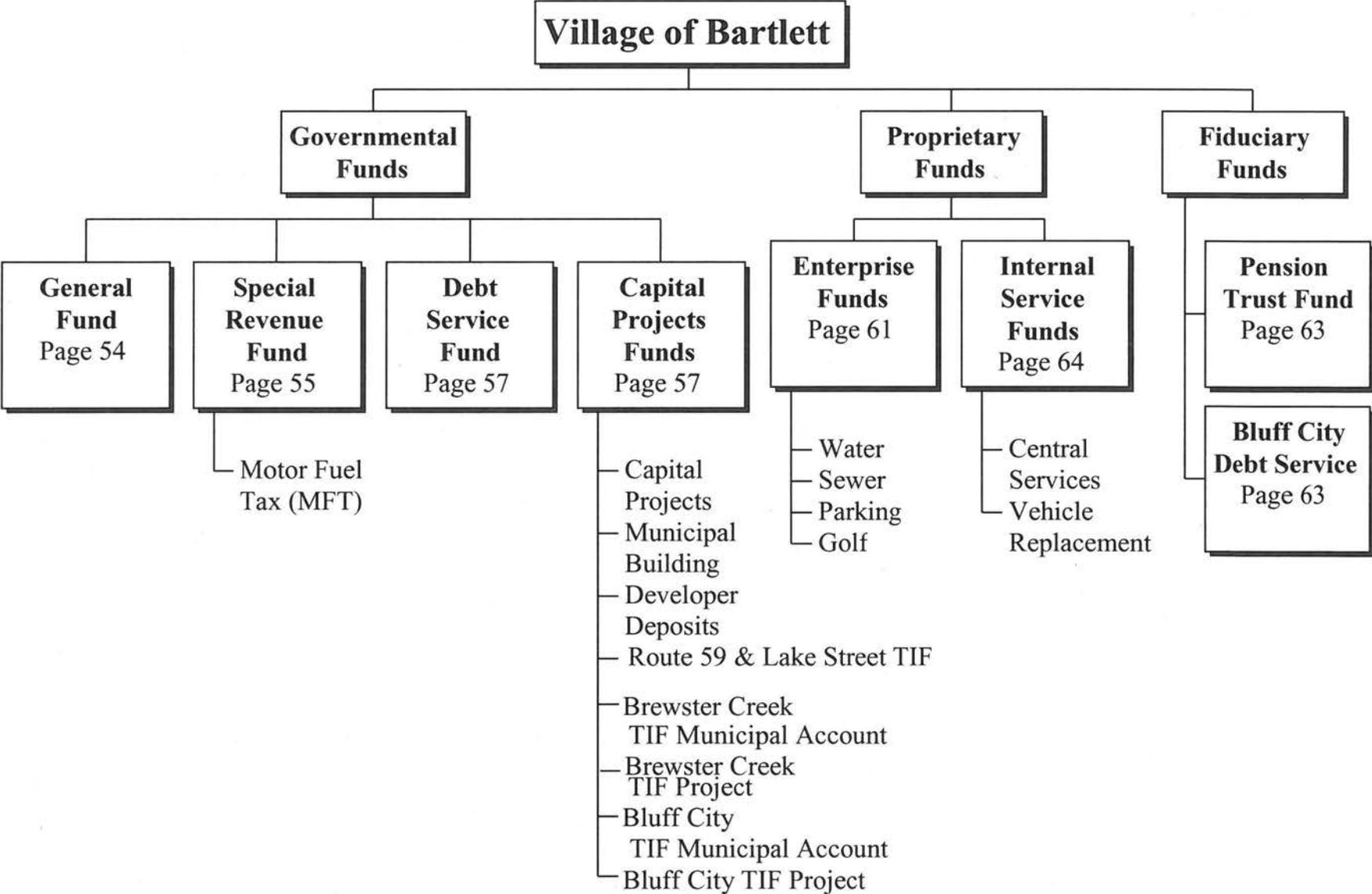
Bluff City Debt Service is used to account for the activity in the Bluff City SSA which does not involve the measurement of operating results.

Budget Basis: *Governmental Funds* (General, Special Revenue, Debt Service, and Capital Projects funds) are budgeted and accounted for in accordance with generally accepted accounting principles (GAAP), on a modified accrual basis. This means revenues are recorded when they are both measurable and available, and expenditures are recorded when they are expected to draw on current spendable resources.

Proprietary and fiduciary funds (Enterprise, Internal Service and Pension Trust) are accounted for in accordance with generally accepted accounting principles (GAAP), on an accrual basis. Revenues and expenses are recorded at the time they are earned or incurred rather than when cash is actually received or spent. In most cases, these funds are budgeted on the same basis with the following exceptions:

- ❖ Principal payments on long-term debt are applied to outstanding liability for accounting purposes, but expended for budget purposes.
- ❖ Capital outlay within the enterprise and fiduciary funds are recorded as fixed assets for accounting purposes, but are expensed for budget purposes.
- ❖ Depreciation expense is recorded for accounting purposes only.

VILLAGE OF BARTLETT FUND STRUCTURE



GENERAL FUND HISTORY

General Fund	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Revenues									
Tax Income	18,597,970	18,385,790	18,449,253	17,374,283	17,893,718	18,788,534	18,183,249	19,451,165	7%
Licenses & Permits	902,258	822,100	985,034	1,100,101	1,241,822	1,025,500	1,110,500	1,030,400	-7%
Fees & Fines	1,281,756	1,247,214	1,361,259	1,451,729	1,318,743	1,310,000	1,347,500	1,305,000	-3%
Grants & Reimbursements	452,471	74,280	41,410	38,387	26,376	26,000	88,000	26,000	-70%
Miscellaneous	483,328	689,483	891,426	993,177	745,636	1,060,400	937,500	948,500	1%
Transfers In	343,250	343,250	343,250	436,183	343,250	593,250	593,250	593,250	0%
Total Revenues	22,061,033	21,562,117	22,071,632	21,393,860	21,569,545	22,803,684	22,259,999	23,354,315	5%
Expenditures									
Administration	1,227,156	1,223,488	1,207,728	1,213,397	1,165,296	1,662,875	1,725,536	1,933,273	12%
Professional Services	410,347	472,865	470,246	697,986	411,967	471,504	470,900	557,300	18%
Liability Insurance	651,390	584,469	596,747	631,524	601,553	625,000	640,000	640,000	0%
Finance	1,539,028	1,443,178	1,455,783	1,451,995	1,327,969	1,027,453	1,055,661	1,018,452	-4%
Community Development	1,062,773	1,016,205	971,646	903,456	1,052,007	968,691	1,025,560	898,349	-12%
Building	926,270	926,365	888,111	975,506	1,006,868	943,473	1,003,356	1,015,831	1%
Police	11,524,328	11,871,206	12,541,226	12,073,983	12,218,130	12,647,569	12,982,120	13,548,767	4%
Street Maintenance	4,561,119	3,853,513	3,805,861	3,585,929	3,713,910	3,881,326	4,023,511	4,186,531	4%
Total Expenditures	21,902,411	21,391,289	21,937,348	21,533,776	21,497,700	22,227,891	22,926,644	23,798,503	4%
Fund Balance Transfers	0	0	0	(500,000)	(300,000)	(1,111,250)	(1,111,250)	0	
Excess Revenues (Exp)	158,622	170,828	134,284	(639,916)	(228,155)	(535,457)	(1,777,895)	(444,188)	
Ending Cash Balance	12,242,556	12,413,384	12,547,668	11,907,752	11,679,597	11,144,140	9,901,702	10,699,952	

SPECIAL REVENUE FUND HISTORY

Motor Fuel Tax (MFT) Fund	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Revenues									
Tax Income	1,414,605	1,227,367	1,091,798	1,082,279	1,089,430	1,090,000	1,095,000	1,085,000	-1%
Grants & Reimbursements	0	0	0	0	0	0	1,064,958	980,158	-8%
Miscellaneous	1,295	4,879	9,354	21,557	40,048	60,000	20,000	60,000	200%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$1,285,886	\$1,210,962	\$1,415,900	\$1,232,246	\$1,129,478	\$1,150,000	\$2,179,958	\$2,125,158	-3%
Expenditures									
Capital Improvements	0	0	740,848	799,456	1,787,397	1,551,707	3,298,225	3,230,225	-2%
Transfers Out	0	0	0	92,933	0	250,000	250,000	250,000	0%
Total Expenditures	\$1,916,182	\$904,166	\$0	\$0	\$1,787,397	\$1,801,707	\$3,548,225	\$3,480,225	100%
Excess Revenues (Exp)	(630,296)	306,796	1,415,900	1,232,246	(657,919)	(651,707)	(1,368,267)	(1,355,067)	
Ending Cash Balance	\$1,657,962	\$1,964,758	\$3,380,658	\$4,612,904	\$3,954,985	\$3,303,278	\$2,586,718	\$1,948,211	

DEBT SERVICE FUND HISTORY

Debt Service Fund	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2018/19	Change
Revenues									
Tax Income	1,582,438	1,725,305	1,711,945	1,886,989	3,041,972	3,122,938	3,122,938	3,133,855	0%
Fees and Fines	0	0	0	0	0	0	0	0	0%
Miscellaneous	50,684	50,731	50,827	52,869	2,707,139	63,952	53,900	64,622	20%
Transfers In	29,880	29,880	29,880	29,880	29,880	29,880	29,880	29,880	0%
Total Revenues	\$1,663,002	\$1,805,916	\$1,792,652	\$1,969,738	\$5,778,991	\$3,216,770	\$3,206,718	\$3,228,357	1%
Expenditures									
Paying Agent Fees	1,325	800	1,325	800	2,850	2,800	2,000	3,000	50%
Issuance Costs	0	0	0	0	63,282	0	0	0	0%
Principal & Interest	1,720,788	1,956,686	1,964,388	1,968,138	5,748,109	3,196,750	3,196,750	3,207,325	0%
Total Expenditures	\$1,722,113	\$1,957,486	\$1,965,713	\$1,968,938	\$5,814,241	\$3,199,550	\$3,198,750	\$3,210,325	0%
Excess Revenues (Exp)	(59,111)	(151,570)	(173,061)	800	(35,250)	17,220	7,968	18,032	
Ending Cash Balance	\$1,069,331	\$917,761	\$744,700	\$745,500	\$710,250	\$727,470	\$718,218	\$745,502	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Capital Projects Fund									
Revenues									
Licenses & Permits	0	0	0	0	0	0	0	0	0%
Grants & Reimbursements	674,758	1,100,178	1,880,677	58,249	0	0	0	0	0%
Miscellaneous	24,995	9,602	410	41	930	600	400	600	50%
Transfers In	0	0	300,000	0	0	0	0	0	0%
Total Revenues	\$699,753	\$1,109,780	\$2,181,087	\$58,290	\$930	\$600	\$400	\$600	50%
Expenditures									
Fund Expenditures	5,026,887	4,679,159	2,516,225	80,895	0	0	0	0	0%
Transfers Out	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$5,026,887	\$4,679,159	\$2,516,225	\$80,895	\$0	\$0	\$0	\$0	0%
Excess Revenues (Exp)	(4,327,134)	(3,569,379)	(335,138)	(22,605)	930	600	400	600	
Ending Cash Balance	\$3,966,270	\$396,891	\$61,753	\$39,148	\$40,078	\$40,678	\$40,478	\$41,278	
Municipal Building Fund									
Revenues									
Grants & Reimbursements	8,530	7,842	49,767	42,524	10,168	9,697	3,400	1,400	-59%
Miscellaneous	2,272	2,332	2,798	16,580,298	149,736	70,000	75,000	585,000	680%
Transfers In	0	0	0	0	0	100,000	100,000	0	0%
Total Revenues	\$ 10,802.00	\$10,174	\$52,565	\$16,622,822	\$159,904	\$179,697	\$178,400	\$586,400	229%
Expenditures									
Fund Expenditures	0	173,150	55,295	754,316	12,847,986	6,454,195	9,288,906	797,500	100%
Transfers Out	121,000	88,000	0	225,070	0	35,000	90,000	0	100%
Total Expenditures	\$121,000	\$261,150	\$55,295	\$979,386	\$12,847,986	\$6,489,195	\$9,378,906	\$797,500	-91%
Fund Balance Transfers									
From General Fund	0	0	0	500,000	300,000	2,311,250	2,311,250	0	0%
Excess Revenues (Exp)	(110,198)	(250,976)	(2,730)	16,143,436	(12,388,082)	(3,998,248)	(6,889,256)	(211,100)	
Ending Cash Balance	\$815,111	\$564,135	\$561,405	\$16,704,841	\$4,316,759	\$318,511	(\$2,572,497)	\$107,411	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Developer Deposits Fund									
Revenues									
Grants & Reimbursements	39,877	59,470	8,484	81,457	106,737	45,000	85,000	471,500	455%
Miscellaneous	18,897	25,422	18,703	33,474	78,032	60,000	20,000	35,000	75%
Total Revenues	\$58,774	\$84,892	\$27,187	\$114,931	\$184,769	\$105,000	\$105,000	\$506,500	382%
Expenditures									
Fund Expenditures	63,005	1,379,251	386,394	628,504	256,148	150,000	150,000	506,500	238%
Transfers Out	13,514	7,552	307,913	15,517	30,135	1,358,699	1,378,000	133,000	-90%
Total Expenditures	\$76,519	\$1,386,803	\$694,307	\$644,021	\$286,283	\$1,508,699	\$1,528,000	\$639,500	-58%
Excess Revenues (Exp)	(17,745)	(1,301,911)	(667,120)	(529,090)	(101,514)	(1,403,699)	(1,423,000)	(133,000)	
Ending Cash Balance	\$6,279,453	\$4,977,542	\$4,310,422	\$3,781,332	\$3,679,818	\$2,276,119	\$2,256,818	\$2,143,119	
Route 59 & Lake TIF Fund									
Revenues									
Tax Income	0	0	0	0	0	0	0	0	0%
Miscellaneous	0	0	0	0	0	0	0	0	0%
Transfers In	13,514	7,552	7,913	15,517	30,135	58,699	78,000	133,000	71%
Total Revenues	13,514	\$7,552	\$7,913	\$15,517	\$30,135	\$58,699	\$78,000	\$133,000	71%
Total Expenditures	\$13,514	\$7,552	\$7,913	\$15,517	\$30,135	\$58,699	\$78,000	\$133,000	71%
Excess Revenues (Exp)	0								
Available Balance	\$0								

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Brewster Crk TIF Muni. Fund									
Revenues									
Tax Income	499,975	567,869	496,001	618,608	651,067	691,330	665,000	725,000	9%
Miscellaneous	536	714	947	2,129	6,684	12,000	3,000	15,000	400%
Total Revenues	\$500,511	\$568,583	\$496,948	\$620,737	\$657,751	\$703,330	\$668,000	\$740,000	11%
Total Expenditures	\$482,246	\$477,318	\$601,563	\$542,727	\$543,775	\$666,880	\$708,877	\$1,183,924	67%
Excess Revenues (Exp)	18,265	91,265	(104,615)	78,010	113,976	36,450	(40,877)	(443,924)	
Ending Cash Balance	\$286,039	\$377,304	\$272,689	\$350,699	\$464,675	\$501,125	\$423,798	\$57,201	
Brewster Crk TIF Proj. Fund									
Revenues									
Tax Income	3,512,443	3,984,022	3,483,540	4,341,737	4,568,851	4,848,300	4,650,000	5,085,000	9%
Miscellaneous	447,452	640,962	5,660,996	10,245,498	2,484,088	2,376,000	3,710,000	2,600,000	-30%
Total Revenues	\$3,959,895	\$4,624,984	\$9,144,536	\$14,587,235	\$7,052,939	\$7,224,300	\$8,360,000	\$7,685,000	-8%
Total Expenditures	\$4,246,388	\$4,810,024	\$9,211,068	\$12,534,948	\$8,006,309	\$7,630,733	\$8,463,720	\$7,675,000	-9%
Excess Revenues (Exp)	(286,493)	(185,040)	(66,532)	2,052,287	(953,370)	(406,433)	(103,720)	10,000	
Ending Cash Balance	\$3,473,214	\$3,288,174	\$3,221,642	\$5,273,929	\$4,320,559	\$3,914,126	\$4,216,839	\$3,924,126	
Bluff City TIF Project Fund									
Revenues									
Tax Income	18,056	12,767	18,312	68,634	172,584	461,595	420,000	480,000	14%
Miscellaneous	5	6	9	77	501	6,224,947	1,461,000	1,463,000	100%
Total Revenues	\$18,061	\$12,773	\$18,321	\$68,711	\$173,085	\$6,686,542	\$1,881,000	\$1,943,000	3%
Total Expenditures	\$18,056	\$12,767	\$18,312	\$68,634	\$172,584	\$6,683,733	\$1,880,000	\$1,940,000	3%
Excess Revenues (Exp)	5	6	9	77	501	2,809	1,000	3,000	
Ending Cash Balance	\$9	\$15	\$24	\$101	\$602	\$3,411	\$1,602	\$6,411	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Bluff City Municipal Fund									
Revenues									
Tax Income	1,153	814	1,169	4,381	11,016	29,464	27,000	30,600	13%
Miscellaneous	4	5	13	42	669	700	1,500	700	100%
Total Revenues	\$1,157	\$819	\$1,182	\$4,423	\$11,685	\$30,164	\$28,500	\$31,300	10%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$28,000	\$57,000	100%
Excess Revenues (Exp)	1,157	819	1,182	4,423	11,685	30,164	500	(25,700)	
Ending Cash Balance	\$3,076	\$3,895	\$5,077	\$9,500	\$21,185	\$51,349	\$21,685	\$25,649	

ENTERPRISE FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Water Fund									
Revenues									
Grants for Reimbursents	18,300	0	0	0	0	485,000	485,000	0	0%
Charges for Services	6,862,927	6,567,480	6,567,406	6,807,457	8,282,000	9,975,180	10,080,000	12,210,000	21%
Miscellaneous Income	169,373	145,719	7,942	1,612,467	187,334	24,574,909	29,367,200	1,021,000	-97%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$7,050,600	\$6,713,199	\$6,575,348	\$8,419,924	\$8,469,334	\$35,035,089	\$39,932,200	\$13,231,000	-67%
Expenses									
Operating Expenses	6,555,648	6,026,889	6,345,879	6,375,500	6,867,659	6,899,347	7,222,407	10,244,424	42%
Transfers Out	282,740	282,740	282,740	282,740	282,740	307,240	307,240	337,986	10%
Capital Improvements	196,296	278,634	465,706	13,589,016	4,202,300	27,563,861	31,679,700	4,242,500	-87%
Total Expenses	\$7,034,684	\$6,588,263	\$7,094,325	\$20,247,256	\$11,352,699	\$34,770,448	\$39,209,347	\$14,824,910	-62%
Excess Revenues (Exp)	15,916	124,936	(518,977)	(11,827,332)	(2,883,365)	264,641	722,853	(1,593,910)	
Radium Removal Reserve									
Ending Cash Balance	\$3,407,086	\$3,451,291	\$2,629,902	\$2,295,814	\$2,369,286	\$2,633,927	\$3,092,139	\$1,040,017	
Sewer Fund									
Revenues									
Grants & Reimbursements	18,300	0	0	0	0	0	0	0	0%
Charges for Services	3,361,837	3,259,586	3,342,572	3,509,720	4,149,753	5,104,000	5,070,000	6,215,000	23%
Miscellaneous Income	5,155	6,823	7,047	810,626	20,907	20,000	5,000	5,765,000	100%
Total Revenues	\$3,385,292	\$3,266,409	\$3,349,619	\$4,320,346	\$4,170,660	\$5,124,000	\$5,075,000	\$11,980,000	136%
Expenses									
Operating Expenses	2,956,360	3,341,020	3,246,568	3,063,445	3,185,136	3,356,714	3,444,488	3,668,778	7%
Transfers Out	310,740	310,740	310,740	310,740	310,740	335,240	335,240	365,985	9%
Capital Improvements	1,330,014	54,862	819,446	732,111	211,815	1,246,558	1,846,558	7,920,951	329%
Total Expenses	\$4,597,114	\$3,706,622	\$4,376,754	\$4,106,296	\$3,707,691	\$4,938,512	\$5,626,286	\$11,955,714	112%
Excess Revenues (Exp)	(1,211,822)	(440,213)	(1,027,135)	214,050	462,969	185,488	(551,286)	24,286	
Ending Cash Balance	\$2,483,515	\$2,138,984	\$1,499,393	\$387,005	\$469,460	\$654,948	(\$81,826)	\$679,234	

ENTERPRISE FUNDS HISTORY

	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Parking Fund									
Revenues									
Licenses and Permits	(906)	0	0	0	3,500	3,100	6,000	2,400	-60%
Charges for Services	229,213	230,179	225,387	223,226	225,583	230,000	225,000	230,000	2%
Miscellaneous Income	77	42	83	325	839	1,000	500	1,000	100%
Total Revenues	\$228,384	\$230,221	\$225,470	\$223,551	\$229,922	\$234,100	\$231,500	\$233,400	1%
Expenses									
Operating Expenses	334,115	222,768	181,950	170,230	212,691	183,583	194,932	195,917	1%
Transfers Out	22,110	22,110	22,110	22,110	22,110	22,110	22,110	22,110	0%
Capital Improvements	0	0	0	0	0	0	0	0	0%
Total Expenses	\$356,225	\$244,878	\$204,060	\$192,340	\$234,801	\$205,693	\$217,042	\$218,027	0%
Excess Revenues (Exp)	(127,841)	(14,657)	21,410	31,211	(4,879)	28,407	14,458	15,373	
Ending Cash Balance	\$164,390	\$47,326	\$31,580	\$38,359	\$89,674	\$118,081	\$104,132	\$133,454	
Golf Fund									
Revenues									
Golf Course Revenues	1,140,274	1,080,019	1,160,144	1,174,254	1,110,797	1,102,500	1,237,150	1,207,150	-2%
Pro Shop Sales	71,798	63,165	69,358	73,768	67,661	84,700	100,000	92,500	-8%
Food & Beverage Sales	880,424	761,347	890,171	888,220	942,203	916,000	969,000	1,001,000	3%
Miscellaneous Income	1,075	4,223	951	1,791	11,631	1,000	1,000	1,000	0%
Transfers In	121,000	88,000	0	225,070	0	35,000	90,000	0	100%
Total Revenues	\$2,214,571	\$1,996,754	\$2,120,624	\$2,363,103	\$2,132,292	\$2,139,200	\$2,397,150	\$2,301,650	-4%
Expenses									
Golf Course Operating	1,370,464	1,268,680	1,170,330	1,400,067	1,087,452	1,144,493	1,267,371	1,209,067	-5%
Food & Beverage Operating	985,184	915,935	995,940	1,002,164	1,080,792	990,076	1,011,466	986,877	-2%
Transfers Out	68,250	68,250	68,250	68,250	68,250	68,250	68,250	68,250	0%
Capital Improvements	0	0	0	0	0	0	0	0	0%
Total Expenses	\$2,423,898	\$2,252,865	\$2,234,520	\$2,470,481	\$2,236,494	\$2,202,819	\$2,347,087	\$2,264,194	-4%
Excess Revenues (Exp)	(209,327)	(256,111)	(113,896)	(107,378)	(104,202)	(63,619)	50,063	37,456	
Ending Cash Balance	\$0								

TRUST AND AGENCY FUND HISTORY

Police Pension Fund	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Revenues									
Miscellaneous	2,093,537	2,677,724	876,597	3,217,721	2,853,464	2,423,500	3,370,500	3,435,500	2%
Transfers In	1,240,236	1,222,637	1,311,249	1,202,963	1,331,419	1,377,155	1,377,155	1,583,071	15%
Total Revenues	\$3,333,773	\$3,900,361	\$2,187,846	\$4,420,684	\$4,184,883	\$3,800,655	\$4,747,655	\$5,018,571	6%
Total Expenses	\$1,130,512	\$1,203,616	\$1,426,881	\$1,512,226	\$1,793,636	\$1,933,721	\$2,046,624	\$2,278,012	11%
Excess Revenues (Exp)	2,203,261	2,696,745	760,965	2,908,458	2,391,247	1,866,934	2,701,031	2,740,559	
Ending Net Assets	\$31,295,454	\$33,992,197	\$34,753,161	\$37,661,662	\$40,062,009	\$41,928,943	\$42,763,040	\$44,669,502	
Bluff City SSA Debt Serv Fund									
Revenues									
Tax Income	1,071,223	1,035,256	1,029,765	958,020	1,141,854	988,020	988,020	1,146,458	16%
Miscellaneous	65	44	181	2,854	7,352	5,450,000	5,000	15,000	100%
Total Revenues	\$1,071,288	\$1,035,300	\$1,029,946	\$960,874	\$1,149,206	\$6,438,020	\$993,020	\$1,161,458	17%
Total Expenses	\$1,115,878	\$1,065,935	\$1,037,537	\$1,070,921	\$1,088,683	\$6,666,618	\$1,155,000	\$1,181,875	2%
Excess Revenues (Exp)	(\$44,590)	(30,635)	(7,591)	(110,047)	60,523	(228,598)	(161,980)	(20,417)	
Ending Net Assets	\$928,142	\$897,507	\$889,916	\$779,869	\$840,392	\$611,794	\$678,412	\$591,377	

INTERNAL SERVICES FUNDS HISTORY

Central Services Fund	Actual					Estimated	Budget		%
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	Change
Revenues									
Miscellaneous	881	1,595	1,805	3,978	23,541	5,658	2,000	4,000	100%
Transfers In	1,020,763	1,020,763	1,020,763	1,020,763	1,020,763	1,160,763	1,160,763	1,379,763	19%
Total Revenues	\$1,021,644	\$1,022,358	\$1,022,568	\$1,024,741	\$1,044,304	\$1,166,421	\$1,162,763	\$1,383,763	19%
Total Expenses	\$1,048,511	\$1,030,096	\$1,021,242	\$1,053,172	\$1,373,832	\$1,385,181	\$1,458,006	\$1,433,585	-2%
Excess Revenues (Exp)	(26,867)	(7,738)	1,326	(28,431)	(329,528)	(218,760)	(295,243)	(49,822)	
Ending Cash Balance	\$713,584	\$705,846	\$707,172	\$678,741	\$349,213	\$130,453	\$53,970	\$80,631	
Vehicle Replacement Fund									
Revenues									
Miscellaneous	25,484	215,689	89,886	77,386	138,822	65,000	58,000	70,000	21%
Transfers In	617,884	603,678	593,770	601,327	593,770	593,770	593,770	593,770	0%
Total Revenues	\$643,368	\$819,367	\$683,656	\$678,713	\$732,592	\$658,770	\$651,770	\$663,770	2%
Total Expenses	559,915	\$709,626	\$514,967	\$625,328	\$1,430,378	\$426,636	\$356,500	\$675,500	89%
Excess Revenues (Exp)	83,453	109,741	168,689	53,385	(697,786)	232,134	295,270	(11,730)	
Ending Cash Balance	\$1,343,781	\$1,453,522	\$1,622,211	\$1,675,596	\$977,810	\$1,209,944	\$1,273,080	\$1,198,214	

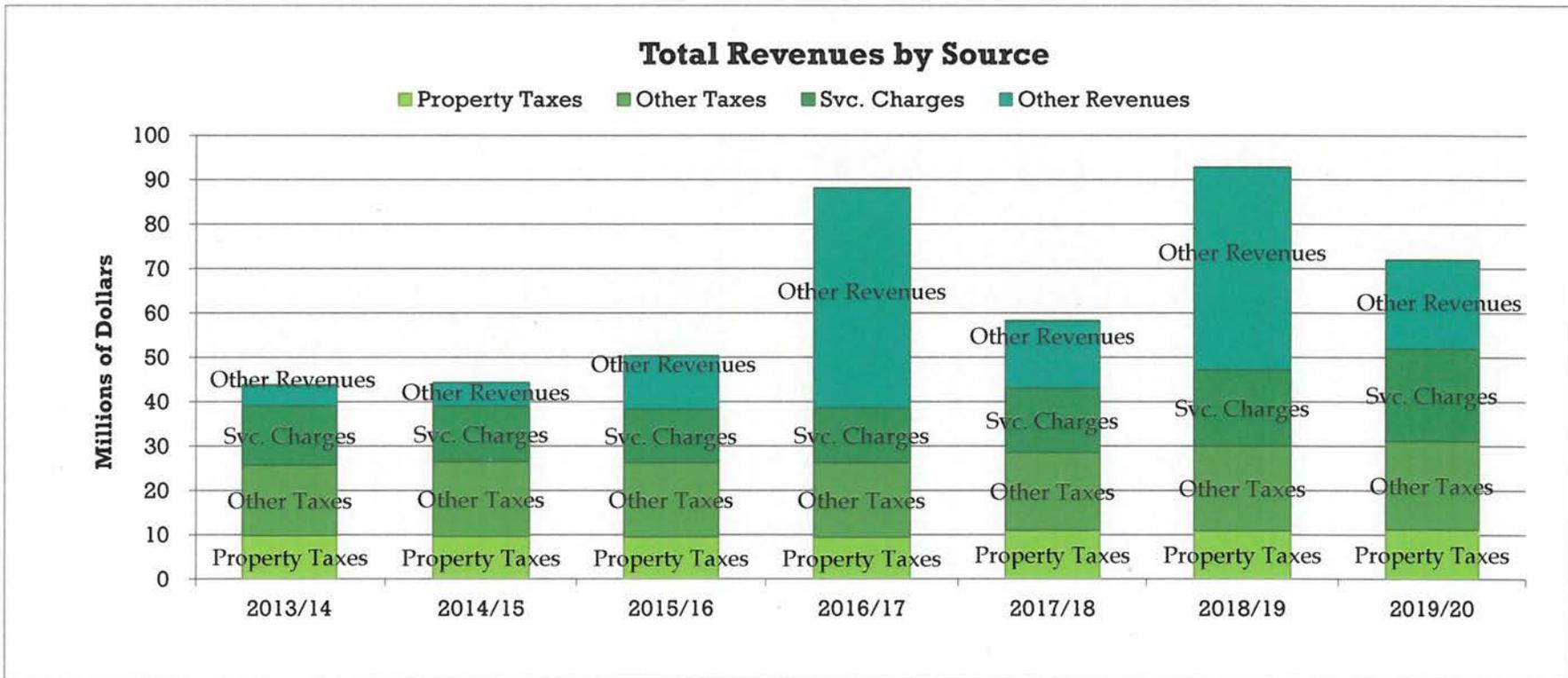
REVENUES

The revenue used to support the Village’s programs and projects comes from a variety of sources. The chart below shows the history of these revenues grouped into four broad categories – property taxes, other taxes, service charges, and other revenues.

As the chart shows, our revenue is fairly evenly distributed among the four major categories. Other revenue represents a significant portion of the overall revenue stream in years when debt is issued to finance capital projects.

The distribution of revenues among multiple sources contributes to the long-range financial stability of the Village. Over reliance on any one revenue source can lead to significant fiscal stress if that revenue source declines.

More detail on the major revenues is shown on the next several pages. Included are descriptions of revenue sources, trends, and explanations of how revenues are estimated.

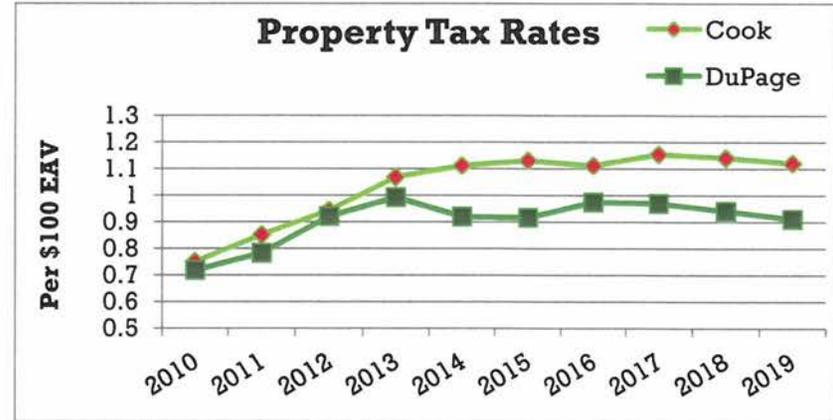


REVENUES

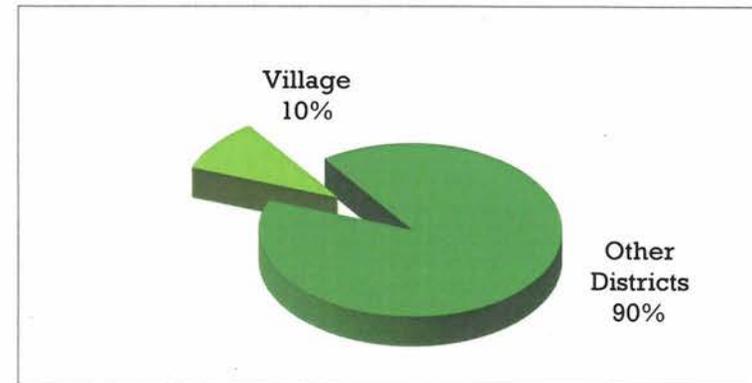
Property Tax: The proposed 2019 tax levy will increase 1.75% over the 2018 levy as shown in the table below. The General Corporate levy will be flat from the 2018 levy. The Police Pension levy is projected to increase by 12% due to a second reduction to the assumed investment rate of return and actual investment returns for the 18/19 year are projected to be below the assumed rate of return. A home valued at \$300,000 will pay approximately \$930 in property taxes for fiscal year 2019/20.

Fund	2019/20 Proposed Levy	2018/19 Approved Levy	Increase (Decrease)	Percent Change
General	6,433,094	6,433,094	0	0%
Police	1,775,000	1,583,071	191,929	12.12%
Subtotal	8,208,094	8,016,165	191,929	2.39%
Debt	3,137,426	3,133,855	3,571	0.11%
Total	11,345,520	11,150,020	195,500	1.75%

The Village has traditionally endeavored to maintain a level, or declining, property tax rate. After peaking in 2009, the equalized assessed value (EAV) decreased 34% over the next five years. During the past five years however, the Village's EAV has increased 22% and currently stands at 1.2 billion dollars. This trend has been indicative of rising home prices seen over the past few years. With the recovering housing market we are anticipating our EAV to increase 4% for the 2019 tax year. Given the increasing EAV and the proposed budget, the estimated tax rate will be \$1.12 per 100 of EAV in the Cook County portion of Bartlett, and \$.91 per \$100 of EAV in the DuPage portion. The following chart shows a ten-year history of property tax rates for the Village.



The pie chart below shows the Village's share of the total property tax bill for its residents. Other taxing bodies include schools, parks, library, county, etc. Truth In Taxation public hearing will be held in the fall of 2019, in accordance with state law. The levy must be approved and filed by the last Tuesday in December. The tax levy cycle is shown in the table on the next page.

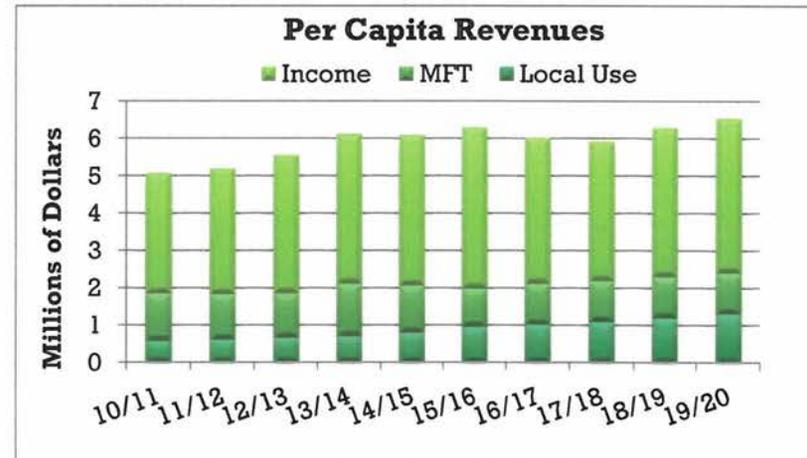


REVENUES

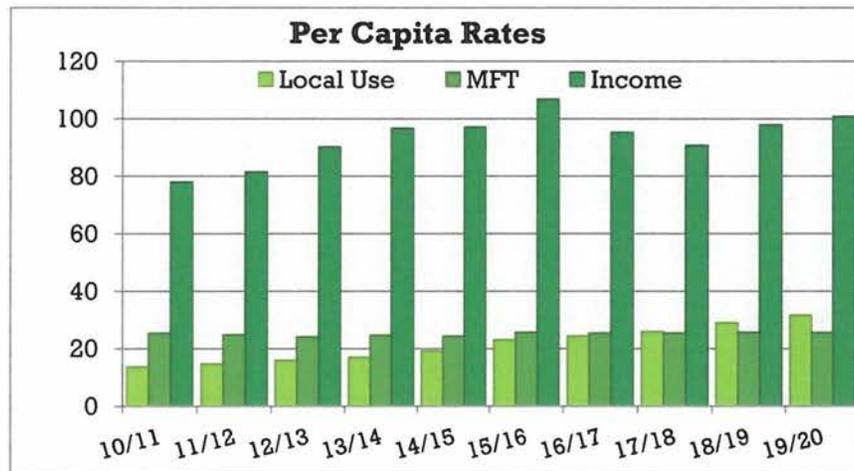
Date	Levy Cycle
April, 2019	Village Board approves budget
May 1, 2019	Budget year begins
Fall 2019	Village Board conducts public hearing and approves tax levy
March 2020 through December 2020	Village receives Cook County taxes
June 2020 through November 2020	Village receives DuPage and Kane County taxes

The Per Capita Rate chart on the left shows the per capita rates for each of the three revenue sources. These estimates are prepared by the Illinois Municipal League. The per capita rates for Local use, MFT and Income tax are \$31.70, \$25.45 and \$100.75 respectively. Income tax rate is projected to increase 3% from 2019 while the local use tax rate is projected to increase 9%. The IML has based the income tax rate on the State remaining at 95% funding the local portion. The MFT rate for 2020 has remained level over the last five years. The Village's current population from the 2010 census is 41,208, which is used for shared revenue distributions.

Other Taxes - Per Capita Revenue: These are revenues collected by the State and shared with municipalities based upon population. The Village receives 6 percent of the 4.95% income tax collected from individuals which is distributed on a per capita basis. State shared revenue also includes use tax and motor fuel tax.



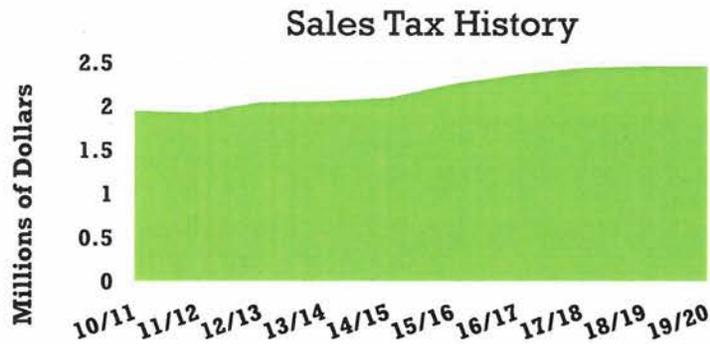
The chart above is showing the 2019/20 revenue estimates along with several years of history. Income and local use tax revenue are budgeted in the General Fund and are available for general governmental purposes. The combined revenue estimate for 2019/20 is \$5,450,000. This estimate is \$670,000 higher or 14% higher than the 2018/19 budget. Motor fuel tax is budgeted in the



REVENUES

Motor Fuel Tax Fund and is restricted for street maintenance and construction. Revenue for 2019/20 is expected to decrease \$10,000 to \$1,085,000 based upon the per capita rate projected by the Illinois Municipal League.

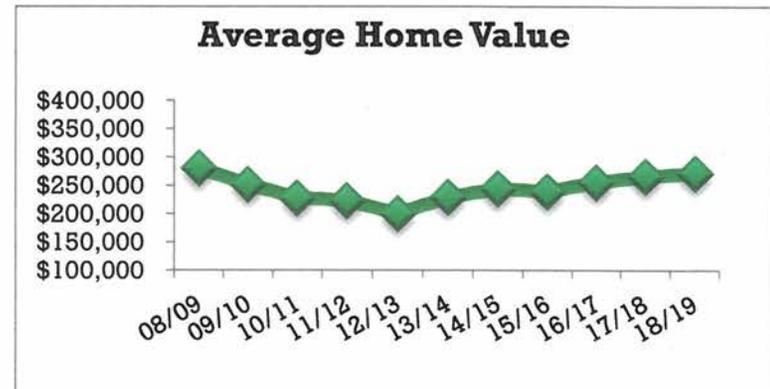
Other Taxes - Sales Tax: The Village receives a 1% tax on purchases made within the Village. The tax is collected by the state and distributed to the Village based upon point of sale. There is a 3-month lag between the time of the sale and the receipt of the tax by the Village. Below is a chart that shows our sales tax revenue history for the past ten years. The revenue estimate for 2019/20 is \$2,460,000. The estimate is up 1% over the 2018/19 budget.



Other Taxes – Telecommunications Tax: A 6% telecommunications tax is imposed on all telephone charges. The state collects this tax on behalf of the Village, and there is a three month lag before the Village receives the funds. The revenue estimate for next year is \$750,000. This represents a 2% decrease from the 2018/19 budget.

The decrease is most likely attributable to the elimination of land lines and reduced cellular service rate packages. The tax has been on a steady decline since 2010.

Other Taxes - Real Estate Transfer Tax: This is a tax on the sale of property at the rate of \$3.00 per \$1,000 of the sale price. The 2019/20 budgeted amount is \$750,000 which is up \$105,000 from 2018/19. The past four years have seen positive results, but this source of revenue could change unpredictably.



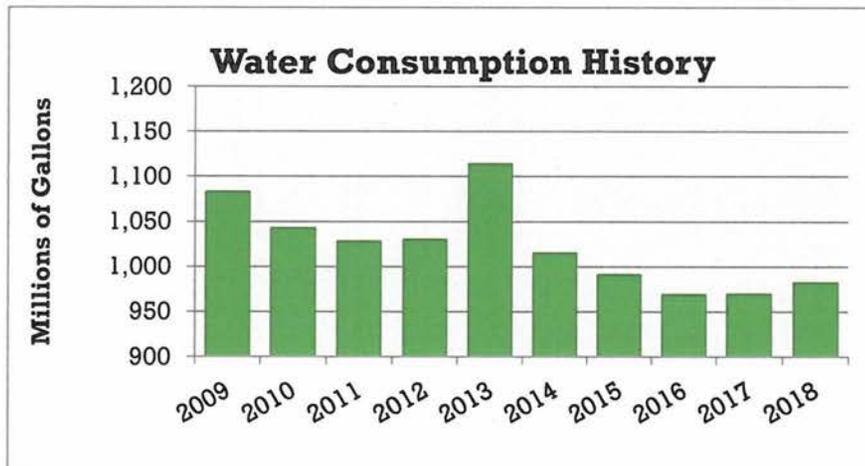
The chart above shows a steady increase in the average value of homes sold. The average was \$271,722 in 2018/19, up 2% from 2017/18.

Other Taxes – Home Rule Sales Tax: A home rule sales tax of 1% was implemented in July 2018 to replace the natural gas and electric utility taxes. This is a sales tax on general merchandise collected by the State along with the State sales tax. Budgeted revenue for fiscal

REVENUES

year 2019/20 is \$1,600,000. This represents a \$267,000 increase from 2018/19 due to the first year of collections only being for nine months.

Service Charges - Water & Sewer Charges: Charges are based upon water consumption and the rate adopted by the Village Board. Currently the Village bills for slightly less than 1 billion gallons annually. Development in the industrial parks could increase consumption in future years. Below is a chart showing the consumption history for the last 10 years.



Based upon current consumption and the approved rate of \$11.76/1,000 gallons effective May 1, 2019, water charges are budgeted at \$12,000,000. This represents an increase in revenue of 21% from the 2018/19 budget. We anticipate the water rates will level off as the Village completes the transition to 100% Lake Michigan water in the summer of 2019.

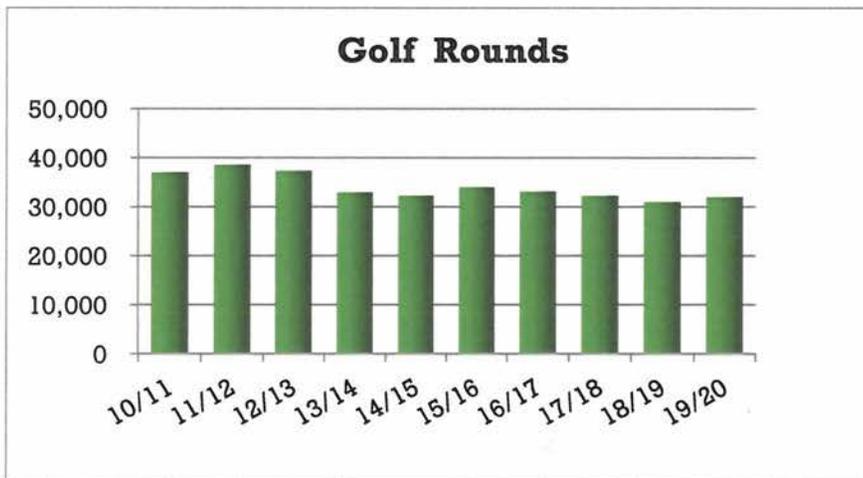
An increase was also approved for the sewer rates. There are different rates for sewer based on whether the user is in Cook, Kane, or DuPage County. The DuPage rate, \$3.73 per 1,000 gallons, includes wastewater treatment. The Cook and Kane County rates, \$1.36 and \$1.06 per 1,000 gallons, include only collection and distribution to the Metropolitan or Fox River Water Reclamation Districts' treatment systems. In addition to the usage charge, sewer rates include a flat fee per billing cycle, \$20.86 in DuPage, \$16.37 in Cook and \$12.83 in Kane. The 2019/20 revenue projection for sewer charges is \$6,075,000, which is 23% above the 2018/19 budget. Sewer rates will increase again the following year as capital projects are completed and related loans become due.

Water and sewer user fees are combined in a monthly bill sent to residents and businesses. The "typical" family of four (one who consumes 6,000 gallons of water per month) will see a bill similar to the one below:

"Typical" Residential Water Bill			
	<i>DuPage County</i>	<i>Cook County</i>	<i>Kane County</i>
Water	\$70.56	\$70.56	\$70.56
Sewer	\$43.24	\$24.53	\$19.19
Total	\$113.80	\$95.09	\$89.75

REVENUES

Service Charges - Golf Fees: Golf revenues include charges for rounds of golf, pro shop merchandise sales, and food and beverage sales. The revenue estimate for golf course fees is based on 32,000 rounds of play. The number of rounds budgeted is down from 2018/19 based on current year trends. A history of actual rounds played is shown in the chart below.



The rates are designed to remain competitive with local courses, generate sufficient revenue to cover operating costs, and increase rounds of play. Total course revenue budgeted for 2019/20 is \$1,207,150, a 2% decrease from the 2018/19 budgeted amount.

The budget estimate for pro shop sales is based upon history. Pro shop sales are expected to total \$92,500 for fiscal year 2019/20.

Food and beverage revenue for 2019/20 is expected to increase 3% over the current year budget, which is up \$85,000 from actual

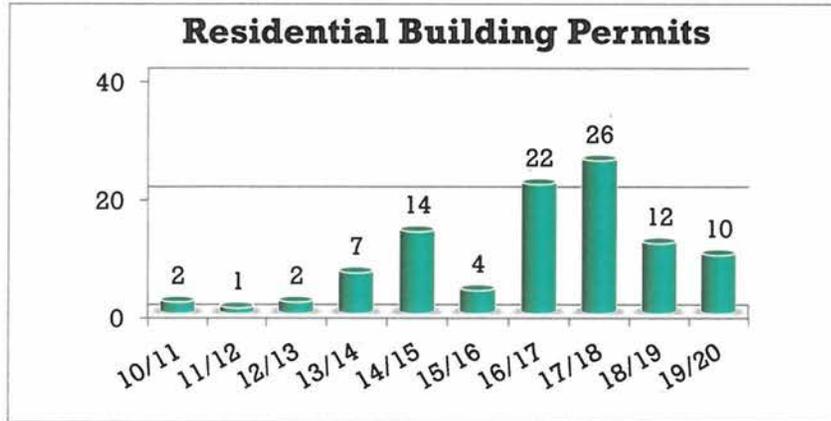
projected revenue. The following chart shows the history of food & beverage revenues for the past 10 years.



Other Revenues - Developer Revenues: New construction brings with it a number of fees that we refer to as developer revenues. They include building permits, developer contributions, and utility connection fees. Four funds receive revenue from these sources.

The revenue projections are driven by estimates for building permits. Residential development in the Village had started to increase in the last three years, but remains limited by land available for new construction. The budget estimate for 2019/20 assumes 10 new residential construction permits to be issued and 8 commercial permits. The 2018/19 budget used an estimate of 25 for residential and 3 commercial permits.

REVENUES



The chart above shows the ten-year history of residential building permits. Revenues are estimated based upon average cost of permit and contribution fees for the specific development or similar ones from the recent past. Different from years past, miscellaneous building permits, such as porches, decks, etc. represent the majority of permit revenues. Also included is a conservative estimate of commercial permits based on recent history and known developments. This revenue source is budgeted conservatively because of its sensitivity to economic changes and a reluctance to base operating expenditures on revenue that will decline as growth slows.

Revenues for connection fees are based on the number of permits and the rate charged for each connection. These revenues in the past were set aside for capital projects in the water and sewer fund. It should be noted water and sewer connection fees have remained significantly down over the last ten years.

The total revenues included in the budget related to developer fees and the funds that are credited with the revenue are detailed in the table below:

Developer Revenues			
Revenue Source	Fund	Budget	% Change
Building Permits	General	\$600,000	-13%
Developer Contributions	Developer Dep Municipal Bldg	\$35,000 \$1,400	-59% -59%
Connection Fees	Water	\$80,000	0%
	Sewer	\$80,000	0%
Total		\$796,400	-10%

Other Revenues – Borrowings: Developer notes in the Brewster Creek TIF Project Fund and the Bluff City TIF Project Fund are planned for in 2018/19. We estimate \$2,500,000 will be drawn on to continue the public improvements in the Brewster Creek Business Park and \$1,460,000 will be drawn upon to continue public improvements at the Bluff City TIF site.

An Illinois EPA loan is budgeted for in the Water Fund. The total is \$1,000,000 and the proceeds will be used to complete

REVENUES

infrastructure improvements related to acquiring Lake Michigan water.

Interfund borrowing is budgeted in the Route 59 & Lake Street TIF fund. A total of \$133,000 is projected to be loaned from the Developer Deposits Fund. As the year progresses, only the actual amount needed to balance the fund will be transferred. Repayment plans, with interest, will be developed for the amount actually borrowed.

Other Revenues - Interest Income: Interest income is budgeted in every fund. It consists of money earned on investments made with temporarily idle cash. The estimates consider historic trends, anticipated interest rate changes, and cash balances available for investment. The chart below shows the yield on Village investments (exclusive of the Police Pension, Brewster Creek TIF, Bluff City SSA and any bond issue funds) currently trending at about 2.4% for a 90 day certificate of deposit.



Interest rates are starting to increase, but are still at very low levels. Budgeted interest revenue for 2019/20 is projected to be \$362,000 in the operating and internal service funds. This is a \$211,500 increase from the FY 2018/19 budget.

The chart below shows the interest earnings over the last 8 years including the estimated 2018/19 amount and the 2019/20 fiscal year budget. The budgeted amount is lower due to operating funds being transferred for the police station construction and fund balance being used for infrastructure improvements related to the Lake Michigan water project.



SUMMARY OF TAX RATES AND FEES

Description	2015/16	2016/17	2017/18	2018/19	2019/20
Property Tax Rates					
DuPage County	0.915 / \$100 EAV	0.974 / \$100 EAV	0.969 / \$100 EAV	0.940 / \$100 EAV*	0.910 / \$100 EAV*
Cook County	1.129 / \$100 EAV	1.112 / \$100 EAV	1.153 / \$100 EAV	1.140 / \$100 EAV*	1.120 / \$100 EAV*
Other Taxes					
Income	\$106.78 per capita	\$95.21 per capita	\$90.70 per capita	\$94.87 per capita*	\$100.75 per capita*
Local Use	\$23.02 per capita	\$24.43 per capita	\$25.93 per capita	\$29.00 per capita*	\$31.70 per capita*
Motor Fuel	\$25.63 per capita	\$25.43 per capita	\$25.43 per capita	\$25.55 per capita*	\$25.45 per capita*
Sales	1%	1%	1%	1%	1%
Home Rule Sales				1%	1%
Telecommunications	6%	6%	6%	6%	6%
Real Estate Transfer	0.30%	0.30%	0.30%	0.30%	0.30%
Service Charges					
Water Charge	\$6.36 / 1,000 gallons	\$6.36 / 1,000 gallons	\$7.64 / 1,000 gallons	\$9.70 / 1,000 gallons	\$11.76 / 1,000 gallons
Water Connection	\$1,680 / dwelling unit				
Sewer Charge - DuPage					
Flat Fee	\$10.85 / month	\$10.85 / month	\$13.02 / month	\$16.94 / month	\$20.86 / month
Usage Rate	\$1.94 / 1,000 gallons	\$1.94 / 1,000 gallons	\$2.33 / 1,000 gallons	\$3.03 / 1,000 gallons	\$3.73 / 1,000 gallons
Sewer Charge - Cook					
Flat Fee	\$9.21 / month	\$9.21 / month	\$11.05 / month	\$13.71 / month	\$16.37 / month
Usage Rate	\$.77 / 1,000 gallons	\$.77 / 1,000 gallons	\$.92 / 1,000 gallons	\$1.14 / 1,000 gallons	\$1.36 / 1,000 gallons
Sewer Charge - Kane					
Flat Fee	\$9.21 / month	\$9.21 / month	\$11.05 / month	\$11.94 / month	\$12.83 / month
Usage Rate	\$.77 / 1,000 gallons	\$.77 / 1,000 gallons	\$.92 / 1,000 gallons	\$.99 / 1,000 gallons	\$1.06 / 1,000 gallons
Sewer Connection Charge					
Du Page	\$2,125 / dwelling unit				
Cook & Kane	\$940 / dwelling unit				
Parking Fees					
Daily Rate	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50
Quarterly Pass	\$90.00	\$90.00	\$90.00	\$90.00	\$90.00
Other Revenues					
Gas Utility Tax	5¢ per therm	2.5¢ per therm	2.5¢ per therm	Discontinued	N/A
Electric Utility Tax	Variable Rate	Variable Rate	Variable Rate	Discontinued	N/A
Cable TV Franchise Fee	5% of gross receipts				
Garbage Franchise Fee	5% of gross receipts				
Dog Licenses	\$2	\$2	\$2	\$2	\$2
Contractor Licenses	\$100	\$100	\$100	\$100	\$100
*Indicates an estimate					

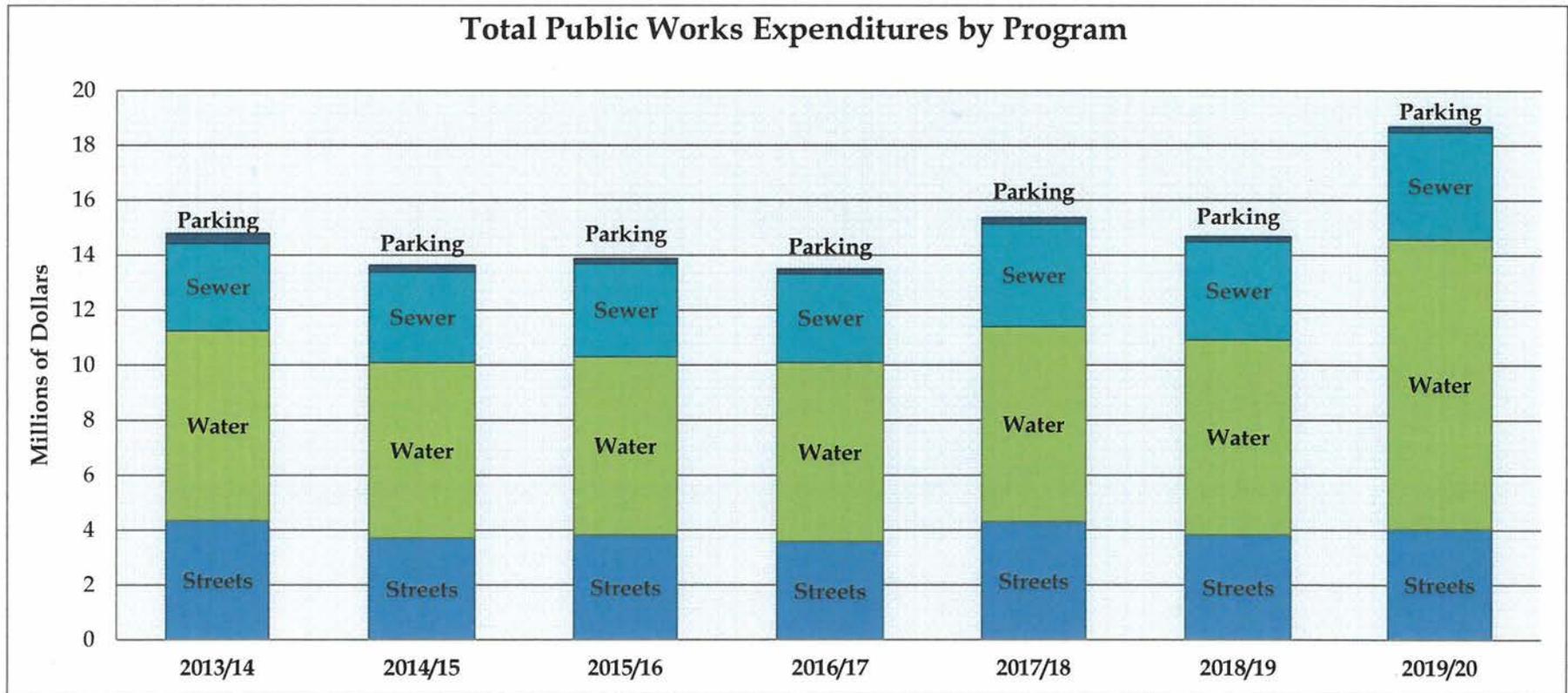
PUBLIC WORKS EXPENDITURES

The largest use of operating funds is for **PUBLIC WORKS**, which comprises 21% of total expenditures, or approximately \$18.7 million in 2019/20.

The Public Works expenditures are spread across four funds: General, Water, Sewer, and Parking. Public Works in the General Fund is represented by Streets Maintenance.

The chart below includes five years of actual expenditures, one year of unaudited results and the current year's budget. The numbers are net of transfers, but include a non-departmental allocation of expenditures from the Central Services and Vehicle Replacement funds.

This section includes this summary, departmental descriptions, strategic plan status reports, and department summaries.



STREET MAINTENANCE

Department Description

Street Maintenance is the largest of the three divisions of Public Works. It is responsible for maintaining the Village right-of-ways and most other Village properties, including the cemetery and commuter parking lots. Some activities include street patching and paving, snow plowing and salting, parkway tree trimming, street light maintenance and installation, roadway sign installation, tree planting, street sweeping, grass and weed cutting, street striping, landscaping, "JULIE" underground locating, maintenance of the storm sewer system, ponds, creeks, and rivers. Less visible activities include vehicle and equipment maintenance, sidewalk, bike path, and curb repairs, as well as subdivision inspections.

2019/20 Budget Highlights

Overall, the Street budget increased 2% over last year mainly due to storm water facilities maintenance. Total Contractual Services increased 3% for 2019-2020. This is due to a 6% increase for Equipment Rental (additional rental equipment), 33% for Services to Maintain Street Lights (based on past history), 7% for Services to Maintain Grounds (funding additional mowing contracts) and 25% for Sidewalk and Curb Replacement (to keep up with resident requests). Snow Plowing Contractors was reduced 7% due to historical needs.

Total Commodities was increased 4%. Street Maintenance Material was increased 20% to allow for additional in-house paving and concrete replacement. Street Light Maintenance Material was

increased 14% to allow for the replacing more of our mercury vapor fixtures with LED fixtures.

Total Capital Outlay was decreased by 15% due to a reduction in Machinery and Equipment. Machinery and Equipment includes a request for a Multi-Purpose Mowing and Snow Machine. This will be an enclosed cab machine that will allow our staff to clear the downtown walks in less time with fewer people.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

STATUS: We continue to utilize the Village Website, Twitter, Facebook, etc. to keep the public informed of various projects.

Complex

1. Maintain or enhance Village standards for service delivery

STATUS: Street crews performed concrete removal & replacement this year and continued with storm sewer and asphalt repairs.

Storm damage brush collection was performed by Village crews due to November 25th blizzard.

STREET MAINTENANCE

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Improve Village bike and pedestrian pathways and routes

STATUS: Village crews paved the remaining section of Sunrise Park Bike Path.

Village crews installed sidewalk connecting the 400 block of South Hickory Avenue to Devon Avenue.

2. Examine service delivery methods and approaches

STATUS: With the elimination of brush collection, Public Works crews were able to get more asphalt, concrete, and storm sewer repairs completed and plan to get our parkway tree trimming on schedule.

Complex

1. Develop a strategy to identify and complete roadway improvements and traffic mitigation programs and design

STATUS: Staff is proposing an increase in roadway and bike path improvements with an increase in Capital Budget projects and an increase in pavement maintenance in the Operations Budget.

2. Work with IDOT to improve traffic safety along Route 59

STATUS: Worked with IDOT on the Route 59 & Route 20 improvements and the Route 59 & Stearns Rd. improvements. Coordinated and assisted with utility locations and relocations. Also assisted with lane closures/traffic pattern coordination and updates to the public.

Continue to work with IDOT on the improvements scheduled at Route 59 & Army Trail Rd. and Route 59 & W. Bartlett Rd.

2018-19 Highlights

Contracting of brush collection has allowed the Street division workers to address roadway and sidewalk maintenance issues around the Village. This has allowed us to do the work at a lower cost, but also be more responsive to resident requests. Street division crews were able to accomplish this while maintaining our current levels of service for tree trimming, storm sewer repairs and street sweeping.

Crews were able to put in an additional 500 man hours paving and patching of pavement repairs.

Crews were able to put in an additional 1,500 man hours removing and replacing sidewalks and curbs.

STREET MAINTENANCE SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	2,079,627	2,155,872	2,172,898	2,139,296	2,187,499	2,229,142	2,257,616
	Contractual Services	1,036,897	505,569	504,937	499,718	548,430	604,458	628,300
	Commodities	561,930	631,528	512,560	361,383	439,117	459,662	484,850
	Other Charges	402,040	48,054	43,634	81,067	84,973	76,300	274,130
	Capital Outlay	53,362	172,601	231,943	157,019	114,002	136,875	136,000
	Subtotal Net of Transfers	4,133,856	3,513,624	3,465,972	3,238,483	3,374,021	3,506,437	3,780,896
	Municipal Building	0	0	0	0	0	100,000	0
	Central Services Allocation	90,361	90,361	90,361	90,361	90,361	125,361	156,107
	Vehicle Replacement Allocation	336,902	249,528	249,528	257,085	249,528	249,528	249,528
	Total Streets	4,561,119	3,853,513	3,805,861	3,585,929	3,713,910	3,981,326	4,186,531
Authorized Staffing	Public Works Director	0.34	0.34	0.34	0.34	0.34	0.34	0.34
	Assistant PW Director	0.34	0.34	0.34	0.34	0.34	0.34	0.00
	Civil Engineer	0.34	0.34	0.34	0.34	0.34	0.34	0.34
	Engineering Technician	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Village Forester	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Secretary	0.68	0.68	0.68	0.68	0.68	0.68	0.68
	Management Analyst	0.00	0.00	0.00	0.00	0.17	0.17	0.34
	Street Supervisor	1.00	1.00	0.00	0.00	0.00	0.00	1.00
	Senior Maintenance Workers	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Maintenance Workers	14.38	15.38	15.38	15.38	14.38	14.38	14.38
	Custodian	1.14	1.14	1.14	0.14	0.14	0.14	0.14
	Total Full Time Equivalents	22.88	23.88	22.88	21.88	21.05	21.05	21.88
Activity Measures	Work Orders	685	1,197	1,500	1,108	1,197	1,500	1,500
	JULIE calls	4,509	6,316	4,000	6,700	5,794	6,500	6,500
	Tree trimming hours	3,204	5,096	3,344	3,432	3,768	4,000	4,000
	Storm Sewer Repair Hours	-	-	-	2,144	2,384	2,170	2,500
	Concrete Repair / Replace Hours	-	-	-	408	568	2,100	2,500
	Tons of salt	2,908	1,370	1,341	1,748	1,997	3,000	3,000
	Hours of snow removal	4,397	2,883	1,881	2,502	2,943	4,000	4,000
	Street sweeping miles	3,045	3,350	3,484	3,166	5,401	3,000	4,000
	Roadway Pave /Patch Hours				1,088	1,104	1,600	2,000
	Street lights repaired	110	210	250	248	266	225	250
	Signs made	224	103	368	398	219	200	250

WATER

Department Description

Water is one of the three major divisions of Public Works. Water personnel are responsible for maintaining the entire water system, including 7 wells, 5 elevated storage towers, 2 ground storage reservoirs, and a pump station for water purchased from the City of Elgin. Bartlett pumps an average of 3.15 MGD (million gallons per day) into the water distribution system, with 2.1 MGD of that coming from Elgin. The distribution system consists of approximately 193 miles of transmission mains, 2,280 fire hydrants, and 2,290 isolation valves.

There are approximately 13,375 service connections, which are metered and billed monthly. All of our meters feature drive-by radio read technology. All monthly bills are based on actual reads. Department personnel are involved in all aspects of the pump stations, chemical feeding, maintenance of fire hydrants, b-boxes, main valves, building and grounds maintenance, water sampling, water meter installation and repair, handling customer complaint calls and water meter readings.

2019/20 Budget Highlights

The FY 19/20 proposed budget is 41% higher than 18/19. This is mainly due to the fact that we will be starting repayments pertaining to Lake Michigan water costs, and purchasing 100% of our water now as opposed to purchasing 60-70% and

supplementing that with our own well water. Some line items will actually go down as a result of eliminating the wells such as Service Agreements, Utilities, and Chemical Supplies. Our largest line item, the DuPage Water Agreement (formerly known as Elgin Water Agreement) is up 21%. IEPA loan, DWC Buy-in, and DWC Transmission Line payments bring the overall increase to 41%.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

STATUS: We continue to post project updates on the Village website and send out updates on Twitter. We also hand deliver letters to residents that live in areas, on projects directly impacted by the work.

2. Develop a multi-level 'cascading' public information campaign on Lake Michigan water connection.

STATUS: There is a dedicated page on the website pertaining to Lake Michigan water project updates.

Complex

1. Complete necessary infrastructure requirements for full Lake Michigan water conversion

WATER

STATUS: Construction projects to bring Lake Michigan water to Bartlett by May, 2019 are in progress. DuPage Water Commission's 30" transmission main is nearing completion. Our receiving station and storage tanks were started in August 2018, and our Stearns Rd and Villa Olivia transmission mains were started in October 2018. All projects look to be on schedule to meet our May 2019 target date.

2. Maintain or enhance Village standards for service delivery

STATUS: By repairing 27 main breaks to date in house, we have saved approximately \$33,000 in contractor costs. Response time has been generally shorter as well.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: Our initial round of leak detection was very productive as we found and repaired a total of 138 leaks. This improved our water accountability by 5%, which will help keep water costs down.

Complex

1. Complete necessary infrastructure requirements after Lake Michigan water conversion for enhanced delivery

STATUS: These projects are in preliminary planning stage as they are long-term and not necessary to make our initial transition to Lake Michigan water.

2018-19 Highlights

We replaced approximately 5,000 feet of water main on Martingale, Bryn Mawr, Webster, Forest Ct., and Valewood.

The Villa Olivia elevated water tower was repainted.

We had our entire water system surveyed for hidden leaks. A total of 138 leaks were detected by the contractor and repaired by water department staff. Our un-accounted water improved by about 5%.

WATER SUMMARY

		2013/14	2014/15	Actual			Estimate	Budget
				2015/16	2016/17	2017/18	2018/19	2019/20
Budget	Personnel Services	1,328,853	1,319,519	1,305,932	1,296,189	1,351,401	1,304,209	1,269,575
	Contractual Services	4,995,600	4,508,826	4,860,154	4,889,862	5,239,353	5,409,373	6,493,210
	Commodities	134,722	141,012	130,760	159,653	169,137	160,950	236,800
	Other Charges	7,030	11,136	8,142	13,520	32,529	15,959	2,235,039
	Capital Outlay	46,666	46,394	40,891	16,275	75,239	8,856	9,800
	Subtotal Net of Transfers	6,512,871	6,026,887	6,345,879	6,375,500	6,867,659	6,899,347	10,244,424
	Transfers to General Fund	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	Central Service Allocation	131,861	131,861	131,861	131,861	131,861	156,361	187,107
	Vehicle Replacement Allocation	20,879	20,879	20,879	20,879	20,879	20,879	20,879
	Total Water	6,795,611	6,309,627	6,628,619	6,658,240	7,150,399	7,206,587	10,582,410
Authorized Staffing	Public Works Director	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Assistant Public Works Director	0.33	0.33	0.33	0.33	0.33	0.33	0.00
	Civil Engineer	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Engineering Technician	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Secretary	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Water Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Management Analyst	0.00	0.00	0.00	0.00	0.17	0.17	0.33
	Senior Maintenance Workers	1.00	1.00	1.00	2.00	2.00	2.00	2.00
	Maintenance Workers	6.00	6.00	6.00	4.00	4.00	3.00	3.00
	Customer Service Representative	0.50	0.50	0.50	1.00	1.00	1.00	1.00
	Billing Clerk	1.00	1.00	1.00	0.25	0.25	0.25	0.25
	Building Custodian	0.14	0.14	0.14	0.14	0.14	0.14	0.14
	Total Full Time Equivalents	11.62	11.62	11.62	10.37	10.54	9.54	9.37
Activity Measures	Well pumpage in 1,000 gallons	472,867	439,551	399,468	420,941	374,168	337,135	29,000
	Booster pumpage in 1,000 gals	1,171,287	1,157,112	1,161,086	1,154,484	1,122,114	1,080,479	1,077,000
	Number of accounts	13,340	13,355	13,372	13,400	13,430	13,445	13,470
	Service calls	4,078	4,049	3,950	3,928	4,613	4,341	4,375
	New meters installed	10	23	3	15	41	34	32
	Meters repaired	104	128	92	91	127	129	130
	Main breaks	41	27	22	29	40	34	35
	Final meter readings	1,448	1,357	1,449	1,486	1,538	1,523	1,565

SEWER

Department Description

The Sewer division is one of the three major divisions of the Public Works department. The Sewer division consists of the main water reclamation plant located on Bittersweet Drive and approximately 150 miles of sanitary sewers. The Sewer division is staffed by 13 employees who maintain the sewers, 21 sewage lift stations, and two excess flow facilities, as well as manage the water reclamation plant process and the associated equipment. The reclamation plant is permitted to treat an average daily flow of 3.679 million gallons per day (MGD), with a peak flow rate of 5.151 MGD. The current average daily flow is about 2.5 MGD. The excess flow facilities treat flows in excess of the 5.151 MGD. The water reclamation plant and the two excess flow facilities are permitted discharges with water quality limitations. Permits are issued by the Illinois Environmental Protection Agency under the National Pollutant Discharge Elimination System (NPDES). The treated effluent from the reclamation plant continually meets the imposed permit limits. The treated organic matter in the sewage is biologically stabilized and hauled away by a private contractor and used as a soil amendment on farmland.

2019/20 Budget Highlights

Overall the Sewer budget is up 7% over last year due to the addition of an interest payment on bonds. Before the interest, the budget is down 1% due to the decrease in equipment capital. Also, the Sewer division will continue to replace aging equipment in an orderly fashion.

Replace 1992 (Old Police Command) vehicle used for sewer televising.

Purchase wireless communication system for sewer cleaning and televising, along with quick connect wheels.

Village staff will continue to replace old lighting with new LED lighting at all Village lift stations.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

STATUS: Continue resident notification on the Village sewer televising and manhole rehabilitation via social media-village website, Twitter and resident door hangers.

SEWER

STATUS: Continue preventative and corrective maintenance in accordance to EPA Capacity, Management, Operation and Maintenance (CMOM) on NPDES Permit. Continue to inform residents on the current Overhead Sewer Program.

Complex

1. Maintain or enhance Village standards for service delivery

STATUS: Continue Infiltration & Inflow (I&I) program tributary to the MWRD area. Continue the Lateral Service Program.

Continue to work with MWRD to finalize our plans to resolve the Devon Excess Flow Facility permitting issues.

Continue to review rates with the Board for the Devon and Bittersweet Treatment Facility improvements.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: Continue payment of dues to the DuPage River Salt Creek Work Group, allowing exemption of phosphorus testing through 2025 on our NPDES permit.

Complex

1. Develop a long-term plan to refurbish/rebuild the Village's sewage treatment plant

STATUS: Continue researching equipment and new technology in the wastewater industry, which would help minimize costs of the Bittersweet Facility Upgrade Plan. Working with Strand Associates, Inc. for a design contract to get started with design of the improvements this spring/summer.

2018-19 Highlights

The Sewer division was able to replace 25 year old portable trash pump_(used for pumping tanks and village storm structures.)

Sludge Dewatering (Centrifuge) was repaired.

Village staff continued amendment to the IGA with MWRD, receiving all Cook County flow, tributary to the Hanover Park Plant.

EI performed dye test flooding to validate smoke test results along North Ave. in front of Bartlett Elementary.

RMS Utility Services televised and cleaned approximately 4,300 linear feet of sewer in the Hawk Hollow Forest Preserve.

Visu-Sewer televised and cleaned approximately 3,158 linear feet of sewer in backyard easements along Stearns Rd.

SEWER

Crawford, Murphy and Tilly began engineering design for the Apple Orchard Lift Station Upgrade.

Awarded contract to RMS to perform Manhole Rehabilitation project in the area tributary to MWRD.

Village staff continued sewer cleaning and televising 10% of village sewer mains.

Village staff repaired eight sanitary sewer mains along with seven aerobic digester valve structures, saving the Village approximately \$50,000.

Replaced 60% of incandescent lighting to LED at Waste Water Treatment Plant.

SEWER SUMMARY

		Actual					Estimate	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Budget	Personnel Services	2,019,742	1,986,546	1,950,142	1,979,673	2,063,551	2,091,355	2,085,961
	Contractual Services	519,810	576,850	590,818	507,751	567,554	515,439	556,710
	Commodities	328,780	367,640	407,074	428,215	449,907	437,000	461,000
	Other Charges	34,807	73,548	92,815	112,989	85,864	202,920	505,107
	Capital Outlay	113,942	336,437	205,718	34,817	18,261	110,000	60,000
	Subtotal Net of Transfers	3,017,081	3,341,021	3,246,567	3,063,445	3,185,136	3,356,714	3,668,778
	Transfers to General Fund	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	Central Services Allocation	131,861	131,861	131,861	131,861	131,861	156,361	187,106
	Vehicle Replacement Allocation	48,879	48,879	48,879	48,879	48,879	48,879	48,879
	Total Sewer	3,327,821	3,651,761	3,557,307	3,374,185	3,495,876	3,691,954	4,034,763
Authorized Staffing	Public Works Director	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Assistant Public Works Director	0.33	0.33	0.33	0.33	0.33	0.33	0.00
	Civil Engineer	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Management Analyst	0.00	0.00	0.00	0.00	0.17	0.17	0.33
	Engineering Technician	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Secretary	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Wastewater Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Lab Technician	0.50	0.50	0.50	0.50	1.00	1.00	1.00
	Wastewater Operators	3.00	3.00	4.00	3.00	3.00	3.00	3.00
	Senior Maintenance Workers	1.00	1.00	1.00	2.00	2.00	2.00	2.00
	Maintenance Workers	7.00	7.00	7.00	6.00	6.00	6.00	6.00
	Customer Service Representative	0.50	0.50	0.50	1.00	1.00	1.00	1.00
	Billing Clerk	1.00	1.00	1.00	0.25	0.25	0.25	0.25
	Building Custodian	0.14	0.14	0.14	0.14	0.14	0.14	0.14
	Total Full Time Equivalent	16.45	16.45	17.45	16.20	16.87	16.87	16.70
Activity Measures	Influent flow in 1,000 gallons	840,000	900,000	930,000	920,000	925,000	930,000	935,000
	Effluent flow in 1,000 gallons	793,000	840,000	870,000	860,000	865,000	865,000	870,000
	Influent pump hours	14,000	15,180	16,100	15,000	15,000	15,500	15,750
	DuPage Lift Stations	13	13	13	13	13	13	13
	Hours of operation	15,000	15,180	15,600	15,500	16,000	15,500	16,000
	1,000 gallons of flow	314,000	331,000	350,000	340,000	345,000	350,000	355,000
	Cook Lift Stations	8	8	8	8	8	8	8
	Hours of operation	9,900	10,636	10,800	10,200	10,620	10,600	10,500
	1,000 gallons of flow	160,000	160,000	161,000	155,000	158,000	158,000	155,000

PARKING SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	163,476	112,631	72,101	68,043	69,781	76,571	78,917
	Contractual Services	72,522	66,092	61,258	60,987	65,155	62,444	70,500
	Commodities	3,380	5,450	4,624	8,729	28,889	7,636	6,500
	Other Charges	0	6,757	0	0	0	0	0
	Capital Outlay	94,738	31,843	43,967	32,472	48,867	36,932	40,000
	Subtotal Net of Transfers	334,116	222,773	181,950	170,230	212,691	183,583	195,917
	Transfer to General Fund	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Vehicle Replacement Allocation	7,110	7,110	7,110	7,110	7,110	7,110	7,110
Total Parking	356,226	244,883	204,060	192,340	234,801	205,693	218,027	
Authorized Staffing	Parking Enforcement/Maintenance	1.50	1.50	1.00	1.00	1.00	1.00	1.00
	Portions of other employee positions are charged to parking to capture appropriate cost. However, for staff reporting purposes these amounts are reported in the employees "home" department. Included is a public works employee and a parking enforcement officer.							
	Total Full Time Equivalents	1.50	1.00	1.00	1.00	1.00	1.00	1.00
Activity Measures	Total parking spaces	755	755	755	746	746	746	746
	Permit spaces	115	115	115	115	290	290	290
	Daily spaces	628	628	628	631	456	456	456
	Daily Parkers	124,619	125,721	121,316	120,581	95,466	86,484	86,750

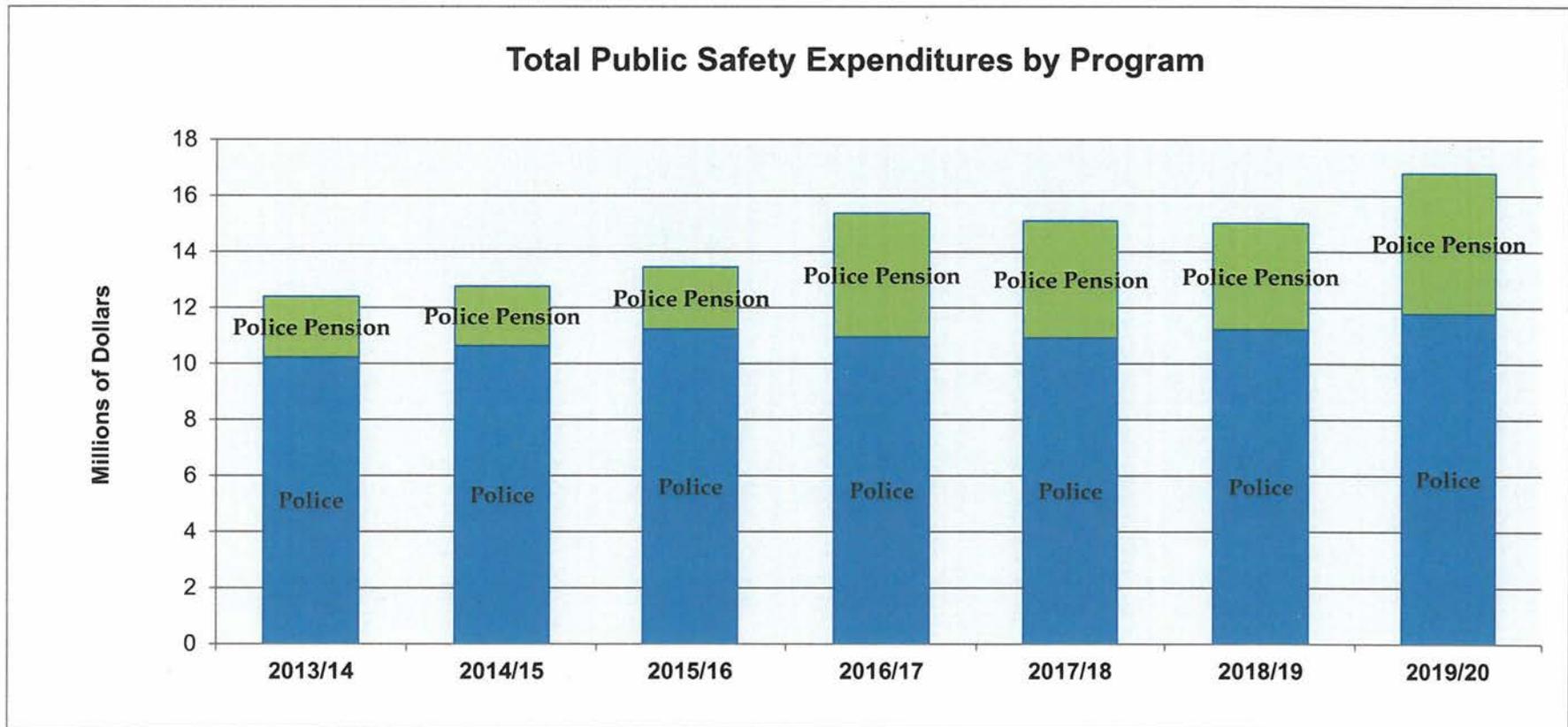
PUBLIC SAFETY EXPENDITURES

PUBLIC SAFETY represents 22% of Village expenditures for 2019/20. Police Services represent 70% of total department expenditures while 30% is attributed to Police Pension.

The Public Safety expenditures include the Police Department and the Police Pension Fund. The chart below shows five years of actual history along with a prior year estimate and current year budget.

The chart includes expenditures, net of transfers, and a non-departmental allocation that includes expenditures from the Central Services and Vehicle Replacement funds.

This section includes this summary, departmental descriptions, strategic plan status reports, and department summaries.



POLICE

Department Description

The Police Department utilizes a number of programs for the public safety and welfare of Bartlett residents and visitors. It is divided into two divisions, each under the command of a Deputy Chief. These divisions are Support Services and Operations.

The Support Services Division provides operational support and includes Criminal Investigations/Detectives, School Resource Officers, Crime Prevention/D.A.R.E. Officers, Records Section, Crossing Guards, Planning and Research (Accreditation), Parking Enforcement Officer, and Property Custodian/Court Liaison.

The Operations Division is the largest and most visible component of our department. It includes the Patrol Shifts, Community Service Officers, Directed Patrol Officers, Traffic Officer, Canine Unit, and Drug Enforcement Officer.

2019/20 Budget Highlights

The budget for the Police Department in 2019/20 has increased by 4%. The 4% overall increase in our budget is attributed to increased personnel costs and central services contributions.

This budget includes a request to expand our staffing level by filling one civilian Investigations Secretary position and one civilian Records Clerk position. The Investigations Secretary and Records Clerk positions are existing positions we held open over the years and are requesting to fill. They are not requests for new positions, which is why they are not included in the personnel request detail budget sheet.

Our budget includes fees for interfaces regarding our Computer Aided Dispatch (CAD) connection between DU-COMM and our Records Management System (RMS). These are necessary because DU-COMM is upgrading its CAD system to a new vendor and we need the interfaces in order to receive our CAD data.

The budget also includes a request to purchase equipment for a drone (small unmanned aircraft system - sUAS) to be utilized to assist with locating missing persons, take aerial photos of crime and traffic crash scenes, or utilized pursuant to a search warrant.

POLICE

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase residents' awareness of Village services, activities, funding, etc.

STATUS: We will seek to utilize our Facebook and Twitter social media accounts to inform residents about services, activities and community events.

We will partner with Village staff to create videos that provide additional ways to get information about the Village out to our residents.

We will issue press releases regarding any grant funding we receive. To date, we have applied for \$151,945 in grant funds for FY 2019/20.

We will utilize the *Bartletter*, press releases, and Village's website to disseminate valuable information about services, activities and community events.

We will utilize our Mobile Outreach Program during the summer months in neighborhoods throughout the Village and at special events to promote positive interactions between residents and our staff, as well as discuss the programs and services we offer.

We will continue our partnership with Victory Centre and Clare Oaks Senior Living to provide their residents with presentations about law enforcement programs and services.

We will provide bank robbery awareness training to the staff of the many banks located in our community.

We will offer Citizen Police Academy classes in order to build positive relationships, promote understanding and build trust.

2. Enhance community events

STATUS: As always, we will strive for new ways to enhance community events. We consistently challenge our staff to find new ways to expand our events and attract people to them. We will keep working with Village staff, event organizers and residents to make the community events fun and safe.

We will promote community events on our social media accounts and issue traffic advisories and press releases in advance of the events to notify residents of any upcoming street closures or restricted parking.

Complex

1. Maintain or enhance Village standards for service delivery

STATUS: We will continue promoting Village standards for service delivery by utilizing the Frontline software program. This program allows residents to make vacation watch or overnight parking requests online. The program also tracks our directed patrols and enforcement measures, which allows us to provide residents with data regarding the steps taken to address their complaints.

POLICE

We will enhance our standards for service delivery through the opening of the new police department. We believe the layout of the new department will allow us to better serve our residents and address their individual needs.

This summer, July 22-25, we will have CALEA assessors at the police department for our on-site assessment. We expect to successfully pass our assessment and, if so, will receive our reaccreditation at the CALEA conference in Covington, Kentucky in November 2019. This would be our 7th CALEA reaccreditation award.

We will expand the use of our recently implemented electronic crash reporting system. Anyone involved in a traffic crash can now log into a software program online to request a copy of their crash report instead of having to come to the police station.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Work to maximize the capacity and talents of in-house staff and service capabilities

STATUS: We continue to maximize the capacity and talents of our in-house staff and service capabilities.

In terms of succession planning for our command staff, we will continue to seek out specialized leadership training programs. This budget includes training requests for Northwestern University's

School of Police Staff and Command, Police Executive Research Forum's Senior Management Institute for Police, and the FBI National Academy.

One of our police officers produces and edits all of the Citizen Police Academy videos.

We will utilize the recruitment website designed by the department's recruitment team members to attract potential police officer candidates.

We will continue to work toward getting all of our police officers trained in crisis intervention.

Complex

1. Develop a strategy to identify and complete roadway improvements and traffic mitigation programs and design

STATUS: We will work with Community Development on the downtown TOD and traffic flow.

We will communicate with school principals to help them identify ways to address and mitigate traffic and parking issues.

We will work with the Cook County Highway Department to address resident complaints regarding traffic issues on Naperville Road.

After a successful inaugural event in 2018, we expect to host another National Night Out child safety seat check event.

POLICE

This budget includes requests to add additional equipment to help officers address residents' traffic complaints, including: a radar trailer/message board, laser radar (lidar) units, flashing school speed zone signs, traffic counters and LED traffic flares.

2. Work with IDOT to improve traffic safety along Route 59

STATUS: We will continue working with IDOT to get the intersections at Stearns Rd/Route 59, West Bartlett Rd/Route 59, and Army Trail Rd/Route 59 redesigned.

We will participate in meetings with IDOT regarding not only improving the safety and design of the intersections, but also conducting speed studies and designing other safety improvements along the Route 59 corridor.

We will participate in the annual traffic enforcement campaign, called "5/9 on 59."

We will aggressively pursue traffic safety grants through IDOT's Division of Traffic Safety in order to promote roadway safety by reducing motor vehicle crashes, increasing the use of occupant restraint devices, and reducing impaired driving along Route 20, Route 59 and other roadways located within the Village.

We will strive to improve traffic safety throughout our community by participating in the Illinois Traffic Safety Challenge, Saved by the Belt program, and Click-It or Ticket campaign.

2018-19 Highlights

Police staff moved into the first phase of the new police department on May 24, 2018 and into the entire building on January 2, 2019.

The Village received 1st place for its 2018 National Night Out events.

The Police Department was awarded the 2017 Railroad Safety Specialty Award as part of the Illinois Traffic Safety Challenge.

Officer John Maertzig was selected as the Department's Officer of the Year, as well as the Kane County Police Officer of the Year. He was recognized for his outstanding performance and work ethic throughout the year, including: receiving four life-saving awards and a unit citation award.

Administrative Assistant Heidi Atkinson was selected as the Department's Civilian Employee of the Year. She was recognized by her supervisors and peers for providing exceptional service and consistently presenting herself in a highly professional manner.

Deputy Chief Pretkelis was selected by the FBI to attend the FBI National Academy in the spring of 2019.

The police department held its first Citizen Police Academy in the new police department.

Northeast Multi-Regional Training (NEMRT) conducted DUI enforcement refresher training for the entire department.

POLICE

We continued to utilize the Mobile Outreach Program in neighborhoods throughout the community to share information with residents and build positive police-community relationships.

We continue to be highly dedicated to the concepts of crisis intervention tactics, which are used to meet with people who are in the midst of a mental health crisis. To date, 81% of our sworn personnel have been trained in crisis intervention.

We also train our staff in Critical Incident Stress Management (CISM). This specialized training is designed to provide a foundation for peers to recognize post-traumatic stress incidents and provide education and support for officers within the police department.

The Police Department expects to receive approximately \$146,186 in grant allocations for fiscal year 2018/19.

Throughout the year, the Directed Patrol Team continued to conduct sex offender checks.

POLICE SUMMARY

		Actual					Estimate	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Budget	Personnel Services	8,414,842	8,684,985	8,899,465	8,868,551	8,925,344	9,170,521	9,500,985
	Contractual Services	752,921	783,113	857,075	792,221	795,383	845,641	907,555
	Commodities	304,267	278,812	246,822	269,376	258,206	269,020	377,735
	Other Charges	184,207	178,266	203,718	181,285	220,308	208,707	246,045
	Capital Outlay	50,181	86,927	396,339	133,029	60,912	86,206	150,820
	Subtotal Net of Transfers	9,706,418	10,012,103	10,603,419	10,244,462	10,260,153	10,580,095	11,183,140
	Central Services Allocation	394,558	394,558	394,558	394,558	394,558	458,319	550,556
	Vehicle Replacement Allocation	183,116	241,908	232,000	232,000	232,000	232,000	232,000
Total Police	10,284,092	10,648,569	11,229,977	10,871,020	10,886,711	11,270,414	11,965,696	
Authorized Staffing	Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Deputy Chief	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Commander	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Sergeant	7.00	7.00	7.00	7.00	7.00	7.00	7.00
	Police Officer	44.00	44.00	44.00	44.00	43.00	43.00	43.00
	Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Accreditation Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Secretary	1.00	1.00	1.00	1.00	0.00	0.00	1.00
	Records Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Records Clerk	9.50	9.50	9.50	9.50	8.50	8.00	9.00
	Evidence Custodian / Court Ofc.	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Community Service Officers	4.00	4.00	4.00	4.00	4.00	4.00	4.00
	Total Full Time Equivalent	75.50	75.50	75.50	75.50	72.50	72.00	74.00
Activity Measures	Service/Activities	39,519	32,041	28,495	34,274	31,808	32,818	33,000
	Offenses	3,418	3,283	3,249	3,287	3,519	3,540	3,550
	Court Cases	3,747	2,562	2,347	2,851	2,774	2,787	2,900
	Alarms	1,047	909	963	923	972	977	980
	Investigation/Youth	525	208	180	154	170	200	220
	Traffic Enforcement	3,125	3,689	4,068	4,022	4,007	4,058	4,100
	Crime prevention events	485	379	329	317	538	540	550
	Training hours	10,115	10,462	9,811	10,000	9,112	10,000	10,100
	Part I & II arrests	1,228	1,158	1,172	1,282	865	1,038	1,100
	FOIA Requests	1,066	1,460	1,161	1,258	1,349	1,381	1,450

POLICE PENSION SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	1,038,591	1,113,049	1,315,394	1,363,752	1,631,945	1,767,984	2,090,427
	Contractual Services	88,227	87,294	106,914	143,436	153,059	159,304	178,150
	Commodities	0	0	0	0	0	0	0
	Other Charges	3,694	3,273	4,573	5,038	8,631	6,433	9,435
	Capital Outlay	0	0	0	0	0	0	0
	Subtotal Net of Reserve	1,130,512	1,203,616	1,426,881	1,512,226	1,793,636	1,933,721	2,278,012
	Reserve for future pension payments	2,203,261	2,696,745	760,965	2,908,458	2,391,247	1,866,934	2,740,559
	Total Police Pension	3,333,773	3,900,361	2,187,846	4,420,684	4,184,883	3,800,655	5,018,571
Activity Measures	Number of pensioners							
	Duty disability	3	3	3	3	3	4	4
	Nonduty disability	3	4	4	4	4	4	4
	Retirement	11	13	14	17	17	20	23
	Survivor	2	2	2	2	2	2	2
	Total pensioners	19	22	23	26	26	30	33
	Number of refunds	2	1	4	0	1	0	1
	Employer normal cost as % of payroll	24.29%	24.30%	24.79%	23.70%	26.20%	28.90%	N/A
Actuarial funding percent	84.70%	85.60%	80.20%	80.40%	78.50%	77.00%	N/A	

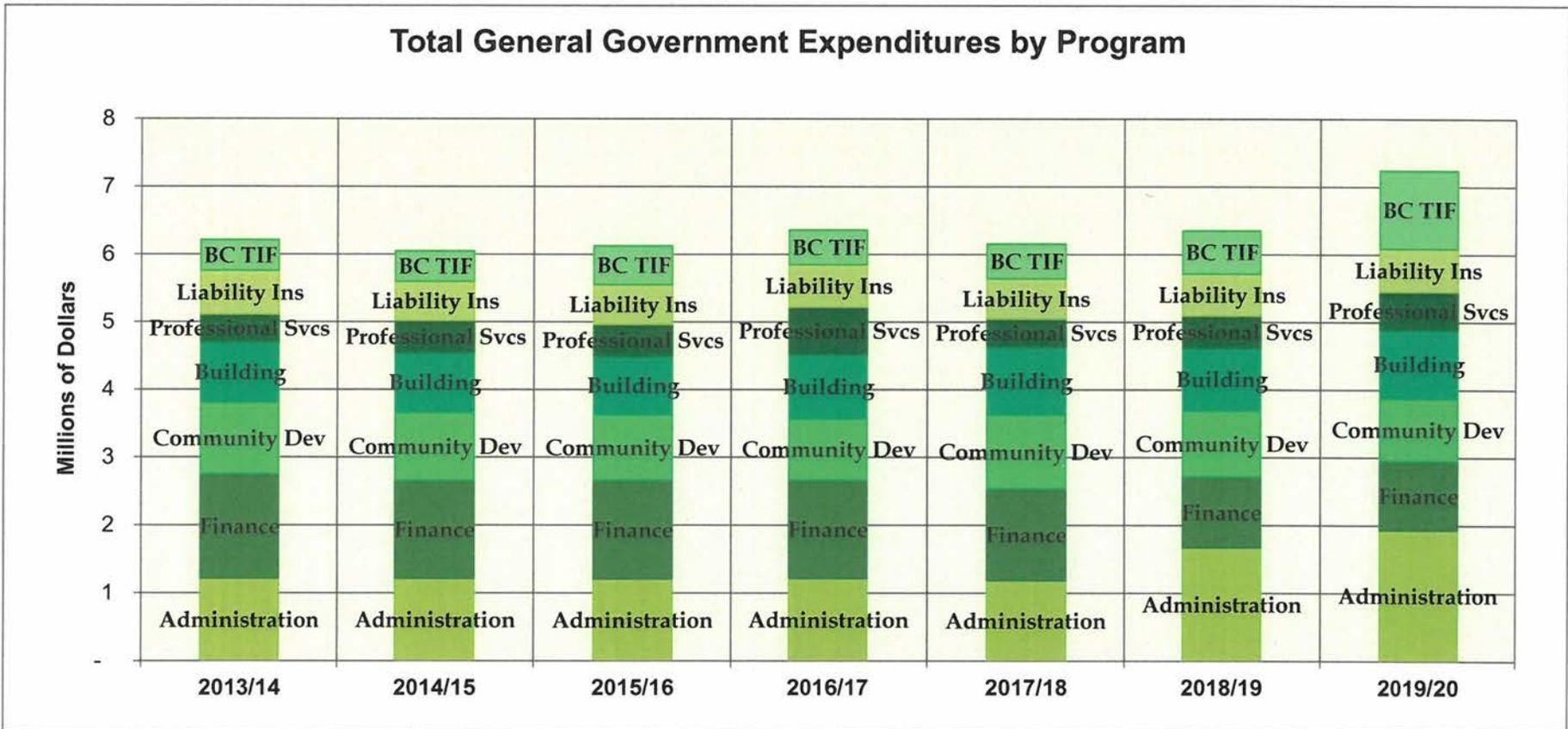
GENERAL GOVERNMENT EXPENDITURES

Most of the remaining Village departments are combined under the category of **GENERAL GOVERNMENT**, which represents 10% of total expenditures. The budget for 2019/20 is \$7.4 million.

The General Government expenditures encompass the following: Administration, Professional Services, Liability Insurance, Finance, Community Development, Building, and Brewster Creek TIF Municipal Account.

The chart below shows five years of actual history along with a prior year estimate and current year budget. The chart includes expenditures, net of transfers, and a non-departmental allocation that includes expenditures from the Central Services and Vehicle Replacement funds.

This section includes this summary, departmental descriptions, strategic plan status reports, and budget summaries.



VILLAGE BOARD/ADMINISTRATION

Department Description

The Administration Department provides general administrative services for the Village as a whole. Policymaking and legislative authority are vested in the Board of Trustees. The Village Administrator is responsible for carrying out the Board's policies and overseeing the day-to-day operations of the Village. The staff works directly with the Village Board and coordinates policies and services with all Village departments.

Additional duties include monitoring of municipal franchise agreements, as well as the waste hauler agreement. The Administration department also includes the History Museum Director who designs new exhibits, records museum inventory, and presents education programs to increase awareness of local history. The Bartlett History Museum is incorporated in the lobby of the Village Hall and the Bartlett Depot Museum offering two venues for our residents to learn about our local history. A Community Relations Coordinator is responsible for, among other things, production of the Bartletter (a bi-monthly newsletter distributed free of charge to Village residents) and maintenance of the Village cable channel, website content, other social media and writing various news releases. An Economic Development Coordinator heads efforts to recruit and retain local businesses and industry. Human Resources and benefits coordination is also under the Administration department.

2019/20 Budget Highlights

This department budget is framed off a brand new strategic plan which solicited feedback from stakeholders within all segments of the community. This budget also comes in the midst of the two largest infrastructure projects in the history of the Village.

Continued education of the water switch will take center stage. The new fiscal year is finally the year that residents will receive Lake Michigan water. The educational campaign will continue to grow as it gets closer to the big switch. The information will be robust and have a cascading effect.

Short video production of resident FAQ's or "How to's" will be a goal of 2019. The services and responsibilities of Village Hall will be featured. There are many services that residents may be unaware of or confused about and staff will provide clarity.

The business "100" initiative. The Administration staff will have a goal of doubling its business visits. The Village has a lower vacancy rate than it has had in many years and retention will be ever more crucial to sustain the Village's local economy.

New healthcare and wellness initiatives will be at the forefront for Human Resources. Increasing wellness and reducing Village costs will be a continued goal. Telemed will be one of the most prevalent features going into this new year.

VILLAGE BOARD/ADMINISTRATION

This budget adds one FTE, and takes away an intern. It is coupled with adding an analyst and not replacing the second assistant position, entitled “assistant to”.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident’s awareness of Village services, activities, funding, etc.

STATUS: The Village has provided an in-depth resident awareness campaign using its cornerstones of communications such as the Bartletter, the Village website, and the Village of Bartlett cable channel. The Village has also greatly enhanced its social media presence to notify residents of events, traffic concerns, and other trending information in real-time. The police department, public works, and the golf course have been a catalyst for social media platforms. Specials in the grill room, reunited pets with their owners, and tweeting about the parkway tree program have been well received and are helpful for weekly and even daily updates.

Bartlett Hills Golf course has also implemented a tiered wedding package to expand its clientele and staff continues to broaden online booking opportunities through GolfNow.

The growth of social media and instant information will continue to be an area for the Village to grow, however, the mainstays such as the transparency page, CAFR report, Police Open House, and NNO

events continue to be valuable tools for the residents to receive a steady flow of communications and education from Village Hall.

Special programs like the Citizens Police Academy, the Teen Police Academy and the Bartlett High School STEM Internships gave an intensive behind the scenes look at our services. Moving forward, staff plans to continue and enhance this type of outreach.

The Village also had an aggressive educational campaign using all sources of media regarding the new 1% home-rule sales tax and water rates.

2. Develop a multi-level “cascading” public information campaign on Lake Michigan Water connection

STATUS: Bartlett’s Drinking Water webpage serves as the public information base/information archive for the Village’s Lake Michigan water project. This website page was created early on, when the Village Board first began reviewing the options for a new water source once the contract with the City of Elgin expired.

In 2017, after the Board finalized an agreement to join the DuPage Water Commission in order to purchase Lake Michigan water, this webpage was updated with a compacted timetable which included links to all of the studies, meeting minutes and other materials that were used to arrive at this crucial decision. A project timeline was added to the top of the page to help residents track the infrastructure improvements by date. Photos and news updates continue to be added to this page on a regular basis.

VILLAGE BOARD/ADMINISTRATION

Preserving historical documents and information on this webpage and adding new photos, graphics and news as the project progresses, allows this page to serve as the hub for the Village's multi-tiered public information campaign. All of the Village's messaging about the water project are drafted to branch out from this central webpage and to circle back to it. For example, since the groundbreaking for the project, the Village website has consistently had both a banner photo and a news story on the homepage, both linking back to the "Drinking Water" webpage. We have regularly provided articles/updates in the Bartletter in which we remind residents to refer back to the website for more detailed information. As the project continues, we routinely share new information on social media and in e-blasts and again we always try to link back to this important central page.

Using multiple channels to share information about the water project and cascading the information from this one central webpage has proven to be an efficient method for reaching Bartlett residents with the news of this upcoming change to our water service.

The Village has also utilized all forms of media to let residents know of the water rate reviews and increases.

3. Enhance community events

STATUS: The Village staff worked with the Bartlett Fire Department and Ignite the Courage on a new successful event in the downtown.

The museum has continued to enhance its passport program utilizing both museums at Village Hall as well as the depot. In

addition to the passport program, the depot has been busy with its monthly crafts and popular walking tours of the downtown.

Bartlett has distributed 700 passport booklets between the four participating sites including the Bartlett History Museum, the Depot Museum, the Bartlett Nature Center, and Arts in Bartlett. This is the second highest distribution next to Cantigny. This program is seen as a small economic engine for the downtown as a lot of families have made both retail and food and beverage discoveries, most notably the Little Shops on Oak, and 2Toots Train Whistle Grill.

From February of 2018 through October 31st, the Depot Museum has seen 1,194 visitors.

The History Museum has also had school visits with every elementary school as well as a visit from the Larkin High School special needs class.

The staff has worked with the BAPS and the Jain Society on two of the largest religious celebrations in the region to ensure successful and safe events.

The National Night Out (NNO) celebrations continue to be a success with its Party in the Park, as well as its ancillary events such the block parties, drive-chip and putt at Bartlett Hills, the splash central swim after dark, pizza party at the skate park, and much more.

The Village has also continued to maintain and execute the logistics that go along with some of the traditional events such as the Fourth of July celebration and parade, Heritage Days, the Global Arts Festival, the Memorial Day Walk which brought back the cannon this year, the

VILLAGE BOARD/ADMINISTRATION

Veterans Day event that is held at the veterans memorial site each year, and the Lions 5k run.

The Village has also continued its civic funding assistance program.

Furthermore, the Village has added signage to the downtown showing where free parking is available.

We hooked up new electric that provided for a more reliable and brighter tree lighting.

Complex

1. Develop a business development strategy focused on attracting and incentivizing an additional grocery store to town

STATUS: On the tails of ordering a grocery study for one of the vacant former grocery stores, staff has also taken many other proactive measures to attempt to attract an additional grocery store. Staff has had several meetings with the broker for a large grocery chain and facilitated a meeting with potential owners of Bartlett Plaza. A new commercial vacancy database was created for both internal and external use. The database has been well received from the broker community. A new economic development broker blast has also been created. All contacts received in the last several years have been placed into a Village database where staff has been able to highlight certain vacancies and get out key information to the Chicagoland broker committee with one click.

2. Develop a business recruitment strategy to attract developers to invest in the downtown area and provide options for businesses to locate to Bartlett

STATUS: On the tails of ordering a grocery study for one of the vacant former grocery stores, staff has also taken many other proactive measures to attempt to attract an additional grocery store. Staff has had several meetings with the broker for a large grocery chain and facilitated a meeting with potential owners of Bartlett Plaza. A new commercial vacancy database was created for both internal and external use. The database has been well received from the broker community. A new economic development broker blast has also been created. All contacts received in the last several years have been placed into a Village database, where staff has been able to highlight certain vacancies and get out key information to the Chicagoland broker committee with one click.

In addition to working with the resources that the workspace provides, staff has also gone out of the office and attended conferences and conventions that lend itself to face time with brokers and developers. Conferences such as the National ICSC, and Chicago ICSC, where we met with grocers to discuss advancing their interest in Bartlett.

The Village Board also adopted an Economic Development Incentive program. The program allows for the Village to incentivize new and current businesses in the community. The program not only allows for the incentive itself, but it is a great marketing tool and will be highlighted on the internet and in tradeshow.

VILLAGE BOARD/ADMINISTRATION

3. Develop a strategy to attract/locate a hotel/motel in the Village

STATUS: The Village has worked with commercial brokers SVN and Comcast to promote the Village property to the hotel industry. Some of this promotion included a 30 second ad of the property on select programming for 60 days in the Chicagoland area, attendance at the ICSC shows in Vegas and Chicago, as well as e-mail blasts to 200 area brokers and agents. The marketing of the property led to further meetings with hotel brokers and eventually a hotel feasibility study.

4. Work to improve retail business awareness in the Village

STATUS: Staff has worked with property owners, brokers and businesses to fill numerous commercial vacancies including a new auto repair business at the former Bartlett Tire location, a new operator for the former Platform 18 location on Railroad Avenue, a martial arts studio and a window and door business to Bartlett Plaza, the Village's first Indian restaurant, Derick Dermatology and Wee-Dee's to Westgate Commons, and cafes with gaming to Oakfield Plaza and Bartlett Town Center. We worked with Balance Family Chiropractic, who built a new mixed-use facility on South Main Street in accordance with the Downtown TOD Plan. Staff worked with Cypress Property Group, a developer who built a retail strip center in the Home Depot outlot and also worked with developer Ron DeRosa, who is building the Galleria of Bartlett on Army Trail Road which will include additional businesses including another restaurant.

The addition of the 65,000 square foot AMITA Health Care facility to the vacant Dominick's has also filled a key vacancy and will add

potential shoppers and consumers from well beyond Bartlett. This corridor on Route 59 has experienced a domino effect. Along with AMITA Health Care, the Village has seen a long time vacancy being filled by Gambits, as well as new approved developments in the Home Depot outlot and two senior needs facilities with Artis Senior Living and Alden Gardens.

Brewster Creek Business Park continues to drive economic development in Bartlett and is home to approximately 75 businesses housed in 40 buildings. This development was initiated via the creation of a TIF District in 1999. Growth in Brewster Creek Business Park has continued with the construction of four new speculative buildings, two by G4 Development, one by Exeter Property Group and one by Ridge Development. Ridge Development has recently been approved to construct another speculative building as well. Additionally, affiliated companies Camcraft and Matrix have completed a 101,000 SF build-to-suit building in Brewster Creek Business Park and are now operational.

Clarke Packing and Crating has recently entered into a lease of 108,000 square feet in one of Ridge's new buildings at 1365-1395 Brewster Creek Boulevard and Axiom Plastics has recently leased the entire 167,550 square foot building at 1411 Brewster Creek Blvd.

Last year, Elmhurst-Chicago Stone Company, the original owner and developer of Brewster Creek Business Park amended their TIF budget from \$30 million to \$44 million in order to be able to complete land reclamation for the undeveloped areas within the business park. With the addition of the aforementioned projects, development of

VILLAGE BOARD/ADMINISTRATION

Brewster Creek Business Park is nearing completion in the next few years.

The Southwind Business Park and Blue Heron Business Park parcels were approved as a TIF in May 2009 to redevelop the Bluff City Quarry Area into a mixed use business park, similar to the Brewster Creek Business Park with the additional allowance for heavier industrial uses and outside storage. This TIF will conclude in 2032, with 14 more years to run.

All of these projects add up to steady growth of the Bartlett economy. Since 2016, the Village has seen a rapid decline in its vacancy rate from 17.5% to 7.1%.

5. Maintain or enhance Village standards for service delivery

STATUS: In 2017, the Village Board approved 161 ordinances, the most in 14 years. The Village Board also appointed its second ever Administrator, Paula Schumacher, in 2017 as acting in February, with a full appointment in September. The Village Board has continued its high level of productivity with passing 118 ordinances in 2018 through October.

In the last 12-24 months, the organizational structure has seen many changes take shape. The Human Resources and Economic Development staff have shifted under the Administration Department, coming out of Finance and Community Development. GIS has been shifted under IT, and the health officer has gone to Community Development to work alongside the code enforcement officers, before, that position was in Administration. These changes have proven to make operations more efficient.

The site plan review process is done with Community Development, Building, Public Works, and Fire in one meeting making the process more efficient. The Board's approval of the administrative site plan approval has also made the process more business friendly.

Staff has reviewed many practices and fees that were outdated and have made changes to those. Credit card use for bill payment at the front desk and a mobile app for commuters has made it easier and more efficient from not only a staff perspective, but also for our residents/customers. Approximately 100 residents per day pay by phone. The feedback has been positive and has improved efficiency.

The expansion of our online services has allowed for residents to request overnight parking, neighborhood watch services, and has allowed for building permit materials to be e-mailed directly.

A new vehicle replacement evaluation was introduced to the Board, and the program is now formalized. As a result of this process and surveying other departments staff recommended increasing the average mileage replacement to 100,000 miles and adopting a formal guideline evaluation form.

The Village Board also approved raising the fines and fees for compliance tickets and violators who receive extra fees for late payments. This will be complimented by the Village's use of "IDROP", and eventually no longer needing to go through a collection agency for many of the Village's outstanding debtors.

VILLAGE BOARD/ADMINISTRATION

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: Video production to disseminate information has been a new standard at the Village. The Police Department and Economic Development staff has been doing a lot of in-house videos that highlight the business community as well as special events.

The police department will continue to strive to get all officers trained in crisis prevention and one of the detectives has received and utilizes his specialized training to help investigate cyber based crimes and provide statistical analysis of location based crime and traffic data which can be used across the department. The police department also has a website devoted to searching/recruiting for highly talented personnel, this new website was activated in 2018.

The Village has a new FOIA officer and implementing a new database within the system to cut down on staff time, and create an added convenience for residents. The database will include commonly requested items that are available instantaneously.

Bartlett Hills assistant Paul Galvan passed the Players Assessment test, giving the golf course another professional on staff without adding a position.

Public Works staff is doing in-house paving, sidewalk maintenance, and the planned leak detection survey to reduce costs, improve responsiveness, and streamline services.

Brush collection has been contracted out as part of the waste hauler services contract. The Village had a comprehensive educational campaign to inform the residents of this program. As a result of this measure, public works staff is now able to do regular parkway tree maintenance and sidewalk repair in house.

The Village Board went through a comprehensive interview process for the Health Insurance broker, which then led to a savings of anywhere between 6.5% and 10% to the Village's health care costs.

Several key staff members have gone through social media training to enhance the use of the Village's Facebook and Twitter accounts.

The Village earlier this fall hosted a disaster exercise, which tested staff in all areas of disaster preparedness and response. The fire department, the park district, several other departments, DuComm, and ICAT also participated with the Village.

Complex

1. Redevelop/revitalize sites at Lake Street and Route 59

STATUS: Staff has worked with SVN to promote the Village owned site at Route 59 & Lake Street, attended ICSC RECon, produced a cable TV commercial and commissioned a feasibility study in an effort to attract a hotel to the Village. Staff is currently seeking to attract a

VILLAGE BOARD/ADMINISTRATION

potential auto dealership to the site and have peaked some interest due to staff marketing efforts and the relationship with SVN.

2. Work with IDOT to improve traffic safety along Route 59

STATUS: The Village continues to work with IDOT to move their projects along. Lake Street and 59, and Stearns and 59 are on their home stretch, next will be Army Trail, then West Bartlett Road in the near future will be the final stage of a safer and more efficient Route 59.

Staff has also requested a speed study of Route 59, once the current construction is complete.

2018-19 Highlights

A full scale disaster exercise was fully executed. The participants included the Administration Department, Public Works and the Bartlett Police. External participants included the Bartlett Fire Protection District, the Bartlett Park District, the Streamwood Police, the Elgin Police Department, the Carol Stream Police Department, DuPage Communications, and the Incident Management Assistant team.

Museum Director Pam Rohelder was recognized with a 2018 Award for Best Practices from the Illinois Association of Museums. The "Award of Excellence in Virtual Materials: March Matchness! A Facebook Exhibition," was for the March 2018 Facebook daily postings of matchbooks.

More than a year was spent with two Bartlett residents who operate More Brewing, in an effort to attract the Village's first Brew Pub. They will be building a brewery with rooftop dining right in the heart of downtown.

Human Resources staff conducted mandatory health insurance education/plan selection meetings for all employees and implemented the place changes for open enrollment.

Evaluation of staffing levels and vacant positions in each department was completed by Administration/Human Resources. Evaluated record clerk hours and staffing in the police department. Positions were eliminated.

Working with the Alignment Collaborative for Education, an organization that has partnered with U-46 that works to address the academic, emotional and social needs of our community's youth, the Village of Bartlett created a pilot internship program. Through this program, seven (7) students had opportunities to bring their classroom work into the real world with a 40 hour unpaid internship. These students had an opportunity to participate in one of three internships: Engineering, GIS, or Local Government. The Engineering interns shadowed the Village Engineer going out on storm sewer inspections, soil/erosion inspections, meetings on the transition to Lake Michigan water, and much more. The GIS interns used GPS units to collect "edge of pavement" and "back of curb" points, and completed impervious surface drawings, as a part of their internship. The Local Government Interns worked with multiple departments on their projects. These three students created a digital and print welcome packet for new residents, created "Bartlett

VILLAGE BOARD/ADMINISTRATION

Business Spotlight” Videos, and worked with code enforcement to create a set of instructions for the Village’s code enforcement software. Staff also worked with these students to give them resume and interviewing advice for the future.

In January, the police moved into the final phase of the new police department. Village staff is looking forward to officially dedicating the building during the 1st open house.

Bartlett was fully engaged with the I-390 corridor group, called Access O’Hare West. The group consisted of communities along I-390 with Bartlett being one of the book ends. The marketing strategy is in its infancy but has allowed Bartlett to be marketed on a more regional level with less investment. The shared responsibilities allows the staff to get prime locations at the local and regional shows for less money than going alone, and a downgraded location.

VILLAGE BOARD/ADMINISTRATION SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	1,006,632	979,464	998,387	977,378	902,318	1,277,385	1,421,070
	Contractual Services	7,990	15,945	4,644	4,460	2,195	2,900	4,000
	Commodities	6,996	10,159	8,591	9,124	8,352	5,750	8,250
	Other Charges	132,113	144,498	122,678	149,008	179,004	303,400	417,295
	Capital Outlay	0	0	0	0	0	0	0
	Subtotal Net of Transfers	1,153,731	1,150,066	1,134,300	1,139,970	1,091,869	1,589,435	1,850,615
	Central Service Allocation	69,427	69,427	69,427	69,427	69,427	69,440	78,658
	Vehicle Replacement Allocation	4,000	4,000	4,000	4,000	4,000	4,000	4,000
	Total Village Board/Admin	1,227,158	1,223,493	1,207,727	1,213,397	1,165,296	1,662,875	1,933,273
Authorized Staffing	Village Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Village Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Senior Management Analyst	1.00	1.00	1.00	0.00	1.00	0.00	1.00
	Human Resources Director	0.00	0.00	0.00	0.00	0.00	1.00	1.00
	Benefits Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	1.00
	Economic Development Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	1.00
	Community Relations Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Health Inspector	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	History Museum Director	0.80	0.86	0.96	0.50	0.50	1.00	1.00
	Management Analyst	1.00	1.00	1.00	1.00	0.00	1.00	1.00
	History Museum Intern	0.00	0.12	0.12	0.12	0.12	0.12	0.12
	Administrative Intern	0.00	0.00	0.00	0.50	0.50	0.50	0.00
	Total Full Time Equivalents	7.80	7.98	8.08	7.12	7.12	9.62	10.12
Activity Measures	Social Media Followers	N/A	N/A	N/A	N/A	6,142	17,000	19,000
	Website Visits	335,178	374,048	421,167	449,828	470,252	485,000	490,000
	Business Visits	40	40	40	40	40	50	100
	Ordinances Passed	93	99	104	102	163	138	140
	Pounds of Prescription Drugs Collected	418	380	1,211	1,375	899	825	1,000
	History Museum events	35	31	30	22	25	28	28
	Number of App requests	247	2,189	2,125	2,106	1,542	1,731	1,900

FINANCE

Department Description

The Finance Department includes Accounting, Utility Billing, Information Technology and the Main Office cashiers. The department is responsible for all financial records and transactions for the Village including general ledgers, payroll, accounts payable, investments, and fixed assets. The department also prepares the annual budget, Comprehensive Annual Financial Report (CAFR), and the annual update of the 5-year Capital Improvements Plan.

The Finance Director is the Village Treasurer and also functions as Treasurer to the Police Pension Fund. This includes investment management and all financial transactions required in the pension fund. The Utility Billing function is responsible for the billing and collection of fees for water and sewer service. Information Technology (IT) is responsible for planning, implementing, and maintaining the Village's numerous information technology systems. This includes local, wireless, and wide-area networks, servers, storage, email, telephone system, security systems, backup and disaster recovery systems, and audio/visual systems. IT also maintains the printers, copiers, personal computers, laptops, tablets, phones and the dozens of various software applications used throughout the Village. The Main Office provides a variety of services to the residents of Bartlett including: accepting payments for utility bills, parking and compliance citations, parking permits, contractor's licenses, business licenses and collectible items for the Bartlett History Museum just to name a few services.

2019/20 Budget Highlights

The Finance Department budget has decreased 4% (excluding the building transfers) from FY 2018/19. The end of the Senior Rebate Program for utility taxes is the main reason for the decrease in the overall budget. The department will continue to be involved with the finances of the Lake Michigan water project and the Devon Avenue excess sewer project. Information Technology staff will be focused on refreshing and updating existing systems and expanding their use. IT will be refreshing the Village Hall's 15-year old door access and video security systems to ensure continued operation. They will continue the consolidation and elimination of computer hardware by virtualizing the ERP system during its upgrade to the latest version. They will transition Village staff from Microsoft Office 2013 to the 2019 version. GIS staff will continue to expand the use of GIS in all of the departments but particularly in Public Works and the management of water, sanitary, storm systems, and streets. GIS will also be looking to provide more interactive maps via the Village's web site.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

STATUS: The New Resident brochure was updated to include resident services, history and culture, taxing districts, religious facilities, civic organizations and other important information.

FINANCE

Current e-mail address and phone numbers were updated. A Passport Parking Mobile Application page was also included giving instructions on how to pay for parking spaces using the commuter's cell phone. The page illustrated the daily and permit parking areas.

Print outs of Groot Services have been made available at the Main Office highlighting leaf and brush collection services.

Operating and Capital Improvement Plan budgets are posted on the Village's Finance Department webpage and the transparency page is updated with the bill lists, agreements and other contracts.

Complex

1. Maintain fiscal position and budget stability

STATUS: The annual financial report was completed in accordance with generally accepted accounting standards and the audit was completed with a good report.

Water/Sewer rates have been adjusted the last two years to meet the coming debt service payments for capital improvements. Rates will continue to be analyzed on an annual basis and adjusted as needed.

Fund balances are compared to fund balance policy as part of the annual budget process. The General Fund balance was reduced to about the top of the policy range with the planned transfer to the Municipal Building Fund for the construction of the Police Station.

2. Maintain or enhance Village standards for service delivery

STATUS: The postcard utility bills were replaced with a full letter bill to provide more information and more reliable delivery. The next step is to provide an electronic billing option.

Online utility billing information is in the works with the implementation of online utility bill lookup and payment.

Permits and licenses are in the beginning stages of being available online.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: The department will research options available to improve the process of paying vendors by check.

The presentation of financial updates will be reviewed.

2. Maintain and enhance the Village's fiscal profile and financial strength

STATUS: The department is assisting the Brewster Creek TIF developer during the final years of the TIF by reimbursing development costs through a developer note and incremental property taxes.

FINANCE

The auditor contract was extended for an additional three years.

Complex

1. Develop an overall Village-wide Technology Master Plan

STATUS: Identify areas and develop steps to optimize information sharing and usability for Village employees and residents.

Maintain IT systems protection, data security, and infrastructure integrity.

Sustain a capable IT workforce and technically proficient employees through in-house training.

2018/19 Highlights

Received the GFOA Certificate of Achievement Award in Financial Reporting for the 36th year.

Received the GFOA's Budget Presentation Award for the 2018/19 Budget. This is the 26th consecutive year the Village received this award.

A home rule sales tax was implemented starting July of 2018 to provide a reliable source of revenue, replacing the natural gas and electric utility taxes.

The department assisted with obtaining a low interest loan from the Illinois EPA for the construction of the Lake Michigan water receiving station.

The Village's virtualization infrastructure was updated with new hardware and the latest operating system that should meet the Village's needs for several years.

By the end of the fiscal year, the email system will be migrated to Microsoft Exchange 2019. This type of migration is completed every six years.

IT staff worked with the Police department staff, architect, and contractors on the successful implementation and transition to the new Police Department building.

FINANCE SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	1,182,891	1,209,640	1,177,174	1,144,457	1,087,352	839,949	810,133
	Contractual Services	54,318	56,670	58,556	56,189	57,265	56,680	61,650
	Commodities	36,726	39,871	48,893	33,858	34,872	47,725	52,300
	Other Charges	188,142	60,046	94,209	140,540	66,479	6,135	6,650
	Capital Outlay	0	0	0	0	5,051	0	0
	Subtotal Net of Transfers	1,462,077	1,366,227	1,378,832	1,375,044	1,251,018	950,489	930,733
	Central Service Allocation	76,951	76,951	76,951	76,951	76,951	76,964	87,719
	Transfer to Municipal Building	0	0	0	500,000	300,000	1,011,250	0
	Total Finance	1,539,028	1,443,178	1,455,783	1,951,995	1,627,969	2,038,703	1,018,452
Authorized Staffing	Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Chief Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Accountant	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Payroll Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Accounts Payable Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Human Resources Manager	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Benefits Coordinator	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Main Office Cashiers	2.50	2.50	2.50	2.50	2.50	2.50	2.50
	Information Systems Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Information Systems Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	GIS Specialist	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	GIS/IT Tech	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	GIS Interns	0.00	0.00	0.00	0.00	0.00	0.50	0.50
	Secretary	1.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Full Time Equivalents	13.50	12.50	12.50	12.50	12.50	10.00	12.00
Activity Measures	Transfer stamps issued	1,126	1,069	730	1,248	1,277	1,290	1,320
	Business/Liquor licenses	575	525	497	450	432	450	467
	Contractor licenses	659	791	920	900	926	930	945
	Parking Ticket Payments	2,745	3,519	3,543	3,548	3,132	3,247	3,300
	Checks issued	11,113	11,282	12,888	12,916	13,000	13,100	13,200
	Utility bills issued	159,735	160,041	160,320	160,605	160,960	161,330	161,450
	Utility shutoff and past due letters	13,517	12,861	12,396	12,000	12,028	12,141	12,250

COMMUNITY DEVELOPMENT

Department Description

The Community Development Department is responsible for all current and long range planning throughout the Village, as well as enforcing the Zoning Ordinance and Subdivision Regulations for various types of development. The department also handles all code compliance, including enforcement of the property maintenance code, the health and sanitation code, foreclosure inspections, weed violations, sign inspections, restaurant/food inspections; as well as site and landscape inspections.

Permits/Licenses are issued for amplifiers, chickens, bees, home occupations, signs, native planting lots and temporary food vendors. Freedom of Information Act (FOIA) requests are processed within our department, in addition to assigning new addresses, the recording of documents, reviewing building permits for compliance with adopted ordinances, as well as long range bike path planning. Staff continues to work with developers on projects within the downtown and throughout the Village; especially within the Brewster Creek Business Park (BCBP), the Bluff City/Blue Heron Business Park and the Route 59 and Lake Street village owned property. Staff support is provided to the Village Board, Plan Commission, Zoning Board of Appeals, the Bike and Run Advisory Committee and the Downtown Zoning Overlay Steering Committee.

2019/20 Budget Highlights

The community development budget is proposed to decrease by 12% primarily due to the following personnel changes taking place:

Part-time CD/Part-time PW Management Analyst position has now been transferred to PW full time.

GIS is now under IT and the GIS Technician position has been moved to IT.

The GIS Specialist is now the Assistant Planner (filling an open position formerly held by the same employee).

The Assistant Community Development Director position remains open at this time with the former Assistant Director serving as the Acting Director.

The budget also includes purchasing tablets for the Plan Commission and Zoning Board of Appeals members to allow for paperless delivery and review of their agenda packets.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

COMMUNITY DEVELOPMENT

STATUS: The Community Development Department regularly places public hearing notices along with the agendas for the Zoning Board of Appeals and Plan Commission meetings on the Village's website. The public notices now include a link that directs the reader to additional information for each development project that includes: a location map, site plan, building elevations, landscape plan etc. that allows the plans to be viewed from a computer rather than having someone travel to Village Hall. In addition, all of our permit applications are on-line and in a fillable format, including our development applications, chicken and bee licenses and amplifier permits.

Staff continues to place reminders in the *Bartletter* regarding property maintenance regulations for residents to be aware of; including issues with garbage cans, RV's and weeds.

GO Requests are now better utilized within the department whereby every complaint is now logged in as soon as a call or email is received and can now be tracked for responsive completion by our code/health officers.

2. Enhance community events

STATUS: GIS continues to provide maps for all of the community events that take place in the Village, including the July 4th parade, and the Village Wide Garage Sale.

Complex

1. Implement Transit Oriented Development (TOD) plan

STATUS: The Village Board adopted Ordinance #2018-106 implementing the 25 mph reduced speed limit in downtown.

The Downtown Zoning Overlay Steering Committee was formed and has begun to develop strategies for a *Form Based Code* in downtown as recommended by the TOD Plan to stimulate development.

Staff continues to market and recruit developers for Site E.

The Balance Family Chiropractic building was completed and is open for business as one of the first developments to implement strategies outlined in the TOD plan.

Community Development had the Village's Environmental Consultant conduct soil tests and borings on Site E to enable the Village to be able to state the site was "clean."

2. Undertake a comprehensive review of building permit and development process

STATUS: Staff has begun utilizing the Administrative Site Plan review process and to date has completed five (5) of these development requests (i.e. TCP Expansion/Outdoor Storage, Parkland Preparatory Academy).

COMMUNITY DEVELOPMENT

Worked with the Building Department to implement the SolSmart Program to enable faster, easier and more affordable permitting for residents to go solar.

Staff continues to review building permit sets expeditiously.

Coordinated and streamlined occupancy inspections with the Building Department and Code Officers for a more efficient and business friendly approach.

3. Develop strategies for development of Railroad Ave. vacancies

STATUS: Staff continues to work with Administration to develop incentives for developers and property owners within the downtown along with the implementation of the BEDA program incentive for potential commercial establishments/existing businesses.

As recommended by the TOD Plan, a Downtown Steering Committee has been formed to develop strategies for a *Form Based Code* to spur development in downtown.

Staff has been working on updating Chapter 6 (Commercial Districts) of the Zoning Ordinance, which includes the B-1 Zoning along Railroad Avenue. Outdated and antiquated regulations/uses will be proposed for elimination and new bulk regulations will be identified in a more user friendly chart format.

Staff had an Alta Survey and a Phase I completed for the former Lucky Jack's site to ensure the site was deemed "clean" for potential buyers.

Staff continues to work with the contract purchaser for the former Lucky Jack's property to develop a site plan and submit a zoning development application for the Board to review.

4. Maintain or enhance Village standards for service delivery

STATUS: All permits, licenses and application packets are on-line and in a fillable format.

All code complaints are now entered into the GO Request System and are tracked for compliance.

The FOIA System is also completely on-line with additional information is being added to the system to redirect residents in finding information that may be already available to them on the Village's website.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Improve Village bike and pedestrian pathways and routes

COMMUNITY DEVELOPMENT

STATUS: Staff has begun reviewing the Comprehensive Plan and Future Land Use Plan which will include an update to the Bike Plan Map.

The Bike and Run Committee worked with staff to recommend adding on-street bike routes to the Village's Official Bike Plan Map. The on-street bike routes will improve connectivity to the Village's existing bike path network. The Village Board, based upon the Bike and Run Committee's recommendation, increased funding in the Capital Budget for existing bike path maintenance.

Staff applied for and received a grant for a bike shelter adjacent to the Metra Station.

With the State recently releasing grant funds, the staff will continue to work with the IDNR to construct the bike bath connections from James "Pate" Phillip State Park to Koehler Fields and the Lakewood Mill Subdivision.

Staff will be working with the property owner for Bluff City to install the bike path along the south side of West Bartlett Road from Southwind Blvd. to Route 25 and eventually linking up with the Illinois Prairie Path.

2. Examine service delivery methods and approaches

STATUS:

Community Development intends on going paperless by providing tablets to the Zoning Board of Appeals and Plan Commission

members and sending out all public hearing agendas/packets by email.

Residents receiving a public hearing notice for a development project are able to view the details of the project on-line and are able to receive an agenda packet, if requested via email.

All permit application forms, licenses and development related application forms are available on the Village website and in a fillable format.

The FOIA request system is an on-line system available to all residents electronically.

Expand online payment system and approval of amplifier permits, chicken/bee licenses and other misc. permits.

Complex

1. Redevelop/revitalize sites at Lake Street and Route 59

STATUS: Community Development worked with Administration in acquiring a consultant to complete a hotel study for the Village for development potential at this site.

Staff worked with various developers for potential high density residential uses at this location.

Staff had an environmental consultant complete a Phase I and a Phase II Study on the site to ensure developers that the site was "clean and ready" for development.

COMMUNITY DEVELOPMENT

Staff had an Alta Survey completed for the site.

Staff worked with Administration to develop economic incentives to potential developers interested in this site.

2. Work with IDOT to improve traffic safety along Route 59

STATUS: Community Development, Public Works and Administration along with our traffic consultant met with IDOT officials regarding lowering the speed limit along Route 59. IDOT states that they will evaluate the speed limit once the Stearns Road intersection improvements have been completed.

Staff continues to encourage cross-access easements between commercial developments to minimize the number of curb cuts along this roadway.

Staff continues to minimize the number of curb cuts proposed along this roadway in accordance with IDOT standards for a Strategic Regional Arterial (SRA).

Staff will continue to work with IDOT and the gas station petitioner.

3. Develop a strategy to identify and complete roadway improvements and traffic mitigation programs and design

STATUS: Staff was involved in all of the reviews of the Stearns Road intersection improvements along Route 59.

Staff was also involved in the Lake Street and Route 59 intersection improvements.

2018-19 Highlights:

The speed limit in the downtown has been reduced to 25 mph as recommended in the TOD Plan.

Received \$25,000 grant from the RTA to develop a *Form Based Code* for Downtown Bartlett to help spur development. The Steering Committee has been formed and several meetings have taken place.

The contract for the former Lucky Jack's site was negotiated and signed by the contract purchasers. Staff had the Phase I Environmental and the Alta Survey completed for the contract and worked with the broker on the deal.

The 8,200 sq. ft. Home Depot out lot (i.e. Starbucks) was constructed and is open for business with 5 tenant spaces all filled.

The Galleria Development consisting of 12,033 sq. ft. was approved and is currently under construction.

Amita Health building permit set was reviewed and approved and is now open.

The Jacaranda Subdivision consisting of 15 single family lots was approved and recorded.

COMMUNITY DEVELOPMENT

The Bartlett Pointe West Subdivision in Kane County is completely sold out.

Bartlett Ridge Subdivision continues to build out with 15 single family homes completed or under construction.

Blue Heron Business Park continues to develop and attract business interest. Three buildings have been completed with one of the existing businesses (TCP) expanding their site to include additional land for outdoor storage. Staff utilized the Administrative Site Plan Review process to expedite the construction of this expansion.

Brewster Creek Business Park also continues to develop. With another 500,000 sq. ft. of additional new buildings under construction with the owner of the business park preparing for future development of the Cook County portion of the park.

Express Car Wash was approved along Lake Street.

Balance Family Chiropractic was constructed and opened in downtown as part of the first TOD development project along Main Street.

The GIS team used GPS technology on the entire Bartlett Hills Golf Course including each of the holes, tees, greens, fairways, trees, bunkers, and water areas.

Staff also took part in the U-46 High School Internship program and utilized students with entering permits into Munis for our Code Officers and mapping different areas within Bartlett.

GIS also updated the Local Adjudication database to incorporate "2nd Notices/Notices to Appear" for unpaid parking and compliance tickets and "Final Notices of Determination" were modified to include the language for debt collection thru IDROP.

Completed data collection of the sanitary and storm sewer systems for the MWRD portion of the Village.

COMMUNITY DEVELOPMENT SUMMARY

		Actual					Estimate	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Budget	Personnel Services	939,731	881,461	806,745	774,748	916,801	864,204	779,718
	Contractual Services	11,576	17,953	22,937	42,271	33,528	8,115	12,500
	Commodities	6,068	6,361	6,223	5,155	7,575	8,500	13,050
	Other Charges	34,639	46,371	58,245	17,222	28,041	18,300	16,455
	Capital Outlay	6,700	0	13,437	0	2,003	5,500	5,000
	Subtotal Net of Transfers	998,714	952,146	907,587	839,397	987,948	904,619	826,723
	Central Service Allocation	57,685	57,685	57,685	57,685	57,685	57,698	65,252
	Vehicle Replacement Allocation	6,374	6,374	6,374	6,374	6,374	6,374	6,374
	Total Community Development	1,062,773	1,016,205	971,646	903,456	1,052,007	968,691	898,349
Authorized Staffing	Community Development Dir	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Asst. Community Dev Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
	GIS Specialist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
	Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Planner	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	GIS Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
	Health/Code Officer	0.00	0.00	1.00	1.00	1.00	1.00	1.00
	Code Enforcement Officer	3.00	3.00	2.00	2.00	2.00	2.00	2.00
	Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Management Analysis	0.00	0.00	0.00	0.00	0.50	0.50	0.00
	Intern	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total Full Time Equivalents	9.00	9.00	9.00	9.00	9.50	9.50	7.00
Activity Measures	New petitions filed	32	27	16	18	28	25	28
	Cases reviewed	39	38	27	30	35	37	40
	Plan Commission reviews	12	16	12	14	18	10	10
	ZBA reviews	12	8	7	7	11	9	10
	Landscape Inspections	10	7	5	7	6	19	15
	Building set permit reviews	42	65	69	70	66	80	90
	Code complaints	547	405	359	423	542	543	550
	Code compliance	523	364	282	344	472	472	480
	Food Service Inspections	-	-	-	-	-	104	100
	Temp Food Licenses Issues	-	-	-	-	-	29	30
	Weed Complaints	-	-	-	-	124	135	130
	Go Request responses	92	58	103	102	91	90	95
	FOIA's processed	725	751	1,005	1,295	1,325	1,104	1,300
	GIS maps generated	810	909	1,004	987	950	780	n/a
	Addresses Assigned	19	43	56	65	12	11	12
	Documents recorded	5	3	12	6	6	14	8
	Permits issued	121	116	130	127	121	143	145
	Foreclosure Inspections	1,013	914	728	334	247	265	245
	Adjudication Cases	-	-	-	-	27	57	60

BUILDING

Department Description

The mission of the Building Department is to protect the health, safety and welfare of the Village of Bartlett. The Bartlett Building Department was established over 70 years ago. When the department was formed back in the late 1940's, our Village didn't resemble what we have today. The Village today has numerous residential subdivisions, shopping areas and the Bartlett business parks.

The Building Department is proud to be an important part of the Village's progression. Safe buildings and structures are continuously being constructed. We strive to maintain healthy businesses and homes. When the community has safe, healthy buildings, the welfare of the community remains strong and prosperous. Our goal is "Building a Safer Bartlett".

There are many services provided on a consistent basis. The Building Department, along with the Fire District conducts yearly business life safety inspections. The department also responds to questions presented by builders, engineers, attorneys and citizens. The Building Director, also the Insurance Service Officer, provides flood information to mortgage companies, realtors and residents as needed. The department works closely with the public works engineers to review storm water management plans at inspections and on village drainage concerns. Records are kept of all building related issues.

2019/20 Budget Highlights

The Building Department's budget represents a 1% increase from the previous year's budget with a slight increase to personnel costs and an increase in the transfer for central services. Other costs were reduced including plan review services and postage. We will be updating the Building Code, reviewing permit fees and continue to digitize our files into our database.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of village services, activities, funding, home improvement day, etc.

STATUS: The Building Department staff meet with residents and contractors at their site to discuss proposed projects. In addition, we meet with residents and provide project handouts delivered to them when they do not have a computer or aren't able to come to the Village Hall.

The Building Department sponsored a home improvement day event at the Ace Hardware store in June.

BUILDING

The Village Board supported Building Safety Month in May.

Complex

1. Undertake a comprehensive review of building permit and development process

STATUS: The Building Department has reviewed the permitting process. We have streamlined permit processing by sending all permits via email, except for our residents who do not have an email address. At least 95% of the applicants provide an email address. Permit applications have been revised to make the application easier.

2. Maintain fiscal position and budget stability

STATUS: The Building Department has eliminated the unnecessary printing of 9,000 pages of paper, thus reducing permit copies printed. The department is operating fiscally responsibly and keeps costs at a minimum. This is an ongoing department commitment.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: Large submittals are now coordinated with our plan review consultants. They may pick up or drop off to contractors directly. The majority of permits are now emailed. Contractors will come in and pick up stamped plans so they can start as soon as possible.

Staff will start reviewing the 2018 International Set of Building Codes to update this coming fiscal year.

We will be reviewing building permit fees with the updated code adoption.

Digitizing files will be ongoing with our staff with new and existing files being added into department database.

The Illinois State Water Survey is in the final stages of approving the new Flood Insurance Rate Maps (FIRM) for the DuPage County portion of the Village. We hope to adopt the updated maps this coming fiscal year.

BUILDING

2018-19 Highlights

We have reviewed, inspected and approved for occupancy the new Amita Health facility in the Stearns Crossing Shopping Center.

Rana Meals Solutions new plant and headquarters is under construction and is inspected daily in Brewster Creek Business Park.

Two speculative buildings in Brewster Creek Business Park have tenant buildouts. Under construction is Axium Plastics Facility Inc. and they are building out the entire 1411/1415 building on Brewster Creek Blvd. Occupancy has been issued to Clarke Packing & Crating at 1395 Brewster Creek Blvd.

Artis Senior Living was approved and completed.

In September, we received notification from FEMA that the Village will increase to a Class 6 in the National Flood Insurance Program Community Rating System.

Our support staff has been scanning all new permits and existing permit files. Records are becoming increasingly electronic.

With more severe weather occurring yearly, we experienced a very high number of drainage concerns. Most of the drainage concerns have been resolved positively with residents very pleased with our help.

The Vacant Building Registry continues its downward trend. We will register less than 30 homes this year and estimate the same number for next year. Housing is in demand and homes are moving fast.

Other Highlights

The Building Department has reviewed and approved over \$65 million dollars of improvements within the Village.

Our department remains as one of the most requested for Freedom of Information Act (FOIA) requests. Currently, this year we responded to 195 requests.

We are currently working with the Metropolitan Mayors Caucus to support all solar installations in the Village and become a SolSmart community. We are currently going through the review process.

Don Fredericks is on the Executive Board for the Suburban Building Officials Chapter 7.

BUILDING SUMMARY

		2013/14	2014/15	Actual 2015/16	2016/17	2017/18	Estimate 2018/19	Budget 2019/20
Budget	Personnel Services	750,333	750,278	677,759	722,028	747,243	809,200	833,255
	Contractual Services	82,605	71,981	106,882	149,170	156,156	36,300	77,360
	Commodities	11,129	8,647	8,353	7,161	8,369	7,923	7,573
	Other Charges	3,520	2,400	2,058	4,088	2,041	2,600	4,385
	Capital Outlay	0	0	0	0	0	2,200	1,000
	Subtotal Net of Transfers	847,587	833,306	795,052	882,447	913,809	858,223	923,573
	Central Service Allocation	68,059	68,059	68,059	68,059	68,059	60,250	67,258
	Vehicle Replacement Allocation	10,624	25,000	25,000	25,000	25,000	25,000	25,000
	Total Building	926,270	926,365	888,111	975,506	1,006,868	943,473	1,015,831
Authorized Staffing	Building Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Building Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Electrical Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Plumbing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Building Inspector	1.00	1.00	1.00	0.00	0.40	0.40	0.40
	Permit Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Secretary and Data Entry	0.08	0.08	0.58	1.00	1.40	1.40	1.50
	Total Full Time Equivalents	7.08	7.08	7.58	7.00	7.80	7.80	7.90
Activity Measures	New residential permits	7	14	3	19	26	12	10
	New commercial/industrial permits	2	1	5	5	7	5	5
	Miscellaneous permits	2,634	2,377	3,238	3,151	2,943	2,946	2,900
	Final occupancies	26	37	24	36	53	50	50
	Drainage complaints	48	81	105	95	82	98	80
	Citations issued	0	0	0	1	2	4	3
	Inspections	6,360	5,678	5,558	5,505	5,770	5,800	5,700
	Vacant Building Registry	185	124	81	53	18	38	35

GOLF EXPENSES

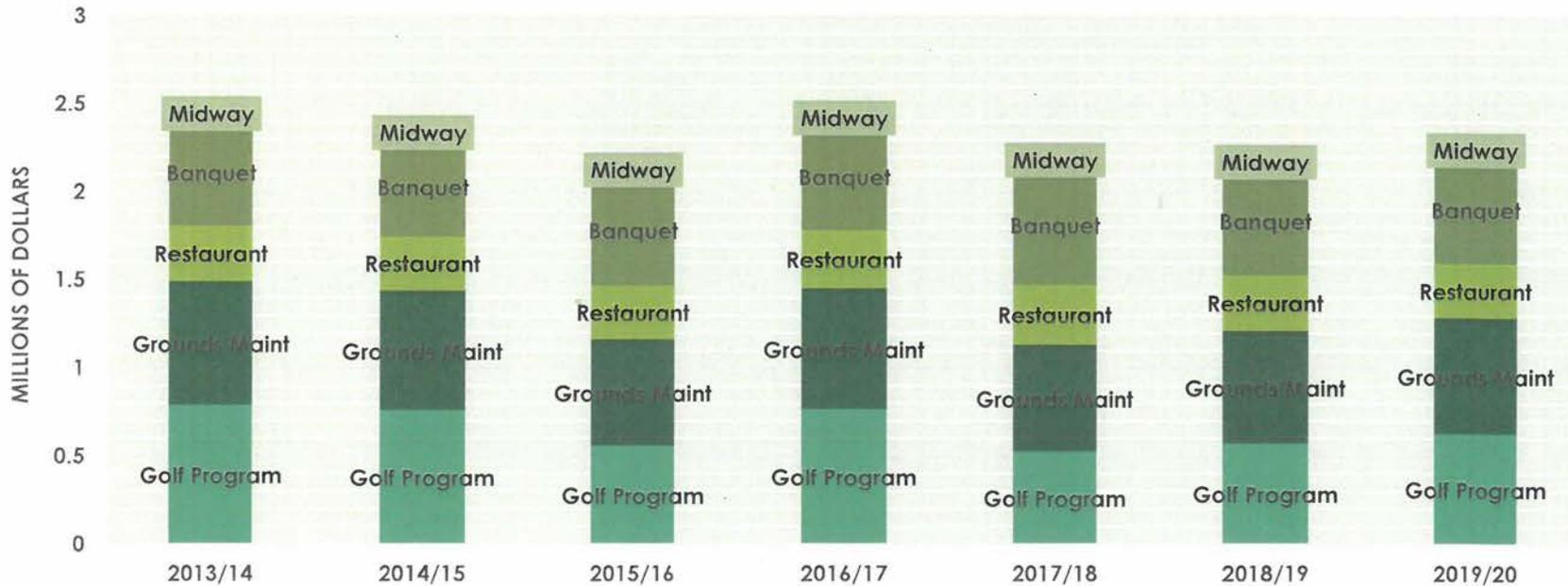
BARTLETT HILLS GOLF COURSE expenses comprise almost 3% of all expenditures for a total of approximately \$2.3 million. Revenue from the golf course activities finances this operation.

Golf expenses encompass the following: Golf Program, Grounds Maintenance, Driving Range, Restaurant, Banquet, and Midway.

The chart below shows five years of actual history along with a prior year estimate and current year budget. It includes expenditures net of transfers.

This section includes this summary, departmental descriptions, strategic plan status reports, and budget summaries.

Total Golf Expenses by Program



GOLF

Department Description

Bartlett Hills is an 18-hole golf course purchased by the Village in 1978. An average of 33,500 rounds annually have been played over the last five years. The course hosts tournaments, outings, and leagues, offers a practice facility with grass tees, and a full service golf shop. In winter months, when weather and ground conditions allow, the course is open for golf. In addition, Bartlett Hills now offers its patrons a daily hole-in-one contest, affording them an opportunity to win \$10,000 for a hole-in-one on our 18th hole. Also offered during the winter months is use of a full swing golf simulator featuring 44 famous golf courses from around the world. With sufficient snow cover, the course is used for cross-country skiing as staff grooms trails for those with their own equipment. The clubhouse includes amenities such as the golf shop, locker rooms, cart storage, lounge, grille room, golf simulator and banquet facilities.

The food and beverage operation includes a restaurant (grille room), lounge, banquet and meeting facilities, on-course midway and beverage cart service. Banquets, weddings and all other group functions are offered throughout the year. All other food/beverage services are offered seasonally.

2019/20 Budget Highlights

The 2019-20 Operating Budget has an overall revenue decrease from our 2018-19 by 4%. Golf is budgeting a 6% decrease in expenses from last year. Food and Beverage is projecting a 3.3% increase in revenues and a 3% decrease in expenses. We have eliminated the Assistant Food and Beverage Manager position for the upcoming year after we ran the current year without a Sous Chef.

Strategic Plan – 2019/20 SHORT TERM GOALS

Routine

1. Enhance public awareness via an education campaign to increase resident's awareness of Village services, activities, funding, etc.

STATUS: Continued and expanded use of social media to promote golf course happenings and daily specials. Both Grille Room and banquet events will be well publicized through Facebook, Twitter and Google as well as awards earned from various websites and print media.

Additional Food & Beverage "radiating" events will be added to bring new guests to the facility for future weddings and other private functions.

GOLF

2. Enhance community events

STATUS: Bartlett Hills will continue to aggressively support local school, sport and civic groups through their golf outings and fundraisers.

Bartlett Hills continues to enhance the Village's National Night Out festivities by hosting and expanding the National Night Out "Drive, Pitch, and Putt Crime out of Bartlett" helping vault Bartlett into first place nationally again in 2018!

Complex

1. Maintain fiscal position and budget stability

STATUS: We continue to be diligent in monitoring our competitor's golf rates daily to ensure our price structure reflects value for our customers as well as to insure we receive fair revenues to reflect the overall quality of our facility.

Continue to negotiate with our service agreement providers to ensure maximum value for the Village.

Online golf bookings continue to be an integral part of the golf operation at Bartlett Hills. Despite online bookings being down similar to traditionally booked rounds, online booking revenues June-September were over \$10,000 ahead of the same time frame in 2017. The average online rate grew by \$3 in 2018.

Strategic Plan – 2019/20 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS: Bartlett Hills prides itself on its guest focus initiatives to enhance the golfer and guest experience each and every day.

Service standards will be addressed with all staff to ensure everything that can be done for patrons will be flawlessly executed.

2018-19 Highlights

Wedding bookings for 2019 total fourteen more than the previous year. In 2018, four new holiday parties were added making both November and December record revenue months.

The Bridal Suite expansion project was completed in time for our busy wedding visitation season.

Our marketing strategy has seen an unprecedented amount of new hits to our website from various media sources.

We were awarded the highly coveted "Best of the Knot" award for 2018.

Hosted and promoted National Night Out golf event as part of the Village's annual event that was again awarded 1st place nationally.

GOLF

Successfully recruited and added Knights of Columbus on the Tuesday evening league schedule. The league averages 24 golfers weekly and has renewed for 2019.

Promoted and implemented a new 18 hole ladies guest day event in May in coordination with a “trunk show” after golf. Ladies and their guests from nearby facilities were shown clothing lines from various vendors and given the opportunity to purchase items at a discount. The event will become part of our annual schedule going forward.

Successfully rolled out new Grille at Midway which will be part of our upcoming golf outing marketing strategy. Golfers loved the ability to have a burger at the turn. New specials will be added to this station in upcoming years.

Our hole in one camera produced over \$12,000 in gross revenues in 2018 and we anticipate growth in that are due to negotiating a more favorable revenue split for the Village.

GOLF SUMMARY

		Actual					Estimated	Budget
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Budget	Personnel Services	1,579,978	1,432,931	1,437,740	1,443,678	1,406,701	1,405,846	1,376,456
	Contractual Services	165,030	169,910	164,489	178,202	196,859	179,255	246,613
	Commodities	485,224	465,812	444,349	486,829	489,957	436,917	485,225
	Other Charges	48,305	46,192	45,922	64,254	50,259	48,275	66,650
	Capital Outlay	68,040	69,770	73,770	229,268	24,468	64,276	21,000
	Subtotal Net of Transfers	2,346,577	2,184,615	2,166,270	2,402,231	2,168,244	2,134,569	2,195,944
	TR to General Fund	68,250	68,250	68,250	68,250	68,250	68,250	68,250
	Vehicle Replacement Allocation	0	0	0	0	0	0	0
Total Golf		2,414,827	2,252,865	2,234,520	2,470,481	2,236,494	2,202,819	2,264,194
Authorized Staffing	Golf Pro/Manager	1.00	0.00	0.00	0.00	0.00	0.00	0.00
	Head Golf Professional	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Golf Pro	0.00	0.00	1.00	1.00	1.00	1.00	1.00
	Grounds Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Grounds Supt	0.00	0.00	0.00	0.00	1.00	1.00	1.00
	Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Senior Grounds Maintenance Wkr	2.00	2.00	2.00	2.00	0.00	0.00	0.00
	Food & Beverage Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Asst Food & Beverage Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
	Asst Event Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Head Cook	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Sous Chef	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Secretary	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Golf seasonal employees	6.62	6.62	6.62	6.62	6.62	6.62	6.62
	Grounds seasonal employees	5.70	5.70	5.70	5.70	5.70	5.70	5.70
	Food & Beverage Part-time staff	13.23	13.23	13.23	13.23	13.23	13.23	13.23
Total Full Time Equivalentents		36.55	35.55	36.55	36.55	35.55	34.55	33.55
Activity Measures	Total golf rounds	32,931	32,253	34,013	33,150	32,216	31,000	32,000
	Total resident rounds	13,175	9,121	9,189	4,500	4,977	5,300	6,000
	Season Passes	65	63	48	50	45	45	45
	Leagues	10	9	9	9	9	9	10
	Golf outings	75	76	75	75	72	72	72
	Non-golf banquet functions	120	80	121	119	121	125	133
	Junior Golf participants	40	60	45	45	25	25	25

DEBT SERVICE EXPENDITURES

DEBT SERVICE expenditures comprise 9% of all expenditures for a total of approximately \$6.9 million in 2019/20. The Village uses debt financing only for projects that have an extended useful life. The debt maturity is structured to be equal to or shorter than the expected life of the project. As a home rule municipality, the Village has no debt limit and can issue general obligation debt without referendum.

The chart on the next page shows the total annual debt service for existing general obligation debt. Almost all of the Village's bonded debt is financed through property taxes. About \$72,000 per year is from other sources for 2017 GO refunding bonds. The Village's bond rating, from Moody's Investors Services, was upgraded in 1999 from A1 to Aa2. That rating was recalibrated to Aa1 in December 2009 and maintained at Aa1 by Moody's in 2017.

As of April 30, 2019, the Village has four outstanding GO debt issues for total indebtedness of \$35,145,000. This represents 3.3% of equalized assessed value. Following is more detailed information on each of the outstanding debt issues.

2017 Refunding: Proceeds of the bonds were used to refund the 2007 bonds used to design, construct, and equip a new fire station for the Bartlett Fire Prevention District.

Issue Date:	July 27, 2017
Final Maturity Date:	December 1, 2026
Net Interest Rate:	2.2222%
Funding Source:	Property Tax TIF Municipal fund Bartlett Fire Protection District

2016 Police Station Bonds: The bonds were used to construct a new Police Station.

Issue Date:	December 15, 2016
Final Maturity Date:	January 1, 2037
Net Interest Rate:	4.0488%
Funding Source:	Property Tax

2012 Road and Infrastructure Bonds: The bonds were used to do approximately 40 miles of road resurfacing and to provide drainage improvement in the Village.

Issue Date:	May 1, 2012
Final Maturity Date:	December 1, 2031
Net Interest Rate:	2.000-4.000%
Funding Source:	Property Tax

2009 Refunding: These bonds refinanced the 2002 and 2005 bond issues. The premise of the refunding was to refund the 2002 issue at a lower interest rate while the 2005 issue was refinanced to save payments from the water and sewer funds.

Issue Date:	December 22, 2009
Final Maturity Date:	December 1, 2029
Net Interest Rate:	3.7252%
Funding Source:	Property Tax

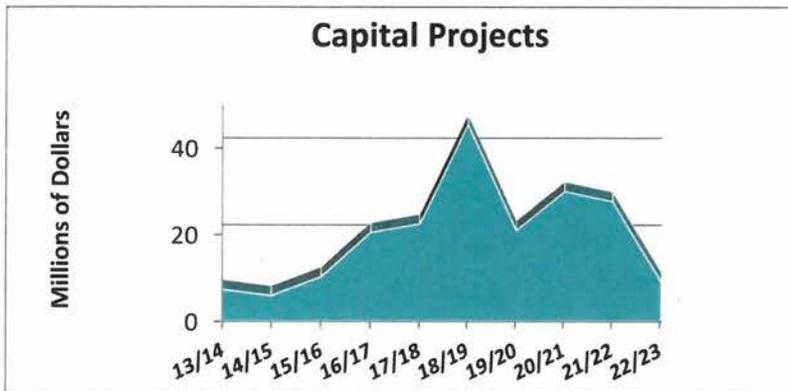
Other debt includes Illinois EPA low interest loans for water and sewer projects, loans from the DuPage Water Commission for the transition to Lake Michigan water, and Tax Increment Financing and Special Service Area debt for economic development.

DEBT SERVICE PAYMENTS TO MATURITY
(Excluding Paying Agents Fees)

Fiscal Year	2009 GO		2012 GO		2016 GO		2017 GO		Grand Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2019/20	715,000	249,481	310,000	424,818	585,000	600,375	255,000	67,650	3,207,324
2020/21	755,000	224,456	300,000	418,618	600,000	582,825	270,000	60,000	3,210,899
2021/22	795,000	196,144	305,000	412,018	620,000	564,825	275,000	51,900	3,219,887
2022/23	860,000	166,331	285,000	404,776	640,000	546,225	275,000	43,650	3,220,982
2023/24	900,000	131,931	290,000	397,650	660,000	527,025	280,000	35,400	3,222,006
2024/25	510,000	95,931	725,000	389,675	675,000	607,225	290,000	27,000	3,319,831
2025/26	325,000	75,531	950,000	367,925	700,000	486,975	300,000	18,300	3,223,731
2026/27	350,000	62,531	970,000	339,425	720,000	465,975	310,000	9,300	3,227,231
2027/28	375,000	48,531	1,345,000	309,113	740,000	444,375			3,262,019
2028/29	400,000	33,531	1,375,000	265,400	765,000	421,250			3,260,181
2029/30	425,000	17,531	1,415,000	210,400	800,000	383,000			3,250,931
2030/31			1,900,000	153,800	840,000	343,000			3,236,800
2031/32			1,945,000	77,800	885,000	301,000			3,208,800
2032/33					930,000	256,750			1,186,750
2033/34					975,000	210,250			1,185,250
2034/35					1,025,000	161,500			1,186,500
2035/36					1,075,000	110,250			1,185,250
2036/37					1,130,000	56,500			1,186,500
Total	6,410,000	1,301,931	12,115,000	4,171,418	14,365,000	7,069,325	2,255,000	313,200	48,000,874

2019/20 CAPITAL PROJECTS EXPENDITURES

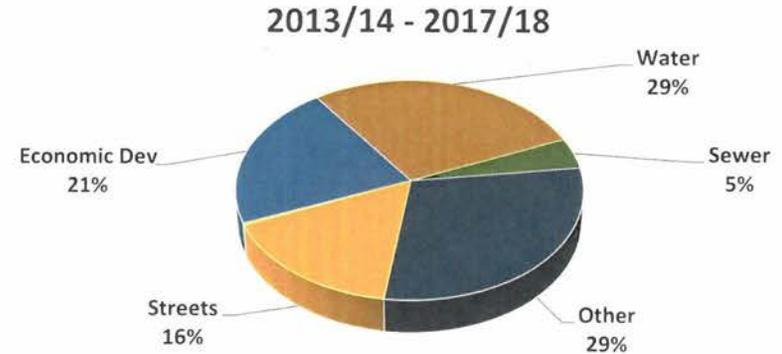
CAPITAL PROJECTS include the purchase, construction, replacement, addition, or major repair of public facilities. Expenditures can vary significantly from year to year. The chart below shows actual, estimated, budgeted, and proposed expenditures over ten years.



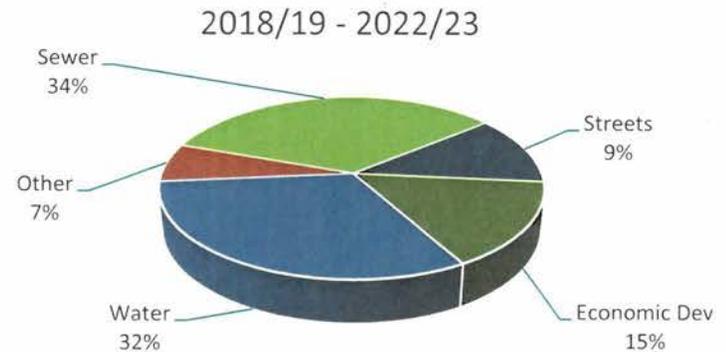
The Village maintains a 5-year Capital Improvements Program that is updated annually. This planning process precedes the operating budget development to allow more time for discussion. It also allows early preparation of plans and specifications for bid prior to the construction season. This results in lower bid prices as contractors have not yet fully committed their time.

The Village divides the capital projects into six categories: water, sewer, streets, economic development, golf, and other. The pie charts on the right show the distribution of capital expenditures by category for the past five years compared with the current 5-year plan.

The first year of the Capital Improvements Program is called the Capital Budget and is incorporated into the annual budget. Capital expenditures for 2019/20 total \$20,951,176, 28% of total expenditures.



The next three pages have charts itemizing the capital projects included in the 2019/20 budget. The charts include the budget amount, fund the project is budgeted in, and the impact of the project on the operating budget. More detailed information on each project can be found in the 5-Year Capital Improvements Program.



2019/20 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
WATER				
Water Main Replacement	1,275,000	Water	Replace 5,200 linear feet of water main	None
Water Tower Painting	432,500	Water	Sandblast and paint Main Street Tank	None
Water Transition Infrastructure Improvements	2,500,000	Loans, Grants	New transmission main, pump station, storage facilities, and other improvements	None
Watermain Leak Survey and Repairs	35,000	Water	Survey 50 miles of watermain	None
Total Water Projects	4,242,500			

SEWER				
Phosphorous Removal System	70,951	Sewer	Update of the Phosphorous Removal System plan at the Stearns Road Treatment Plant	None
Sanitary Sewer System Evaluation	600,000	Sewer	Evaluate condition of the Sanitary Sewer System	None
Devon Excess Flow Plant Rehabilitation	5,750,000	2019 Bonds	Work with MWRD to accept tributary flow in Cook County	None
Lift Station Upgrades and Rehab.	600,000	Sewer	Improve condition and safety of lift stations	None
Bittersweet WWTP Facility Improvements	900,000	Sewer	Equipment replacement for compliance of NPDES permit	None
Total Sewer Projects	7,920,951			

2019/20 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
STREETS				
Annual Maintenance Program	1,795,000	MFT	Asphalt paving of various streets throughout the Village	None
IDOT Intersection Improvements	50,000	Developer Deposits	Intersection improvements at various locations	None
Schick and Petersdorf Resurfacing	1,300,225	MFT STP Grant	Patching, curb, gutter, resurfacing	None
Bike Path Maintenance	40,000	General Fund Park District	Maintain bike path pipeline	None
Parking Lot Improvements	40,000	MFT	Patching and sealcoating Koehler Field lots	None
Downtown Crosswalk and Curb Reno.	20,000	Developer Deposits	Renovation of crosswalks and curbs for ADA compliance	None
Oak Street Parking Lot	217,500	Municipal Building	Construction of a public parking lot on Oak Street south of the Banbury Fair parking lot	None
Total Street Projects	3,462,725			

ECONOMIC DEVELOPMENT				
Brewster Creek Public Improvements	2,500,000	Brewster Creek TIF Fund	Reclaim mining pit, construct sanitary sewer, watermains, storm sewer system, wetland mitigation, roadway system, site amenities for Brewster Creek Business Park	Village expenditures are funded by the Village's Brewster Creek TIF Municipal Fund
Bluff City/Blue Heron Public Improvements	1,460,000	Bluff City TIF	Site preparation/land reclamation/soil remediations to fill quarry site, Complete Southwind Blvd, water distribution, sewers, etc.	None
Total Economic Development Projects	3,960,000			

2019/20 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
OTHER				
W. Bartlett Rd/Devon Ave Drainage Swale & Path Replacement	485,000	Grant General	Engineering/hydrologic analysis of low lying drainage swale. Replace bike path from Village Church west to Devon	None
Stearns Rd/Country Creek Culvert Extension	20,000	MFT	Extension of the existing culvert at Country Creek	None
Stormwater System Improvements	205,000	General	Maintenance of storm sewer system	None
Salt Storage Building	580,000	2019 Bonds	Construction of an additional salt storage building at Public Works	None
Schick Rd/West Branch DuPage River Bridge Engineering Study	75,000	MFT	Engineering study or structural investigation of the Schick Rd-West Branch DuPage River Bridge	None
Total Other Projects	1,365,000			

TOTAL CAPITAL PROJECTS	20,951,176			
-------------------------------	-------------------	--	--	--

CURRENT FIVE-YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

	Project	Year					Five Year Total
		2018/19	2019/20	2020/21	2021/22	2022/23	
Water	Infrastructure Improvements with Transition Water Modeling/Lake Street Pump Station	25,179,911	2,500,000	1,000,000	3,500,000		32,179,911
	Water Main Replacement	786,200					786,200
	Water Tower Painting	950,546	1,275,000	1,275,000	1,275,000	1,275,000	6,050,546
	Watermain Leak Survey and Repairs	582,704	432,500	819,500	476,500	833,000	3,144,204
		64,500	35,000	35,000	37,000	37,000	208,500
	Total Water Projects	27,563,861	4,242,500	3,129,500	5,288,500	2,145,000	42,369,361
Sewer	Facility Plan Update/Phosphorous Removal	46,558	70,951	73,080	75,273	77,530	343,392
	Sanitary Sewer System Rehabilitation	600,000	600,000	600,000	600,000	600,000	3,000,000
	Devon Excess Flow Plant Rehabilitation	300,000	5,750,000	3,600,000			9,650,000
	Lift Station Upgrades and Rehabilitation	200,000	600,000	400,000	300,000	300,000	1,800,000
	Bittersweet WWTP Improvements	100,000	900,000	14,500,000	14,500,000		30,000,000
	Total Sewer Projects	1,246,558	7,920,951	19,173,080	15,475,273	977,530	44,793,392
Streets	Bike Path Maintenance	40,000	40,000	40,000	40,000	40,000	200,000
	MFT Annual Maintenance Program	1,215,000	1,795,000	2,270,000	2,770,000	3,300,000	11,350,000
	IDOT Intersection Improvements	150,000	50,000	100,000			300,000
	Parking Lot Improvements	120,000	40,000	80,000	245,000		485,000
	Schick and Petersdorf Road Resurfacing	100,000	1,300,225				1,400,225
	North Avenue Resurfacing			721,875			721,875
	Downtown Crosswalk/Curb Renovation		20,000	651,000			671,000
	Oak Street Parking Lot		217,500				217,500
	Lake Street Frontage Road Reconstruction				925,000		925,000
Total Street Projects	1,625,000	3,462,725	3,862,875	3,980,000	3,340,000	16,270,600	
Econ. Dev.	Brewster Creek Public Improvements	2,276,000	2,500,000	2,000,000	1,000,000	1,000,000	8,776,000
	Bluff City/Blue Heron Public Improvements	6,038,000	1,460,000	1,460,000	1,460,000	1,200,000	11,618,000
	Total Economic Development Projects	8,314,000	3,960,000	3,460,000	2,460,000	2,200,000	20,394,000
Other	Salt Storage Dome		580,000				580,000
	W. Bartlett/Devon Drainage Swale and Path	62,000	485,000				547,000
	Stearns Road/County Creek Culvert	52,000	20,000				72,000
	Police Station	6,354,195					6,354,195
	Stormwater System Improvements	105,000	205,000	305,000	405,000	405,000	1,425,000
	Schick Road/West Branch Bridge Study		75,000				75,000
	Total Other Projects	6,573,195	1,365,000	305,000	405,000	405,000	9,053,195
Total All Projects	\$45,322,614	\$20,951,176	\$29,930,455	\$27,608,773	\$9,067,530	\$132,880,548	

Complete descriptions, location maps, and explanation of funding sources for each project can be found in the "Village of Bartlett Capital Improvements Program 2019-2023". Copies are available at Village Hall or via the Village of Bartlett website.

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
100 - General Fund								
410100	Property Tax	6,488,157	6,351,676	6,639,557	6,443,094	6,443,094	6,443,094	0%
410101	Road & Bridge Tax	163,456	161,651	166,163	160,000	160,000	160,000	0%
410103	Police Pension Tax	1,263,689	1,152,610	1,293,056	1,377,155	1,377,155	1,583,071	15%
410104	State Replacement Tax	47,560	50,353	38,363	40,000	40,000	40,000	0%
410105	Sales Tax	2,257,138	2,366,475	2,443,098	2,460,000	2,425,000	2,460,000	1%
410106	State Income Tax	4,391,637	3,895,179	3,736,819	4,000,000	3,700,000	4,150,000	12%
410107	Telecommunications Tax	1,009,063	919,119	822,100	800,000	765,000	750,000	-2%
410108	HR Sales Tax	0	0	0	1,333,000	1,333,000	1,600,000	20%
410109	Local Use Tax	956,168	1,014,243	1,089,733	1,195,000	1,080,000	1,300,000	20%
410110	Real Estate Transfer Tax	547,960	711,299	804,721	750,000	645,000	750,000	16%
410112	Utility Gas Tax	866,946	432,019	522,482	16,435	25,000	0	-100%
410113	Utility Electric Tax	310,785	156,124	154,337	8,850	10,000	0	-100%
410114	Gaming Tax	146,694	163,535	183,289	205,000	180,000	215,000	19%
	Total Tax Income	18,449,253	17,374,283	17,893,718	18,788,534	18,183,249	19,451,165	7%
420200	Business Licenses	42,735	56,725	68,730	55,100	50,000	55,000	10%
420210	Contractors Licenses	60,215	58,000	61,590	60,000	55,000	60,000	9%
420215	Liquor/Bar Licenses	42,215	34,565	42,735	45,000	45,000	45,000	0%
420220	Dog Licenses	394	374	406	400	400	400	0%
420230	Building Permits	590,328	676,539	833,186	600,000	690,000	600,000	-13%
420231	Erosion Control Permits	2,450	4,200	5,775	2,000	2,000	2,000	0%
420625	Antenna License Fees	246,697	269,698	229,400	263,000	268,100	268,000	0%
	Total License Fees	985,034	1,100,101	1,241,822	1,025,500	1,110,500	1,030,400	-7%
430235	Plan Review Fees	80,121	157,525	132,952	125,000	120,000	120,000	0%
430236	Elevator Inspections	2,298	2,822	2,080	2,000	2,500	2,000	-20%
430260	Cable TV Franchise Fees	708,326	715,429	683,053	680,000	705,000	680,000	-4%
430263	Natural Gas Franchise Fees	48,561	45,664	39,854	40,000	40,000	40,000	0%
430280	Garbage Franchise Fees	168,984	185,027	174,734	148,000	150,000	148,000	-1%
430300	Village Fines	97,611	104,963	106,879	130,000	110,000	130,000	18%
430305	County Fines	128,358	131,297	107,191	110,000	120,000	110,000	-8%
430310	Towing/Impound Fines	127,000	109,000	72,000	75,000	100,000	75,000	-25%
	Total Fees & Fines	1,361,259	1,451,729	1,318,743	1,310,000	1,347,500	1,305,000	-3%
440405	General Operating Grants	0	0	0	0	0	0	0%
440406	Public Works Operating	0	0	0	0	64,000	0	-100%
440407	Public Safety Operating	37,350	33,637	21,527	20,000	20,000	20,000	0%
440540	FOIA Requests	4,060	4,751	4,849	6,000	4,000	6,000	50%
	Total Grants & Reimbursements	41,410	38,387	26,376	26,000	88,000	26,000	-70%

REVENUE DETAIL

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
100 - General Fund								
480100	Mining Royalties	126,925	131,089	104,073	125,000	125,000	125,000	0%
480200	Sale of Cemetery Lots	444	(40)	5,970	2,400	500	500	0%
480600	Interest Income	32,452	67,399	143,789	240,000	90,000	220,000	144%
480601	Miscellaneous Income	463,994	542,660	297,809	500,000	500,000	400,000	-20%
480602	IRMA Reimbursements	126,831	107,696	46,225	50,000	80,000	50,000	-38%
480603	Liaison Officer Reimbursement	131,388	137,987	141,677	135,000	135,000	145,000	0%
480666	Yard Waste Bags	9,393	6,386	6,094	8,000	7,000	8,000	14%
	Total Miscellaneous Income	891,426	993,177	745,636	1,060,400	937,500	948,500	1%
490220	Transfer from MFT	0	92,933	0	250,000	250,000	250,000	0%
490500	Transfer from Water	130,000	130,000	130,000	130,000	130,000	130,000	0%
490510	Transfer from Sewer	130,000	130,000	130,000	130,000	130,000	130,000	0%
490520	Transfer from Parking	15,000	15,000	15,000	15,000	15,000	15,000	0%
490550	Transfer from Golf	68,250	68,250	68,250	68,250	68,250	68,250	0%
	Total Transfers In	343,250	436,183	343,250	593,250	593,250	593,250	0%
Total General Fund Revenues		\$22,071,633	\$21,393,861	\$21,569,545	\$22,803,684	\$22,259,999	\$23,354,315	5%
220 - Motor Fuel Tax (MFT) Fund								
410111	MFT Allotments	1,091,798	1,082,279	1,089,430	1,090,000	1,095,000	1,085,000	-1%
	Total Tax Income	1,091,798	1,082,279	1,089,430	1,090,000	1,095,000	1,085,000	-1%
440406	Grant Income	0	0	0	0	1,064,958	980,158	-8%
	Total Grant & Reimbursements	0	0	0	0	1,064,958	980,158	-8%
480600	Interest Income	9,354	21,557	40,048	60,000	20,000	60,000	100%
	Total Miscellaneous Income	9,354	21,557	40,048	60,000	20,000	60,000	100%
Total Motor Fuel Tax Revenues		\$1,101,152	\$1,103,836	\$1,129,479	\$1,150,000	\$2,179,958	\$2,125,158	-3%

REVENUE DETAIL

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
300 - Debt Service Fund								
410100	Property Tax	1,711,945	1,886,989	3,041,972	3,122,938	3,122,938	3,133,855	0%
	Total Tax Income	1,711,945	1,886,989	3,041,972	3,122,938	3,122,938	3,133,855	0%
480300	Bond Proceeds	0	0	2,535,000	0	0	0	0%
480301	Debt Issue Premium	0	0	115,156	0	0	0	0%
480600	Interest Income	1,846	4,769	8,653	21,000	10,000	22,000	120%
480601	Miscellaneous Income	48,981	48,100	48,330	42,952	43,900	42,622	-3%
	Total Miscellaneous Income	50,827	52,869	2,707,139	63,952	53,900	64,622	20%
490400	Transfer from Capital Projects	0	0	0	0	0	0	0%
490480	Transfer from Brewster Creek TIF	29,880	29,880	29,880	29,880	29,880	29,880	0%
	Total Transfers In	29,880	29,880	29,880	29,880	29,880	29,880	0%
Total Debt Service Fund Revenues		\$1,792,652	\$1,969,738	\$5,778,991	\$3,216,770	\$3,206,718	\$3,228,357	1%
400 - Capital Projects Fund								
440406	Grants	1,880,677	58,249	0	0	0	0	0%
	Total Grants & Reimbursements	1,880,677	58,249	0	0	0	0	0%
480300	Bond Proceeds	0	0	0	0	0	0	0%
480301	Debt Issue Premium	0	0	0	0	0	0	0%
480600	Interest Income	410	41	930	600	400	600	50%
480601	Miscellaneous Income	0	0	0	0	0	0	0%
	Total Miscellaneous Income	410	41	930	600	400	600	50%
490430	Transfer from Developer Deposits	300,000	0	0	0	0	0	0%
	Total Transfers In	300,000	0	0	0	0	0	0%
Total Capital Projects Fund Revenues		\$2,181,087	\$58,289	\$930	\$600	\$400	\$600	50%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
420 - Municipal Building Fund								
440510	Contributions	49,767	42,524	10,168	7,697	3,400	1,400	-59%
	Total Grants & Reimbursements	49,767	42,524	10,168	7,697	3,400	1,400	-59%
480300	Bond Proceeds	0	16,536,465	0	0	0	580,000	100%
480600	Interest Income	2,798	43,833	149,736	70,000	75,000	5,000	-93%
	Total Miscellaneous Income	2,798	16,580,298	149,736	70,000	75,000	585,000	680%
490100	Transfer from General	0	500,000	300,000	1,111,250	1,111,250	0	-100%
490430	Transfer from Developer Deposits	0	0	0	1,300,000	1,300,000	0	-100%
	Total Transfers In	0	500,000	300,000	2,411,250	2,411,250	0	-100%
Total Municipal Building Fund Revenues		\$52,565	\$17,122,822	\$459,904	\$2,488,947	\$2,489,650	\$586,400	-76%
430 - Developer Deposits Fund								
440406	Grants	0	0	0	0	0	436,500	100%
440510	Contributions	8,484	81,457	106,737	45,000	85,000	35,000	-59%
	Total Grants & Reimbursements	8,484	81,457	106,737	45,000	85,000	471,500	455%
480600	Interest Income	18,703	33,474	54,841	60,000	20,000	35,000	75%
480601	Miscellaneous Income	0	0	23,191	0	0	0	0%
	Total Miscellaneous Income	18,703	33,474	78,032	60,000	20,000	35,000	75%
Total Developer Deposit Fund Revenues		\$27,187	\$114,931	\$184,769	\$105,000	\$105,000	\$506,500	382%
442 - Route 59 & Lake TIF Fund								
410100	Property Tax - Current	0	0	0	0	0	0	0%
	Total Tax Income	0	0	0	0	0	0	0%
480600	Interest Income	0	0	0	0	0	0	0%
480601	Miscellaneous Income	0	0	0	0	0	0	0%
	Total Miscellaneous Income	0	0	0	0	0	0	0%
490430	Transfer from Developer Deposits	7,913	15,517	30,135	58,699	78,000	133,000	71%
	Total Transfers In	7,913	15,517	30,135	58,699	78,000	133,000	71%
Total Rte 59 & Lake TIF Fund Revenues		\$7,913	\$15,517	\$30,135	\$58,699	\$78,000	\$133,000	71%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
443 - Bluff City TIF Municipal Fund								
410100	Property Tax - Current	1,169	4,381	11,016	29,464	27,000	30,600	13%
	Total Tax Income	1,169	4,381	11,016	29,464	27,000	30,600	13%
480600	Interest Income	13	42	669	700	1,500	700	-53%
	Total Miscellaneous Income	13	42	669	700	1,500	700	-53%
Total Bluff City TIF Municipal Revenues		\$1,182	\$4,423	\$11,685	\$30,164	\$28,500	\$31,300	10%
444 - Bluff City TIF Project Fund								
410100	Property Tax	18,312	68,634	172,584	461,595	420,000	480,000	14%
	Total Tax Income	18,312	68,634	172,584	461,595	420,000	480,000	14%
480350	Note Proceeds	0	0	0	6,222,000	1,460,000	1,460,000	0%
480600	Interest Income	9	77	501	2,947	1,000	3,000	200%
	Total Miscellaneous Income	9	77	501	6,224,947	1,461,000	1,463,000	0%
Total Bluff City TIF Project Fund Revenues		\$18,321	\$68,711	\$173,085	\$6,686,542	\$1,881,000	\$1,943,000	3%
480 - Brewster Creek TIF Municipal Account Fund								
410100	Property Tax - Current	496,001	618,608	651,067	691,330	665,000	725,000	9%
	Total Tax Income	496,001	618,608	651,067	691,330	665,000	725,000	9%
480600	Interest Income	947	2,129	6,684	12,000	3,000	15,000	400%
	Total Miscellaneous Income	947	2,129	6,684	12,000	3,000	15,000	400%
Total BCTIF Municipal Account Revenues		\$496,947	\$620,737	\$657,751	\$703,330	\$668,000	\$740,000	11%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
481 - Brewster Creek TIF Project Fund								
410100	Property Tax	3,472,004	4,330,257	4,557,468	4,839,300	4,640,000	5,075,000	9%
410105	Sales Tax	11,536	11,480	11,383	9,000	10,000	10,000	0%
	Total Tax Income	3,483,540	4,341,737	4,568,851	4,848,300	4,650,000	5,085,000	9%
480300	Bond Proceeds	0	9,200,000	0	0	0	0	0%
480350	Note Proceeds	5,659,300	1,026,801	2,430,500	2,276,000	3,700,000	2,500,000	-32%
480600	Interest Income	1,696	18,697	53,588	100,000	10,000	100,000	900%
	Total Miscellaneous Income	5,660,996	10,245,498	2,484,088	2,376,000	3,710,000	2,600,000	-30%
Total BCTIF Project Fund Revenues		\$9,144,536	\$14,587,235	\$7,052,939	\$7,224,300	\$8,360,000	\$7,685,000	-8%
500 - Water Fund								
440406	Grants	0	0	0	485,000	485,000	0	-100%
	Total Grants & Reimbursements	0	0	0	485,000	485,000	0	-100%
450100	Water Sales	6,369,747	6,500,999	8,031,577	9,750,000	9,900,000	12,000,000	21%
450105	Late Payment Fees	83,840	88,213	91,209	115,000	90,000	120,000	33%
450110	Meter Sales	5,380	18,312	27,754	10,000	10,000	10,000	0%
450120	Water Connection Charges	108,439	199,934	131,460	100,180	80,000	80,000	0%
	Total Charges For Services	6,567,406	6,807,457	8,282,000	9,975,180	10,080,000	12,210,000	21%
480600	Interest Income	7,183	13,394	24,601	40,000	15,000	20,000	33%
480601	Miscellaneous Income	759	118,898	733	3,000	1,000	1,000	0%
480650	Developer Contributions	0	1,480,175	162,000	0	0	0	0%
480652	IEPA Loan Program	0	0	0	6,515,000	14,851,200	1,000,000	-93%
480653	DWC Loans	0	0	0	18,016,909	14,500,000	0	-100%
	Total Miscellaneous Income	7,942	1,612,467	187,334	24,574,909	29,367,200	1,021,000	-97%
Total Water Fund Revenues		\$6,575,348	\$8,419,924	\$8,469,334	\$35,035,089	\$39,932,200	\$13,231,000	-67%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
510 - Sewer Fund								
440406	Grants	0	0	0	0	0	0%	
	Total Grants & Reimbursements	0	0	0	0	0	0%	
450100	Sewer Charges	3,183,962	3,263,653	3,986,580	4,945,000	4,945,000	23%	
450105	Late Payment Fees	43,081	44,706	46,125	55,000	45,000	33%	
450120	Sewer Connection Charges	115,529	201,361	117,048	104,000	80,000	0%	
	Total Charges For Services	3,342,572	3,509,720	4,149,753	5,104,000	5,070,000	23%	
480600	Interest Income	7,047	10,626	19,407	20,000	5,000	200%	
480601	Miscellaneous Income	0	0	1,500	0	0	0%	
480650	Developer Contributions	0	800,000	0	0	0	0%	
480300	Bond Proceeds	0	0	0	0	5,750,000	100%	
480652	IEPA Loan Program	0	0	0	0	0	0%	
	Total Miscellaneous Income	7,047	810,626	20,907	20,000	5,765,000	100%	
Total Sewer Fund Revenues		\$3,349,618	\$4,320,346	\$4,170,660	\$5,124,000	\$5,075,000	136%	
520 - Parking Fund								
420200	Metra Station Bus. License Fee	0	0	3,500	3,100	6,000	-60%	
	Total License Fee	0	0	3,500	3,100	6,000	-60%	
450200	Parking Meter Revenue	225,387	223,226	225,583	230,000	225,000	2%	
	Total Charges For Services	225,387	223,226	225,583	230,000	225,000	2%	
480600	Interest Income	83	325	839	1,000	1,000	100%	
	Total Miscellaneous Income	83	325	839	1,000	1,000	100%	
Total Parking Fund Revenues		\$225,470	\$223,551	\$229,922	\$234,100	\$231,500	1%	

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
550 - Golf Fund								
460000	Green Fees - 18 holes	599,041	626,999	608,630	570,000	630,000	625,000	-1%
460010	Twilight Fees	115,869	107,469	65,494	95,000	125,000	115,000	-8%
460020	Green Fees - 9 holes	26,617	28,883	50,243	38,000	30,000	40,000	33%
460030	Permanent Tee Time Fee	7,500	6,600	5,850	6,000	7,000	7,000	0%
460040	Season Passes	62,885	60,360	54,810	58,000	68,000	60,000	-12%
460050	Handicapping Fees	2,910	2,580	2,280	2,500	3,000	3,000	0%
460060	Range Balls	27,269	28,497	25,042	26,000	32,000	30,000	-6%
460070	Pull Cart Rentals	484	396	336	500	650	650	0%
460080	Motorized Cart Rentals	316,069	311,105	296,702	305,000	340,000	325,000	-4%
460090	Club Rentals	1,500	1,365	1,410	1,500	1,500	1,500	0%
460100	Locker Rentals	0	0	0	0	0	0	0%
	Total Golf Course Revenues	1,160,144	1,174,254	1,110,797	1,102,500	1,237,150	1,207,150	-2%
461000	Bags/Head Covers	1,678	950	953	1,500	1,500	1,500	0%
461010	Golf Shoes	4,747	5,300	5,737	3,500	6,000	5,500	-8%
461020	Golf Balls	21,170	22,047	22,772	22,000	24,500	23,000	-6%
461030	Golf Clubs	8,998	8,418	7,941	10,000	10,000	10,000	0%
461040	Golf Gloves	5,261	4,787	4,645	5,200	5,000	5,500	10%
461050	Miscellaneous Golf Merchandise	26,305	31,096	24,335	27,500	28,000	29,000	4%
461060	Miscellaneous Non-Taxable Sales	1,199	1,171	1,277	15,000	25,000	18,000	-28%
	Total Golf Pro Shop Sales	69,358	73,768	67,661	84,700	100,000	92,500	-8%
470000	Restaurant Sales	136,196	140,268	151,733	156,000	156,000	160,000	3%
470010	Banquet Sales	635,249	624,006	671,966	642,000	685,000	715,000	4%
470020	Midway Sales	118,726	123,946	118,504	118,000	128,000	126,000	-2%
	Total Food & Beverage Revs	890,171	888,220	942,203	916,000	969,000	1,001,000	3%
480520	Sale of Equipment	0	0	0	0	0	0	0%
480600	Interest Income	0	0	0	0	0	0	0%
480601	Miscellaneous Income	951	1,791	11,631	1,000	1,000	1,000	0%
480650	Developer Contributions	0	0	0	0	0	0	0%
	Total Miscellaneous Income	951	1,791	11,631	1,000	1,000	1,000	0%
490420	Transfer from Municipal Building	0	225,070	0	35,000	90,000	0	-100%
	Total Transfers In	0	225,070	0	35,000	90,000	0	-100%
Total Golf Fund Revenues		\$2,120,623	\$2,363,103	\$2,132,292	\$2,139,200	\$2,397,150	\$2,301,650	-4%

REVENUE DETAIL

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
600 - Central Services Fund								
480600	Interest Income	1,805	3,478	4,031	4,000	2,000	4,000	100%
480601	Miscellaneous Income	0	500	19,510	1,658	0	0	0%
	Total Miscellaneous Income	1,805	3,978	23,541	5,658	2,000	4,000	100%
490100	Transfer from General	757,041	757,041	757,041	848,041	848,041	1,005,550	19%
490500	Transfer from Water	131,861	131,861	131,861	156,361	156,361	187,107	20%
490510	Transfer from Sewer	131,861	131,861	131,861	156,361	156,361	187,106	20%
490550	Transfer from Golf	0	0	0	0	0	0	0%
	Total Transfers In	1,020,763	1,020,763	1,020,763	1,160,763	1,160,763	1,379,763	19%
Total Central Services Fund Revenues		\$1,022,567	\$1,024,741	\$1,044,304	\$1,166,421	\$1,162,763	\$1,383,763	19%
610 - Vehicle Replacement Fund								
480520	Sale of Equipment	89,886	51,471	53,438	47,000	50,000	50,000	0%
480600	Interest Income	3,796	8,165	14,143	18,000	8,000	20,000	150%
480601	Miscellaneous	0	17,750	71,241	0	0	0	0%
	Total Miscellaneous Income	93,682	77,386	138,822	65,000	58,000	70,000	21%
490100	Transfer from General	516,902	524,459	516,902	516,902	516,902	516,902	0%
490500	Transfer from Water	20,879	20,879	20,879	20,879	20,879	20,879	0%
490510	Transfer from Sewer	48,879	48,879	48,879	48,879	48,879	48,879	0%
490520	Transfer from Parking	7,110	7,110	7,110	7,110	7,110	7,110	0%
490550	Transfer from Golf	0	0	0	0	0	0	0%
	Total Transfers In	593,770	601,327	593,770	593,770	593,770	593,770	0%
Total Vehicle Replacement Fund Revenues		\$687,452	\$678,713	\$732,592	\$658,770	\$651,770	\$663,770	2%

REVENUE DETAIL

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
700 - Police Pension Fund								
480500	Pension Member Contributions	504,401	506,233	521,064	523,000	520,000	535,000	3%
480510	Pension Service Credit	19,682	0	0	0	0	0	0%
480600	Investment Income	351,666	2,711,293	2,331,923	1,900,000	2,850,000	2,900,000	2%
480601	Miscellaneous Income	848	195	477	500	500	500	0%
	Total Miscellaneous Income	876,597	3,217,721	2,853,464	2,423,500	3,370,500	3,435,500	2%
490100	Village Contribution (from General)	1,311,249	1,202,963	1,331,419	1,377,155	1,377,155	1,583,071	15%
	Total Transfers In	1,311,249	1,202,963	1,331,419	1,377,155	1,377,155	1,583,071	15%
Total Police Pension Fund Revenues		\$2,187,846	\$4,420,684	\$4,184,883	\$3,800,655	\$4,747,655	\$5,018,571	6%
720 - Bluff City SSA Debt Service Fund								
410100	Property Taxes	1,029,765	958,020	1,141,854	988,020	988,020	1,146,458	16%
	Total Tax Income	1,029,765	958,020	1,141,854	988,020	988,020	1,146,458	16%
480300	Bond Proceeds	0	0	0	5,435,000	0	0	0%
480600	Interest Income	181	2,854	7,352	15,000	5,000	15,000	200%
	Total Miscellaneous Income	181	2,854	7,352	5,450,000	5,000	15,000	200%
Total Bluff City SSA Debt Svc Fund Revenues		\$1,029,946	\$960,875	\$1,149,206	\$6,438,020	\$993,020	\$1,161,458	17%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1800 - Street Maintenance								
511000	Regular Salaries	1,472,921	1,440,458	1,416,921	1,438,500	1,438,500	1,482,563	3%
511100	Overtime Salaries	54,628	65,672	82,326	55,000	55,000	55,000	0%
511200	Temporary Salaries	8,550	3,590	11,214	13,367	13,367	24,200	81%
514000	Employee Retirement Contributions	289,988	285,581	301,034	307,569	307,569	297,964	-3%
515000	Employee Group Insurance	346,811	343,996	376,004	414,706	414,706	397,889	-4%
	Total Personnel Services	2,172,898	2,139,296	2,187,499	2,229,142	2,229,142	2,257,616	1%
522300	Uniform Rentals	5,818	5,139	0	0	0	0	0%
522500	Equipment Rental	34,169	31,954	40,368	37,000	35,000	37,000	6%
523100	Advertising	459	184	0	0	1,300	1,300	0%
524120	Utilities	124,369	130,629	124,146	130,000	130,000	130,000	0%
524230	Snow Plowing Contracts	64,688	61,560	129,375	130,000	150,000	140,000	-7%
526000	Vehicle Maintenance	28,828	47,630	44,290	45,000	45,000	45,000	0%
527100	Services to Maintain Streets	68,663	(101)	18,962	30,000	30,000	30,000	0%
527110	Services to Maintain Traffic Signals	44,706	60,635	16,676	58,000	60,000	60,000	0%
527112	Services to Maintain Street Lights	9,990	21,176	23,081	18,000	15,000	20,000	33%
527113	Services to Maintain Grounds	46,498	72,992	79,780	76,000	75,000	80,000	7%
527130	Sidewalk and Curb Replacement	73,706	56,221	65,008	66,458	60,000	75,000	25%
527140	Tree Trimming	3,043	11,700	6,745	14,000	10,000	10,000	0%
	Total Contractual Services	504,937	499,718	548,430	604,458	611,300	628,300	3%
530100	Materials & Supplies	82,779	34,534	32,543	40,000	50,000	50,000	0%
530110	Uniforms	4,998	11,835	1,530	7,000	10,000	10,000	0%
530115	Subscriptions/Publications	89	253	73	100	100	100	0%
530150	Small Tools	5,416	5,364	5,187	5,350	5,500	5,500	0%
530160	Safety Equipment	3,001	4,059	3,031	3,000	3,000	3,000	0%
532000	Automotive Supplies	4,276	0	3,558	0	0	0	0%
532010	Fuel Purchases	48,916	52,917	68,933	70,000	70,000	70,000	0%
532200	Office Supplies	3,856	5,432	4,788	4,500	2,500	4,500	80%
532300	Postage	579	609	1,083	600	600	750	25%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1800 - Street Maintenance								
534230	Snow Plowing Salt	196,331	92,933	106,822	148,112	150,000	150,000	0%
534300	Equipment Maintenance Materials	86,977	57,267	100,737	60,000	60,000	60,000	0%
534400	Street Maintenance Materials	21,606	43,134	39,601	65,000	50,000	60,000	20%
534500	Grounds Maintenance Materials	24,431	20,475	18,778	21,000	22,000	32,000	45%
534600	Building Maintenance Materials	6,649	6,229	9,839	7,000	7,000	7,000	0%
534800	Street Light Maintenance Materials	22,657	26,342	42,614	28,000	28,000	32,000	14%
	Total Commodities	512,560	361,383	439,117	459,662	458,700	484,850	6%
541600	Professional Development	2,757	4,038	7,926	6,500	8,900	8,900	0%
543101	Dues	1,208	1,163	1,291	1,300	1,580	1,730	9%
543800	Storm Water Facilities Maintenance	29,669	55,880	56,922	60,000	169,000	253,500	50%
546900	Contingencies	10,000	19,985	18,834	8,500	10,000	10,000	0%
	Total Other Charges	43,634	81,067	84,973	76,300	189,480	274,130	45%
570100	Machinery & Equipment	21,020	4,919	22,051	70,000	85,000	61,000	-28%
574800	Tree Purchases	210,923	152,100	91,951	66,875	75,000	75,000	0%
	Total Capital Outlay	231,943	157,019	114,002	136,875	160,000	136,000	-15%
590420	Transfer to Municipal Building	0	0	0	100,000	100,000	0	-100%
590600	Transfer to Central Services	90,361	90,361	90,361	125,361	125,361	156,107	25%
590610	Transfer to Vehicle Replacement	249,528	257,085	249,528	249,528	249,528	249,528	0%
	Total Transfers Out	339,889	347,446	339,889	474,889	474,889	405,635	-15%
	Total Street Maintenance Expenditures	\$3,805,861	\$3,585,929	\$3,713,910	\$3,981,326	\$4,123,511	\$4,186,531	2%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5000 - Water Operating								
511000	Regular Salaries	902,878	899,583	910,720	870,878	929,463	868,598	-7%
511100	Overtime Salaries	30,484	28,339	43,714	40,000	40,000	40,000	0%
511200	Temporary Salaries	0	0	0	0	1,667	0	-100%
514000	Employee Retirement Contributions	177,137	178,996	184,549	174,934	198,847	175,590	-12%
515000	Employee Group Insurance	195,433	189,272	212,419	218,397	218,397	185,387	-15%
	Total Personnel Services	1,305,932	1,296,189	1,351,401	1,304,209	1,388,374	1,269,575	-9%
520025	Elgin Water Agreement	4,240,960	4,439,248	4,660,099	4,920,000	4,952,772	5,989,100	21%
522300	Uniform Rentals	2,139	1,981	0	0	0	0	0%
522400	Service Agreements	305,860	186,687	297,348	207,800	295,210	210,810	-29%
522500	Equipment Rental	2,338	2,441	2,456	3,048	3,800	3,800	0%
522720	Printing Services	5,197	5,082	5,089	4,550	5,000	9,500	90%
522800	Analytical Testing	13,408	13,559	11,348	17,300	18,000	18,000	0%
523100	Advertising	260	172	281	175	200	200	0%
523401	Engineering Services	6,380	0	0	0	5,000	15,000	200%
524120	Utilities	230,376	200,713	191,968	188,700	235,000	198,000	-16%
526000	Vehicle Maintenance	2,282	3,013	4,767	3,900	3,750	3,800	1%
527120	Services to Maintain Mains	50,954	36,967	65,999	63,900	64,000	45,000	-30%
	Total Contractual Services	4,860,154	4,889,862	5,239,353	5,409,373	5,582,732	6,493,210	16%
530100	Materials & Supplies	28,135	27,005	19,524	40,500	39,000	68,000	74%
530110	Uniforms	2,003	4,816	64	2,900	4,500	4,200	-7%
530115	Subscriptions/Publications	89	68	73	0	200	200	0%
530120	Chemical Supplies	2,451	1,911	2,470	3,850	4,606	2,200	-52%
530150	Small Tools	1,048	872	1,622	1,300	1,400	1,400	0%
530160	Safety Equipment	242	272	309	750	1,100	1,000	-9%
532000	Automotive Supplies	13,758	12,076	13,104	13,900	21,000	18,000	-14%
532200	Office Supplies	3,471	4,315	4,720	4,100	5,000	5,000	0%
532300	Postage	23,455	22,495	22,742	24,200	27,600	39,600	43%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5000 - Water Operating								
534300	Equipment Maintenance Materials	40,192	46,753	47,663	25,000	50,000	50,000	0%
534500	Grounds Maintenance Materials	2,567	2,976	3,001	4,750	5,200	5,200	0%
534600	Building Maintenance Materials	3,069	4,855	7,370	3,900	5,000	4,500	-10%
534810	Meter Maintenance Materials	10,280	31,240	46,474	35,800	36,000	37,500	4%
	Total Commodities	130,760	159,653	169,137	160,950	200,606	236,800	18%
541600	Professional Development	994	2,119	2,499	2,100	3,805	1,700	-55%
543101	Dues	746	611	549	719	790	815	3%
543900	Community Relations	0	0	0	0	0	0	0%
546300	Bank Charges	5,216	5,603	5,580	5,640	6,100	6,100	0%
546900	Contingencies	1,186	5,187	23,901	7,500	25,000	25,000	0%
547047	IEPA Loan	0	0	0	0	0	240,000	100%
547072	DWC Capital Buy-In (\$13M)	0	0	0	0	0	434,354	100%
547073	DWC Trasmision Line (\$21M)	0	0	0	0	0	1,527,070	100%
	Total Other Charges	8,142	13,520	32,529	15,959	35,695	2,235,039	6161%
570100	Machinery & Equipment	40,891	16,275	75,239	8,856	12,000	9,800	-18%
	Total Capital Outlay	40,891	16,275	75,239	8,856	12,000	9,800	-18%
590100	Transfer to General	130,000	130,000	130,000	130,000	130,000	130,000	0%
590600	Transfer to Central Services	131,861	131,861	131,861	156,361	156,361	187,107	20%
590610	Transfer to Vehicle Replacement	20,879	20,879	20,879	20,879	20,879	20,879	0%
	Total Transfers Out	282,740	282,740	282,740	307,240	307,240	337,986	10%
Total Water Operating Expenses								
		\$6,628,619	\$6,658,240	\$7,150,399	\$7,206,587	\$7,526,647	\$10,582,410	41%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5100 - Sewer Operating								
511000	Regular Salaries	1,356,449	1,380,407	1,400,543	1,425,526	1,441,142	1,434,369	0%
511100	Overtime Salaries	50,685	44,849	56,471	40,000	40,000	40,000	0%
511200	Temporary Salaries	0	0	0	0	1,667	10,000	100%
514000	Employee Retirement Contributions	265,773	281,082	277,875	285,548	305,248	284,857	-7%
515000	Employee Group Insurance	277,235	273,335	328,662	340,281	340,281	316,735	-7%
	Total Personnel Services	1,950,142	1,979,673	2,063,551	2,091,355	2,128,338	2,085,961	-2%
522300	Uniform Rentals	3,709	3,640	0	0	0	0	0%
522400	Service Agreements	26,017	4,075	30,506	26,000	26,210	36,210	38%
522500	Equipment Rental	2,565	5,399	7,290	7,300	3,000	3,000	0%
522720	Printing Services	5,197	5,082	5,089	4,239	5,200	9,500	0%
522800	Analytical Testing	22,927	10,631	8,737	8,700	12,500	12,500	0%
523100	Advertising	125	178	184	200	500	500	0%
523401	Engineering Services	10,297	0	0	10,000	10,000	25,000	150%
524120	Utilities	416,520	413,184	402,570	356,000	375,000	375,000	0%
524210	Sludge Removal	41,905	40,875	48,087	38,000	30,000	35,000	17%
526000	Vehicle Maintenance	7,837	9,896	13,999	15,000	7,500	10,000	33%
527120	Services to Maintain Mains	53,720	14,792	51,092	50,000	50,000	50,000	0%
	Total Contractual Services	590,819	507,751	567,554	515,439	519,910	556,710	7%
530100	Materials & Supplies	27,031	31,089	28,208	28,000	32,000	32,000	0%
530110	Uniforms	3,116	8,722	1,802	9,000	9,000	9,000	0%
530120	Chemical Supplies	91,152	101,679	115,723	100,000	95,000	110,000	16%
530150	Small Tools	2,651	1,678	1,323	3,000	3,000	3,000	0%
530160	Safety Equipment	3,608	3,982	5,660	3,500	5,000	5,000	0%
532000	Automotive Supplies	17,753	15,057	18,011	26,000	32,000	32,000	0%
532200	Office Supplies	7,589	6,759	6,515	6,500	6,500	6,500	0%
532300	Postage	23,603	22,480	22,703	24,000	25,000	32,500	30%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5100 - Sewer Operating								
534300	Equipment Maintenance Materials	204,242	208,610	225,489	210,000	225,000	210,000	-7%
534500	Grounds Maintenance Materials	11,071	11,853	5,596	12,000	12,000	6,000	-50%
534600	Building Maintenance Materials	15,258	16,308	18,875	15,000	15,000	15,000	0%
	Total Commodities	407,074	428,215	449,907	437,000	459,500	461,000	0%
541600	Professional Development	4,565	2,508	5,774	5,300	6,620	6,620	0%
534101	Dues	12,479	11,305	11,396	12,470	12,470	13,337	7%
546200	Permit Fees	18,000	18,000	18,000	18,000	18,000	18,000	0%
546300	Bank Charges	5,228	5,614	5,580	5,000	5,500	5,000	-9%
546900	Contingencies	5,390	30,487	2,164	25,000	25,000	25,000	0%
547047	IEPA Loan Interest	47,153	45,076	42,951	41,405	41,405	39,195	-5%
547048	IEPA Loan Principal	0	0	0	95,745	95,745	97,955	2%
547075	Bond Interest	0	0	0	0	0	300,000	100%
	Total Other Charges	92,815	112,989	85,864	202,920	204,740	505,107	147%
570100	Machinery & Equipment	205,718	34,817	18,261	110,000	132,000	60,000	-55%
	Total Capital Outlay	205,718	34,817	18,261	110,000	132,000	60,000	-55%
590100	Transfer to General	130,000	130,000	130,000	130,000	130,000	130,000	0%
590600	Transfer to Central Services	131,861	131,861	131,861	156,361	156,361	187,106	20%
590610	Transfer to Vehicle Replacement	48,879	48,879	48,879	48,879	48,879	48,879	0%
	Total Transfers Out	310,740	310,740	310,740	335,240	335,240	365,985	9%
Total Sewer Operating Expenses								
		\$3,557,308	\$3,374,185	\$3,495,876	\$3,691,954	\$3,779,728	\$4,034,763	7%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5200 - Parking Operating								
511000	Regular Salaries	60,333	56,832	58,513	64,371	65,245	67,006	3%
511100	Overtime Salaries	186	188	260	200	0	0	0%
514000	Employee Retirement Contributions	11,582	11,023	11,008	12,000	12,460	11,911	-4%
	Total Personnel Services	72,101	68,043	69,781	76,571	77,705	78,917	2%
522400	Service Agreements	28,042	29,250	33,202	30,164	33,227	35,000	5%
523800	Rent to Railroad	12,100	6,548	6,412	7,000	16,000	7,000	-56%
524120	Utilities	12,717	13,834	13,350	13,300	13,500	13,500	0%
529000	Other Contractual Services	8,399	11,354	12,191	11,980	15,000	15,000	0%
	Total Contractual Services	61,258	60,987	65,155	62,444	77,727	70,500	-9%
530100	Materials and Supplies	4,624	8,729	28,889	7,636	6,500	6,500	0%
	Total Commodities	4,624	8,729	28,889	7,636	6,500	6,500	0%
546900	Contingencies	0	0	0	0	0	0	0%
	Total Other Charges	0	0	0	0	0	0	0%
570100	Machinery & Equipment	18,819	3,995	15,439	7,915	9,000	10,000	11%
570200	Building & Grounds Improvements	25,148	28,476	33,428	29,017	24,000	30,000	25%
	Total Capital Outlay	43,967	32,472	48,867	36,932	33,000	40,000	21%
590100	Transfer to General	15,000	15,000	15,000	15,000	15,000	15,000	0%
590610	Transfer to Vehicle Replacement	7,110	7,110	7,110	7,110	7,110	7,110	0%
	Total Transfers Out	22,110	22,110	22,110	22,110	22,110	22,110	0%
Total Parking Operating Expenses		\$204,060	\$192,340	\$234,801	\$205,693	\$217,042	\$218,027	0%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1700 - Police								
511000	Regular Salaries	6,226,707	6,320,810	6,332,323	6,400,000	6,497,220	6,743,765	4%
511100	Overtime Salaries	596,289	554,075	501,906	525,000	525,000	525,000	0%
511201	Crossing Guard Salaries	135,958	104,221	102,152	125,000	125,000	125,000	0%
514000	Employee Retirement Contributions	615,183	618,440	612,045	636,195	636,195	703,357	11%
515000	Employee Group Insurance	1,325,328	1,271,005	1,376,918	1,484,326	1,484,326	1,403,863	-5%
	Total Personnel Services	8,899,465	8,868,551	8,925,344	9,170,521	9,267,741	9,500,985	3%
522400	Service Agreements	62,199	65,936	74,556	76,003	90,879	88,847	-2%
522500	Equipment Rentals	18,847	17,798	20,453	23,664	23,800	25,600	8%
522700	Computer Services	21,474	21,529	22,753	25,250	42,927	38,541	-10%
523100	Advertising	484	792	1,092	1,994	3,000	2,000	-33%
524220	Towing	170	0	0	0	1,000	1,000	0%
524240	Impounding Animals	1,654	1,188	1,351	560	3,000	3,000	0%
525400	Communications - DuComm	605,039	593,211	614,165	660,392	660,392	672,792	2%
526000	Vehicle Maintenance	49,559	36,406	35,119	33,850	60,000	60,000	0%
526050	Vehicle Setup	59,727	54,328	14,458	21,428	28,360	8,275	-71%
526100	Auto Body Repairs	37,922	1,035	11,437	2,500	7,500	7,500	0%
	Total Contractual Services	857,075	792,221	795,383	845,641	920,858	907,555	-1%
530100	Materials & Supplies	31,146	38,850	36,883	35,465	60,600	63,150	4%
530110	Uniforms	55,300	73,518	59,201	76,270	76,270	85,150	12%
530115	Subscriptions/Publications	5,172	5,213	7,730	6,399	7,804	8,060	3%
530125	Shooting Range Supplies	30,870	34,576	29,402	30,652	40,125	40,125	0%
532000	Automotive Supplies	94,675	89,706	100,532	97,695	132,000	132,000	0%
532200	Office Supplies	13,836	13,986	15,754	12,816	20,000	20,000	0%
532300	Postage	10,623	10,000	6,899	4,315	17,750	17,750	0%
534300	Equipment Maintenance Materials	5,200	3,528	1,805	5,408	10,500	11,500	10%
	Total Commodities	246,822	269,376	258,206	269,020	365,049	377,735	3%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1700 - Police								
541600	Professional Development	105,984	80,129	79,804	84,235	110,000	110,000	0%
542000	Planning & Research	6,894	10,460	10,742	10,799	11,363	12,285	8%
542810	Safety Program Expenses	6,965	3,900	9,185	11,038	14,580	14,235	-2%
543101	Dues	19,226	22,318	22,448	22,245	28,675	28,675	0%
543900	Community Relations	33,706	33,711	35,389	42,000	42,000	42,000	0%
544001	Prisoner Detention	1,061	953	206	950	1,000	1,250	25%
545100	Emergency Management	938	62	25	684	5,000	4,500	-10%
545200	Police/Fire Commission	13,061	14,494	25,032	19,710	21,100	23,100	9%
546900	Contingencies	4,151	3,527	25,745	5,301	10,000	10,000	0%
547015	Capital Lease Payment	11,732	11,732	11,732	11,745	0	0	0%
	Total Other Charges	203,718	181,285	220,308	208,707	243,718	246,045	1%
570100	Machinery & Equipment	396,339	133,029	59,619	62,206	93,280	70,180	-25%
570105	Equitable Sharing	0	0	1,293	24,000	24,000	80,640	236%
	Total Capital Outlay	396,339	133,029	60,912	86,206	117,280	150,820	29%
590600	Transfer to Central Services	394,558	394,558	394,558	458,319	458,319	550,556	20%
590610	Transfer to Vehicle Replacement	232,000	232,000	232,000	232,000	232,000	232,000	0%
590700	Transfer to Police Pension	1,311,249	1,202,963	1,331,419	1,377,155	1,377,155	1,583,071	15%
	Total Transfers Out	1,937,807	1,829,521	1,957,977	2,067,474	2,067,474	2,365,627	14%
Total Police Expenditures		\$12,541,226	\$12,073,983	\$12,218,130	\$12,647,569	\$12,982,120	\$13,548,767	4%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
7000 - Police Pension Fund								
511500	Payments to Pensioners	1,235,893	1,363,752	1,610,170	1,767,984	1,867,189	2,080,427	11%
511600	Refunds to Participants	79,501	0	21,775	0	10,000	10,000	0%
513600	Reserve for Future Pension Pyts	760,965	2,908,458	2,391,247	1,866,934	2,701,031	2,740,559	1%
	Total Personnel Services	2,076,359	4,272,210	4,023,192	3,634,918	4,578,220	4,830,986	6%
521000	Financial Consultant	82,673	115,312	118,173	136,424	132,500	144,800	9%
523001	Personnel Testing	5,935	0	5,115	1,500	1,500	2,250	50%
523400	Legal Services	2,900	11,322	12,026	4,513	8,000	8,000	0%
529000	Other Contractual Services	15,406	16,802	17,746	16,867	18,000	23,100	28%
	Total Contractual Services	106,914	143,436	153,059	159,304	160,000	178,150	11%
541600	Professional Development	2,162	2,565	6,219	4,127	5,795	5,795	0%
546300	Bank Charges	2,412	2,473	2,412	2,306	2,640	2,640	0%
546900	Contingencies	0	0	0	0	1,000	1,000	0%
	Total Other Charges	4,573	5,038	8,631	6,433	9,435	9,435	0%
Total Police Pension Fund Expenses		\$2,187,846	\$4,420,684	\$4,184,883	\$3,800,655	\$4,747,655	\$5,018,571	6%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1100 - Village Board/Administration								
511000	Regular Salaries	757,951	724,055	618,213	903,557	938,257	1,033,582	10%
511100	Overtime Salaries	484	817	4,230	4,000	4,000	4,000	0%
511200	Temporary Salaries	0	8,887	26,114	0	0	0	0%
514000	Employee Retirement Contributions	122,125	121,773	120,963	184,914	187,358	193,582	3%
515000	Employee Group Insurance	117,827	121,846	132,798	184,914	188,154	189,906	1%
	Total Personnel Services	998,387	977,378	902,318	1,277,385	1,317,769	1,421,070	8%
522400	Service Agreements	4,644	4,460	2,195	2,900	4,000	4,000	0%
523100	Advertising	0	0	0	22,000	30,000	25,000	-17%
529000	Other Contractual Services	0	0	0	0	0	0	0%
	Total Contractual Services	4,644	4,460	2,195	24,900	34,000	29,000	-15%
530115	Subscriptions/Publications	345	1,008	744	750	750	750	0%
530135	Recycling Expenses	0	0	0	0	0	0	0%
532000	Automotive Supplies	2,724	2,873	504	1,000	3,750	2,000	-47%
532200	Office Supplies	3,540	3,276	5,268	2,500	3,500	3,500	0%
532300	Postage	1,982	1,967	1,836	1,500	2,500	2,000	-20%
	Total Commodities	8,591	9,124	8,352	5,750	10,500	8,250	-21%
541600	Professional Development	13,154	18,482	17,798	14,900	19,050	16,080	-16%
542100	Economic Incentives	0	0	0	150,000	150,000	255,000	70%
543101	Dues	45,844	56,252	53,260	61,500	61,617	61,542	0%
543900	Community Relations	51,457	48,255	92,967	39,500	39,160	39,673	1%
543910	Historical Society Expenses	8,690	9,128	8,635	10,000	10,000	10,000	0%
546900	Contingencies	3,533	16,891	6,345	5,500	10,000	10,000	0%
	Total Other Charges	122,678	149,008	179,004	281,400	289,827	392,295	35%
570100	Machinery & Equipment	0	0	0	0	0	0	0%
	Total Capital Outlay	0	0	0	0	0	0	0%
590600	Transfer to Central Services	69,427	69,427	69,427	69,440	69,440	78,658	13%
590610	Transfer to Vehicle Replacement	4,000	4,000	4,000	4,000	4,000	4,000	0%
	Total Transfers Out	73,427	73,427	73,427	73,440	73,440	82,658	13%
Total Village Board/Administration Exp		\$1,207,727	\$1,213,397	\$1,165,296	\$1,662,875	\$1,725,536	\$1,933,273	12%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1200 - Professional Services								
521000	Actuarial Consultant	2,650	3,050	3,742	3,236	3,500	3,500	0%
522900	Professional Planners	8,056	1,183	0	0	0	0	0%
523400	Legal Services	297,395	297,745	335,634	330,068	387,400	373,800	-4%
523401	Engineering Services	90,758	149,811	39,237	63,527	60,000	160,000	167%
	Total Contractual Services	398,859	451,788	378,613	396,831	450,900	537,300	19%
546900	Contingencies	71,387	246,197	33,354	74,673	20,000	20,000	0%
	Total Other Charges	71,387	246,197	33,354	74,673	20,000	20,000	0%
Total Professional Services Expenditures		\$470,245	\$697,986	\$411,967	\$471,504	\$470,900	\$557,300	18%
1210- Liability Insurance								
544100	IRMA Premiums	527,854	507,666	463,465	500,000	465,000	500,000	8%
544200	IRMA Deductible Payments	68,894	123,858	138,088	125,000	175,000	140,000	-20%
	Other Charges	596,747	631,524	601,553	625,000	640,000	640,000	0%
Total Liability Insurance Expenditures		\$596,747	\$631,524	\$601,553	\$625,000	\$640,000	\$640,000	0%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1400 - Finance								
511000	Regular Salaries	825,831	796,448	746,055	573,341	540,509	561,224	4%
511100	Overtime Salaries	3,975	3,099	3,003	4,000	5,500	5,500	0%
514000	Employee Retirement Contributions	156,410	152,720	146,741	116,266	112,581	108,792	-3%
515000	Employee Group Insurance	190,958	192,191	191,552	146,342	146,342	134,617	-8%
	Total Personnel Services	1,177,174	1,144,457	1,087,352	839,949	804,932	810,133	1%
522400	Service Agreements	4,842	2,088	3,398	3,500	5,000	5,000	0%
522950	Ordinance Codification	6,794	3,325	9,746	8,000	6,800	8,900	31%
523100	Advertising	0	33	626	180	250	250	0%
523110	Legal Publications	3,585	1,205	1,807	1,900	2,000	2,000	0%
523500	Audit Services	43,125	49,188	40,635	41,900	42,835	43,760	2%
529000	Other Contractual Services	210	350	1,054	1,200	1,600	1,740	9%
	Total Contractual Services	58,556	56,189	57,265	56,680	58,485	61,650	5%
530115	Subscriptions/Publications	2,365	2,084	1,912	1,700	1,700	1,800	6%
530135	Recycling Expenses	11,160	4,650	4,081	10,000	6,250	10,000	60%
532200	Office Supplies	11,667	9,612	9,087	8,025	10,350	10,000	-3%
532300	Postage	23,701	17,512	19,792	28,000	30,000	30,500	2%
	Total Commodities	48,893	33,858	34,872	47,725	48,300	52,300	8%
541600	Professional Development	1,342	660	2,089	2,135	2,200	2,200	0%
542100	Rebates	57,120	58,680	61,680	0	60,510	0	-100%
543101	Dues	1,244	1,627	887	1,000	1,050	1,050	0%
546900	Contingencies	34,503	79,573	1,822	3,000	3,220	3,400	6%
	Total Other Charges	94,209	140,540	66,479	6,135	66,980	6,650	-90%
570100	Machinery & Equipment	0	0	5,051	0	0	0	0%
	Total Capital Outlay	0	0	5,051	0	0	0	0%
590420	Transfer to Municipal Building	0	500,000	300,000	1,011,250	1,011,250	0	-100%
590600	Transfer to Central Services	76,951	76,951	76,951	76,964	76,964	87,719	14%
	Total Transfers Out	76,951	576,951	376,951	1,088,214	1,088,214	87,719	-92%
	Total Finance Expenditures	\$1,455,783	\$1,951,995	\$1,627,969	\$2,038,703	\$2,066,911	\$1,018,452	-51%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1600 - Building								
511000	Regular Salaries	478,062	522,965	516,745	554,000	518,365	587,204	13%
511100	Overtime Salaries	4,378	0	432	200	2,000	2,000	0%
511200	Temporary Salaries	4,890	1,860	1,020	0	38,000	0	-100%
514000	Employee Retirement Contributions	89,229	100,294	98,923	109,000	109,242	109,434	0%
515000	Employee Group Insurance	101,200	96,908	130,123	146,000	146,342	134,617	-8%
	Total Personnel Services	677,759	722,028	747,243	809,200	813,949	833,255	2%
522300	Uniform Rentals	563	0	0	300	300	350	17%
522500	Equipment Rentals	0	222	0	0	250	250	0%
522501	Document Imaging Services	0	900	900	1,500	1,500	1,500	0%
523010	Elevator Inspections	2,896	2,608	846	1,200	1,225	2,760	125%
526000	Vehicle Maintenance	3,357	2,766	2,919	3,300	3,000	2,500	-17%
526005	Plan Review Services	100,066	142,674	151,492	30,000	80,000	70,000	-13%
526006	Building Inspection Services	0	0	0	0	0	0	0%
	Total Contractual Services	106,882	149,170	156,156	36,300	86,275	77,360	-10%
530115	Subscriptions/Publications	485	141	1,050	1,323	1,323	1,423	8%
532000	Automotive Supplies	1,930	1,534	1,871	2,000	2,100	2,000	-5%
532200	Office Supplies	4,582	3,576	4,007	4,100	4,798	3,900	-19%
532300	Postage	1,356	1,910	1,441	500	1,707	250	-85%
	Total Commodities	8,353	7,161	8,369	7,923	9,928	7,573	-24%
541600	Professional Development	1,643	3,364	1,654	2,000	4,480	3,435	-23%
543101	Dues	415	652	387	600	815	750	-8%
546900	Contingencies	0	72	0	0	200	200	0%
	Total Other Charges	2,058	4,088	2,041	2,600	5,495	4,385	-20%
570100	Machinery & Equipment	0	0	0	2,200	2,450	1,000	100%
	Total Capital Outlay	0	0	0	2,200	2,450	1,000	100%
590600	Transfer to Central Services	68,059	68,059	68,059	60,250	60,259	67,258	12%
590610	Transfer to Vehicle Replacement	25,000	25,000	25,000	25,000	25,000	25,000	0%
	Total Transfers Out	93,059	93,059	93,059	85,250	85,259	92,258	8%
Total Building Expenditures		\$888,111	\$975,506	\$1,006,868	\$943,473	\$1,003,356	\$1,015,831	1%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
1500 - Community Development								
511000	Regular Salaries	570,229	545,674	645,556	599,765	612,046	534,327	-13%
511100	Overtime Salaries	123	0	327	600	1,000	1,000	0%
511200	Temporary Salaries	0	0	0	0	5,000	5,500	10%
514000	Employee Retirement Contributions	116,189	105,251	126,760	116,565	126,481	104,274	-18%
515000	Employee Group Insurance	120,204	123,823	144,157	147,274	159,931	134,617	-16%
	Total Personnel Services	806,745	774,748	916,801	864,204	904,458	779,718	-14%
522400	Service Agreements	6,370	8,158	7,674	3,000	6,200	4,500	0%
522501	Document Imaging Services	0	2,188	2,320	1,915	2,000	2,000	0%
523100	Advertising	15,914	29,797	23,073	0	0	0	0%
523110	Legal Notices	0	0	0	1,200	3,000	3,000	0%
526000	Vehicle Maintenance	653	2,127	461	2,000	2,000	3,000	50%
	Total Contractual Services	22,937	42,271	33,528	8,115	13,200	12,500	-5%
530100	Materials & Supplies	2,203	812	1,357	3,500	6,000	3,750	-38%
530115	Subscriptions/Publications	633	850	482	800	1,000	1,000	0%
532000	Automotive Supplies	774	613	582	1,500	5,000	3,800	-24%
532200	Office Supplies	1,430	541	1,758	1,500	2,000	2,000	0%
532300	Postage	1,183	2,338	3,396	1,200	4,000	2,500	-38%
	Total Commodities	6,223	5,155	7,575	8,500	18,000	13,050	-28%
541600	Professional Development	5,782	10,448	16,218	7,000	7,070	8,925	26%
542100	Rebates	44,900	0	3,557	5,000	5,000	0	-100%
543101	Dues	2,606	2,918	4,026	2,800	3,260	2,530	-22%
546900	Contingencies	4,957	3,857	4,239	3,500	5,000	5,000	0%
	Total Other Charges	58,245	17,222	28,041	18,300	20,330	16,455	-19%
570100	Machinery & Equipment	13,437	0	2,003	5,500	5,500	5,000	-9%
	Total Capital Outlay	13,437	0	2,003	5,500	5,500	5,000	-9%
590600	Transfer to Central Services	57,685	57,685	57,685	57,698	57,698	65,252	13%
590610	Transfer to Vehicle Replacement	6,374	6,374	6,374	6,374	6,374	6,374	0%
	Total Transfers Out	64,059	64,059	64,059	64,072	64,072	71,626	12%
Total Community Development Expenditures		\$971,646	\$903,456	\$1,052,007	\$968,691	\$1,025,560	\$898,349	-12%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
4430 - Bluff City TIF Municipal Acct Fund								
511000	Regular Salaries	0	0	0	0	0	0	0%
523401	Employee Retirement Contrib.	0	0	0	0	0	0	0%
	Total Personnel Services	0	0	0	0	0	0	0%
523100	Advertising	0	0	0	0	0	0	0%
523400	Legal Services	0	0	0	0	0	0	0%
524000	Bond Issuance Costs	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	0	0	0%
541600	Professional Development	0	0	0	0	0	0	0%
542100	Economic Incentives	0	0	0	0	0	50,000	100%
546900	Contingencies	0	0	0	0	28,000	7,000	-75%
	Total Other Charges	0	0	0	0	28,000	57,000	104%
590300	Transfer to Debt Service	0	0	0	0	0	0	0%
	Total Transfers Out	0	0	0	0	0	0	0%
Total Bluff City TIF Municipal Acct Exp								
		\$0	\$0	\$0	\$0	\$28,000	\$57,000	100%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
4800 - Brewster Creek Business Park TIF Municipal Acct Fund								
511000	Regular Salaries	443,426	425,394	434,122	490,000	501,034	484,919	-3%
514000	Employee Retirement Contributions	67,236	68,776	72,310	89,000	90,963	82,125	-10%
515000	Employee Group Insurance	0	0	0	0	0	0	0%
	Total Personnel Services	510,662	494,170	506,433	579,000	591,997	567,044	-4%
523100	Advertising	6,840	6,400	7,428	6,000	15,000	15,000	0%
523400	Legal Services	3,397	4,865	0	0	5,000	5,000	0%
523401	Engineering Services	0	5,275	(1,970)	0	5,000	5,000	0%
	Total Contractual Services	10,237	16,540	5,458	6,000	25,000	25,000	0%
541600	Professional Development	785	2,138	1,683	2,000	7,000	7,000	0%
542100	Economic Incentives	0	0	0	0	0	550,000	100%
546900	Contingencies	50,000	0	322	50,000	55,000	5,000	-91%
	Total Other Charges	50,785	2,138	2,005	52,000	62,000	562,000	806%
590300	Transfer to Debt Service	29,880	29,880	29,880	29,880	29,880	29,880	0%
	Total Transfers Out	29,880	29,880	29,880	29,880	29,880	29,880	0%
Total Brewster Crk TIF Municipal Acct Exp								
		\$601,563	\$542,727	\$543,775	\$666,880	\$708,877	\$1,183,924	67%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5500 - Golf Program								
511000	Regular Salaries	149,984	150,680	162,315	161,975	164,275	168,486	3%
511100	Overtime Salaries	1,352	4,745	3,944	4,000	3,000	3,000	0%
511200	Temporary Salaries	77,535	72,297	66,355	75,000	80,000	80,000	0%
514000	Employee Retirement Contribution	34,114	35,668	36,646	41,000	41,081	39,389	-4%
515000	Employee Group Insurance	42,804	26,104	30,125	52,265	52,265	48,078	-8%
	Total Personnel Services	305,789	289,493	299,384	334,240	340,621	338,953	0%
522400	Service Agreements	22,387	32,698	41,141	31,550	32,000	32,000	0%
523100	Advertising	3,411	7,117	5,367	7,500	8,000	8,000	0%
523425	Handicapping Services	1,460	1,300	0	1,500	1,500	1,500	0%
524100	Building Maintenance Services	30,024	23,886	29,731	27,500	35,000	35,000	0%
524120	Utilities	30,848	34,105	31,219	36,000	40,000	38,000	-5%
529000	Other Contractual Services	2,675	2,675	2,675	2,675	2,675	52,633	1868%
	Total Contractual Services	90,805	101,781	110,134	106,725	119,175	167,133	40%
530100	Materials & Supplies	7,475	8,552	5,830	5,200	13,050	10,000	-23%
530110	Uniforms	500	651	166	750	1,500	1,500	0%
532000	Automotive Supplies	10,835	9,926	8,584	8,500	10,500	7,250	-31%
532200	Office Supplies	717	488	561	500	2,000	1,000	-50%
532300	Postage	101	0	319	100	100	100	0%
534200	Golf Cart Maintenance Materials	14,012	11,018	9,107	5,000	10,000	5,000	-50%
534300	Equipment Maintenance Materials	793	204	248	0	1,000	1,000	0%
534330	Purchases - Bags/Head Covers	514	660	1,209	1,500	1,000	1,500	50%
534331	Purchases - Golf Shoes	4,460	5,150	6,050	2,500	4,000	4,000	0%
534332	Purchases - Golf Balls	21,380	16,444	16,539	16,500	17,000	19,000	12%
534333	Purchases - Golf Clubs	4,158	7,419	12,281	6,000	6,000	7,000	17%
534334	Purchases - Golf Gloves	1,514	2,975	3,301	500	2,000	2,000	0%
534335	Purchases - Misc Golf Merchandise	20,890	24,337	18,239	21,000	20,000	22,000	10%
534336	Purchases - Rental Golf Clubs	0	0	1,000	0	1,000	1,000	0%
534600	Building Maintenance Materials	2,127	14,680	1,487	2,000	2,500	2,500	0%
	Total Commodities	89,476	102,505	84,920	70,050	91,650	84,850	-7%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5500 - Golf Program								
541600	Professional Development	125	0	924	1,200	1,200	1,960	63%
543101	Dues	1,129	1,202	1,774	1,000	1,635	2,065	26%
546300	Bank Charges	20,454	21,138	19,628	22,000	22,000	24,000	9%
546900	Contingencies	7,461	27,744	1,425	4,000	10,000	10,000	0%
547030	Interest Expense	287	0	0	0	0	0	0%
	Total Other Charges	29,456	50,084	23,752	28,200	34,835	38,025	9%
570100	Machinery & Equipment	61,010	225,070	8,758	35,000	90,000	0	100%
	Total Capital Outlay	61,010	225,070	8,758	35,000	90,000	0	100%
590100	Transfer to General	68,250	68,250	68,250	68,250	68,250	68,250	0%
590600	Transfer to Central Services	0	0	0	0	0	0	0%
	Total Transfers Out	68,250	68,250	68,250	68,250	68,250	68,250	0%
Total Golf Program Expenses		\$644,786	\$837,183	\$595,198	\$642,465	\$744,531	\$697,211	-6%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5510 - Golf Grounds Maintenance								
511000	Regular Salaries	277,505	254,228	212,324	216,606	226,176	232,431	3%
511100	Overtime Salaries	623	719	757	1,200	1,500	1,500	0%
511200	Temporary Salaries	78,987	88,899	95,283	96,500	99,500	99,500	0%
514000	Employee Retirement Contribution	57,990	78,769	50,689	54,000	55,196	52,994	-4%
515000	Employee Group Insurance	58,057	65,594	49,132	51,000	52,265	48,078	-8%
	Total Personnel Services	473,162	488,209	408,184	419,306	434,637	434,503	0%
522300	Uniform Rentals	1,598	1,825	1,713	1,400	2,000	1,500	-25%
522500	Equipment Rental	0	716	360	430	800	800	0%
524120	Utilities	11,518	13,051	12,130	12,500	12,780	12,780	0%
526000	Vehicle Maintenance	1,951	1,711	880	800	1,000	1,000	0%
	Total Contractual Services	15,067	17,303	15,082	15,130	16,580	16,080	-3%
530100	Materials & Supplies	39,078	45,474	46,077	45,450	45,500	44,450	-2%
530150	Small Tools	424	244	439	700	750	1,000	33%
532000	Automotive Supplies	18,145	18,003	15,672	16,550	18,850	18,000	-5%
532200	Office Supplies	0	0	0	17	250	250	0%
534300	Equipment Maintenance Materials	19,507	17,991	19,345	18,350	19,000	18,450	-3%
534500	Grounds Maintenance Materials	16,151	21,415	20,746	19,250	20,000	19,850	-1%
534600	Building Maintenance Materials	4,095	7,986	3,227	5,600	2,000	3,000	50%
534700	Tree Maintenance Materials	0	2,590	4,500	5,400	4,500	7,500	67%
	Total Commodities	97,400	113,703	110,008	111,317	110,850	112,500	1%
541600	Professional Development	477	605	992	2,450	2,850	4,050	42%
543101	Dues	728	737	1,089	1,075	1,075	1,075	0%
546900	Contingencies	1,996	0	5,050	50	2,000	3,500	75%
	Total Other Charges	3,201	1,342	7,130	3,575	5,925	8,625	46%
570100	Machinery & Equipment	0	2,717	14,100	14,000	14,000	0	-100%
572000	Building & Grounds Improvements	701	1,400	1,460	2,000	2,200	2,000	-9%
574800	Tree Purchases	0	0	150	0	0	0	0%
	Total Capital Outlay	701	4,117	15,710	16,000	16,200	2,000	-88%
590610	Transfer to Vehicle Replacement	0	0	0	0	0	0	0%
	Total Transfers Out	0	0	0	0	0	0	0%
Total Golf Grounds Maintenance Expenses		\$589,531	\$624,674	\$556,115	\$565,328	\$584,192	\$573,708	-2%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5520 - Golf Driving Range								
511200	Temporary Salaries	3,960	3,859	3,748	4,000	5,200	5,200	0%
514000	Employee Retirement Contribution	303	295	287	300	398	398	0%
	Total Personnel Services	4,263	4,154	4,035	4,300	5,598	5,598	0%
530100	Materials & Supplies	0	2,306	354	650	1,300	800	-38%
	Total Commodities	0	2,306	354	650	1,300	800	-38%
570100	Machinery & Equipment	0	0	0	0	0	0	0%
	Total Capital Outlay	0	0	0	0	0	0	0%
590610	Transfer to Vehicle Replacement	0	0	0	0	0	0	0%
	Total Transfers Out	0	0	0	0	0	0	0%
Total Golf Driving Range Expenses		\$4,263	\$6,460	\$4,389	\$4,950	\$6,898	\$6,398	-7%

GOLF EXPENSES

Account Number	Description	Actual			Estimated	Budget		% Change
		2015/16	2016/17	2017/18	2018/19	2018/19	2019/20	
5560 - Golf Restaurant								
511000	Regular Salaries	109,980	136,717	121,857	110,000	104,520	103,442	-1%
511100	Overtime Salaries	913	550	664	1,000	1,000	1,000	0%
511200	Temporary Salaries	57,407	56,469	57,224	70,000	70,000	70,000	0%
514000	Employee Retirement Contributions	29,475	31,728	30,862	27,000	27,408	25,617	-7%
515000	Employee Group Insurance	29,765	26,838	37,566	30,000	28,223	24,039	-15%
	Total Personnel Services	227,540	252,303	248,173	238,000	231,151	224,098	-3%
522400	Service Agreements	5,478	6,099	7,213	5,800	6,400	6,000	-6%
523100	Advertising	120	140	90	100	100	100	0%
524100	Building Maintenance Services	1,244	858	2,819	1,000	1,500	1,500	0%
524120	Utilities	6,708	6,547	5,619	5,700	6,400	6,000	-6%
	Total Contractual Services	13,550	13,644	15,741	12,600	14,400	13,600	-6%
530100	Materials & Supplies	3,480	4,012	6,567	5,000	4,500	5,000	11%
530110	Uniforms	418	732	193	250	300	300	0%
532200	Office Supplies	292	141	379	200	300	300	0%
534300	Equipment Maintenance Materials	1,906	1,548	332	1,000	2,500	2,000	-20%
534320	Food & Beverage Purchases	52,866	50,460	62,629	53,000	53,000	54,000	2%
	Total Commodities	58,962	56,894	70,100	59,450	60,600	61,600	2%
541600	Professional Development	318	178	0	100	100	100	0%
546300	Bank Charges	2,865	3,154	3,694	4,300	3,800	4,400	16%
546900	Contingencies	2,678	2,297	2,534	1,500	3,000	2,500	-17%
	Total Other Charges	5,861	5,629	6,228	5,900	6,900	7,000	1%
Total Golf Restaurant Expenses								
		\$305,913	\$328,470	\$340,242	\$315,950	\$313,051	\$306,298	-2%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5570 - Golf Banquet								
511000	Regular Salaries	185,990	187,445	194,519	185,000	199,865	140,365	-30%
511100	Overtime Salaries	6,366	7,025	7,167	6,000	6,000	6,000	0%
511200	Temporary Salaries	107,247	87,194	105,931	90,000	82,000	127,000	55%
514000	Employee Retirement Contributions	48,209	45,048	48,360	48,000	49,299	38,285	-22%
515000	Employee Group Insurance	53,585	56,935	67,416	57,000	55,401	33,654	-39%
	Total Personnel Services	401,397	383,647	423,393	386,000	392,565	345,304	-12%
522400	Service Agreements	15,896	16,780	23,175	18,000	18,000	20,000	11%
522500	Equipment Rentals	5,308	4,186	4,007	2,250	3,000	3,000	0%
523100	Advertising	17,472	18,599	20,797	18,000	20,000	20,000	0%
524100	Building Maintenance Services	1,164	858	2,819	1,250	1,500	1,500	0%
524120	Utilities	5,227	5,052	5,103	5,300	5,500	5,300	-4%
	Total Contractual Services	45,067	45,474	55,902	44,800	48,000	49,800	4%
530100	Materials & Supplies	16,393	13,294	17,812	14,000	14,000	16,000	14%
530110	Uniforms	267	501	311	300	350	325	-7%
532200	Office Supplies	778	1,080	2,698	1,250	1,500	1,500	0%
534300	Equipment Maintenance Materials	2,154	1,423	332	1,250	2,500	2,000	-20%
534320	Food & Beverage Purchases	139,115	154,734	162,999	140,000	157,000	165,000	5%
	Total Commodities	158,707	171,033	184,151	156,800	175,350	184,825	5%
541600	Professional Development	548	178	89	100	100	100	0%
546300	Bank Charges	3,127	4,583	5,595	7,500	5,300	8,900	68%
546900	Contingencies	3,729	2,438	7,467	3,000	4,000	4,000	0%
	Total Other Charges	7,404	7,199	13,150	10,600	9,400	13,000	38%
570100	Machinery & Equipment	12,059	81	0	13,276	7,500	19,000	100%
	Total Capital Outlay	12,059	81	0	13,276	7,500	19,000	100%
Total Golf Banquet Expenses		\$624,634	\$607,434	\$676,596	\$611,476	\$632,815	\$611,929	-3%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5580 - Golf Midway								
511200	Temporary Salaries	22,664	22,812	20,593	21,500	22,000	25,000	14%
514000	Employee Retirement Contributions	2,925	3,060	2,937	2,500	3,000	3,000	0%
	Total Personnel Services	25,589	25,872	23,531	24,000	25,000	28,000	12%
524100	Building Maintenance Services	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	0	0	0%
530100	Materials & Supplies	629	482	648	650	600	650	8%
534300	Materials To Maintain Other Equip	0	0	0	0	0	0	0%
534320	Food & Beverage Purchases	39,175	39,906	39,775	38,000	40,000	40,000	0%
	Total Commodities	39,804	40,388	40,423	38,650	40,600	40,650	0%
570100	Machinery & Equipment	0	0	0	0	0	0	0%
	Total Capital Outlay	0	0	0	0	0	0	0%
Total Golf Midway Expenses								
		\$65,393	\$66,260	\$63,954	\$62,650	\$65,600	\$68,650	5%

DEBT SERVICE EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
3000 - Debt Service								
523700	Agent Fees	1,325	800	2,850	2,800	2,000	3,000	50%
524000	Bond Issue Costs	0	0	63,282	0	0	0	0%
	Total Contractual Services	1,325	800	66,132	2,800	2,000	3,000	50%
547010	Refunding Escrow	0	0	2,582,261	0	0	0	0%
547059	2007 GO Bond Interest	141,488	132,888	66,644	0	0	0	0%
547060	2007 GO Bond Principal	215,000	225,000	235,000	0	0	0	0%
547064	2009 GO Interest	333,281	315,131	296,381	273,456	273,456	249,481	-9%
547065	2009 GO Principal	605,000	625,000	655,000	685,000	685,000	715,000	4%
547066	2012 GO Interest	444,619	440,119	435,519	430,819	430,819	424,819	-1%
547067	2012 GO Principal	225,000	230,000	235,000	300,000	300,000	310,000	3%
547068	2016 GO Interest	0	0	661,212	617,325	617,325	600,375	-3%
547069	2016 GO Principal	0	0	525,000	565,000	565,000	585,000	4%
547070	2017 GO Interest	0	0	26,092	75,150	75,150	67,650	-10%
547071	2017 GO Principal	0	0	30,000	250,000	250,000	255,000	2%
	Total Other Charges	1,964,388	1,968,138	5,748,109	3,196,750	3,196,750	3,207,325	0%
Total Debt Service Fund Expenditures								
		\$1,965,713	\$1,968,938	\$5,814,241	\$3,199,550	\$3,198,750	\$3,210,325	0%

NON-DEPARTMENTAL EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
6000 - Central Services Fund								
511000	Regular Salaries	305,704	327,276	341,957	328,000	344,153	357,607	4%
511100	Overtime Salaries	889	1,048	939	800	1,000	1,000	0%
514000	Employee Retirement Contributions	57,097	63,419	66,205	64,000	72,137	69,569	-4%
515000	Employee Group Insurance	68,439	66,043	76,651	77,431	77,431	76,924	-1%
516500	Unemployment Benefits	0	15,299	0	0	10,000	10,000	0%
	Total Personnel Services	432,129	473,085	485,752	470,231	504,721	515,100	2%
522400	Service Agreements	120,608	102,877	131,860	191,000	190,900	230,300	21%
522700	Computer Services	127,747	134,672	131,933	160,000	161,800	164,100	1%
522720	Printing Services	24,641	24,310	23,663	26,000	29,000	26,000	-10%
523001	Personnel Testing	3,689	1,755	1,394	1,200	2,000	2,000	0%
524100	Building Maintenance Services	105,123	111,614	74,075	115,000	154,000	105,400	-32%
524110	Telephone	52,952	47,295	60,371	59,000	56,000	61,500	10%
524120	Utilities	9,640	18,839	27,746	20,000	10,000	25,000	150%
	Total Contractual Services	444,400	441,363	451,042	572,200	603,700	614,300	2%
530100	Materials & Supplies	30,912	41,949	26,126	32,000	34,400	34,400	0%
534600	Building Maintenance Materials	1,859	2,437	12,137	6,500	10,000	10,000	0%
	Total Commodities	32,771	44,386	38,263	38,500	44,400	44,400	0%
541600	Professional Development	3,483	7,021	2,732	9,800	9,835	9,835	0%
542810	Safety Program Expenses	178	111	0	500	500	500	0%
543101	Dues	208	250	292	450	450	450	0%
546900	Contingencies	16,188	15,486	6,622	14,000	15,000	15,000	0%
	Total Other Charges	20,057	22,868	9,646	24,750	25,785	25,785	0%
570100	Machinery & Equipment	91,885	71,471	389,130	279,500	279,400	234,000	-16%
	Total Capital Outlay	91,885	71,471	389,130	279,500	279,400	234,000	-16%
Total Central Services Expenses		\$1,021,242	\$1,053,172	\$1,373,832	\$1,385,181	\$1,458,006	\$1,433,585	-2%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
2200 - Motor Fuel Tax (MFT) Fund								
583005	MFT Maintenance Program	620,347	730,790	1,300,469	1,215,000	1,720,000	1,795,000	4%
583040	Parking Lot Improvements	0	0	0	0	0	40,000	100%
583059	Schick/Struckman Rd Bridge Repairs	0	74	308,394	74,021	0	75,000	100%
583081	Sidewalk/Path Installation	120,501	0	0	0	0	0	0%
583082	Stearns Rd Country Crk Culvert	0	68,593	178,533	162,686	72,000	20,000	-72%
583084	Schick and Petersdorf Resurfacing	0	0	0	100,000	1,400,225	1,300,225	-7%
583085	Downtown Crosswalks and Curbs	0	0	0	0	106,000	0	-100%
	Total Capital Improvements	740,848	799,456	1,787,397	1,551,707	3,298,225	3,230,225	-2%
590100	Transfer to General	0	92,933	0	250,000	250,000	250,000	0%
	Total Transfers Out	0	92,933	0	250,000	250,000	250,000	0%
Total MFT Capital Projects		\$740,848	\$892,389	\$1,787,397	\$1,801,707	\$3,548,225	\$3,480,225	-2%
4000 - Capital Projects Fund								
524000	Bond Issuance Costs	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	0	0	0%
583008	W Bartlett/Naperville Bike Path	0	0	0	0	0	0	0%
583072	North Ave and Prospect Stormwater	2,516,225	80,895	0	0	0	0	0%
583077	Street Repair Project	0	0	0	0	0	0	0%
	Total Capital Improvements	2,516,225	80,895	0	0	0	0	0%
590300	Transfer to Debt Service	0	0	0	0	0	0	0%
	Total Transfers Out	0	0	0	0	0	0	0%
Total Capital Projects Fund Exp		\$2,516,225	\$80,895	\$0	\$0	\$0	\$0	0%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
4200 - Municipal Building Fund								
580000	Land Acquisition	0	0	145,247	0	0	0	0%
584022	Parking Lot	0	0	0	100,000	100,000	217,500	100%
584023	Golf Course Facility Improvements	18,428	0	0	0	0	0	0%
585016	Police Building Renovations	36,867	0	0	0	0	0	0%
585030	Salt Dome	0	0	0	0	0	580,000	100%
585058	Police Station	0	754,316	12,702,739	6,354,195	9,188,906	0	-100%
	Total Capital Improvements	55,295	754,316	12,847,986	6,454,195	9,288,906	797,500	-91%
590550	Transfer to Golf Fund	0	225,070	0	35,000	90,000	0	100%
	Total Transfers Out	0	225,070	0	35,000	90,000	0	100%
Total Municipal Building Capital Projects		\$55,295	\$979,386	\$12,847,986	\$6,489,195	\$9,378,906	\$797,500	-91%
4300 - Developer Deposits Fund								
523401	Architectural/Engineering	(2,887)	0	0	0	0	0	0%
	Total Contractual Services	(2,887)	0	0	0	0	0	0%
546900	Contingencies	0	0	8,910	0	0	0	0%
	Total Other Charges	0	0	8,910	0	0	0	0%
583085	Downtown Crosswalks and Curbs	0	0	0	0	0	20,000	100%
585000	LOC Draw Expenses	8,033	170,439	122,212	0	0	0	0%
585039	Asphalt Cart Paths	63,818	0	0	0	0	0	0%
585043	Emerald Ash Borer Replacement Prog.	262,422	0	0	0	0	0	0%
585044	Streets Garage Bldg. Addition	55,008	458,065	0	0	0	0	0%
585045	IDOT Intersection Improvement	0	0	125,026	150,000	150,000	50,000	-67%
585xxx	West Bartlett/Devon Drainage Swale	0	0	0	0	0	436,500	100%
	Total Capital Improvements	389,281	628,504	247,238	150,000	150,000	506,500	238%
590420	Transfer to Municipal Building	300,000	0	0	1,300,000	1,300,000	0	-100%
590442	Transfer to 59 & Lake TIF	7,913	15,517	30,135	58,699	78,000	133,000	71%
	Total Transfers Out	307,913	15,517	30,135	1,358,699	1,378,000	133,000	-90%
Total Developer Deposits Capital Projects		\$694,307	\$644,022	\$286,284	\$1,508,699	\$1,528,000	\$639,500	-58%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
4420 - Route 59 & Lake TIF Fund								
522900	Professional Planners	0	0	0	0	40,000	40,000	0%
523400	Legal Services	0	0	0	0	5,000	5,000	0%
523401	Engineering Services	0	0	0	0	3,000	3,000	0%
	Total Contractual Services	0	0	0	0	48,000	48,000	0%
546900	Contingencies	0	0	0	0	5,000	5,000	0%
547101	Interest Payment	7,913	15,517	30,135	58,699	25,000	80,000	220%
	Total Other Charges	7,913	15,517	30,135	58,699	30,000	85,000	183%
580000	Land Acquisition	0	0	0	0	0	0	0%
	Total Capital Improvements	0	0	0	0	0	0	0%
Total Route 59 & Lake TIF Fund		\$7,913	\$15,517	\$30,135	\$58,699	\$78,000	\$133,000	71%
4440 - Bluff City TIF Project Fund								
523401	Engineering	0	0	0	300,000	100,000	100,000	0%
524000	Bond Issuance/Costs	0	0	0	184,000	0	0	0%
	Total Contractual Services	0	0	0	484,000	100,000	100,000	0%
546900	Contingencies	0	0	0	0	160,000	60,000	-63%
547006	Developer Note Interest Expense	18,312	68,634	172,584	461,733	420,000	480,000	14%
547007	Developer Note Principal	0	0	0	0	0	0	0%
	Total Other Charges	18,312	68,634	172,584	461,733	580,000	540,000	-7%
583002	Streetscape Improvements	0	0	0	46,000	0	0	0%
583037	Bike Paths	0	0	0	0	0	0	0%
583038	Utilities	0	0	0	0	0	0	0%
583074	Traffic Signalization	0	0	0	0	0	0	0%
583075	Site Preparation - Earthwork	0	0	0	4,070,000	1,000,000	1,100,000	10%
583076	Road Improvements	0	0	0	696,000	200,000	200,000	0%
583078	Public Infrastructure	0	0	0	926,000	0	0	0%
	Total Capital Improvements	0	0	0	5,738,000	1,200,000	1,300,000	8%
Total Bluff City TIF Project Fund		\$18,312	\$68,634	\$172,584	\$6,683,733	\$1,880,000	\$1,940,000	3%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
4810 - Brewster Creek Business Park TIF Projects Fund								
524000	Bond Issuance Costs	3,500	334,916	13,750	9,000	4,000	10,000	150%
547006	Developer Note Interest Expense	207,650	439,501	16,685	124,303	450,000	300,000	-33%
547007	Developer Note Principal	740,000	6,766,100	1,320,600	1,096,000	500,000	943,680	89%
547061	2007 TIF Bond Interest Expense	1,010,618	925,553	820,960	706,720	706,720	587,720	-17%
547062	2007 TIF Bond Principal Expense	1,590,000	1,955,000	2,040,000	2,125,000	2,125,000	2,210,000	4%
547068	2016 TIF Bond Interest Expense	0	67,467	368,000	368,000	368,000	343,600	-7%
547069	2016 TIF Bond Principal Expense	0	0	0	610,000	610,000	780,000	28%
	Total Other Charges	3,551,768	10,488,536	4,579,995	5,039,023	4,763,720	5,175,000	9%
582015	Sanitary Sewer/Water Distribution	0	0	0	16,000	0	0	0%
582016	Wetland Mitigation	9,500	14,000	34,000	65,200	100,000	100,000	0%
583031	Roadways	0	56,390	1,010,128	250,000	2,000,000	300,000	-85%
585005	Site Preparation - Earthwork	5,649,800	1,908,422	2,382,186	2,260,510	1,500,000	2,000,000	33%
585006	Signs & Landscaping	0	67,600	0	0	100,000	100,000	0%
	Total Capital Improvements	5,659,300	2,046,412	3,426,314	2,591,710	3,700,000	2,500,000	-32%
Total Brewster Creek Capital Projects		\$9,211,068	\$12,534,948	\$8,006,309	\$7,630,733	\$8,463,720	\$7,675,000	-9%
5090 - Water Fund								
581008	Water Supply Source	0	13,030,632	0	0	0	0	0%
581025	Iron Tank Replacement (Stearns)	82,040	350	0	0	0	0	0%
581026	Well #8 Barium Removal	0	0	0	0	0	0	0%
581029	Water Main Replacement	342,177	371,784	386,950	950,546	1,275,000	1,275,000	0%
581030	Water Tower Painting	6,285	899	238,549	582,704	504,000	432,500	100%
581031	Leak Survey and Repair	0	0	0	64,500	64,500	35,000	100%
581035	Water System Modeling	35,204	64,606	77,458	786,200	786,200	0	-100%
581036	DWC Transmittions Main	0	77,905	2,905,186	14,016,909	14,500,000	0	-100%
581037	DWC Pump Station, Storage, Land	0	42,840	427,223	6,529,937	8,750,000	1,000,000	-89%
581038	Village System Improvements	0	0	166,934	4,633,065	5,800,000	1,500,000	-74%
	Total Capital Improvements	465,706	13,589,016	4,202,300	27,563,861	31,679,700	4,242,500	-87%
Total Water Capital Projects		\$465,706	\$13,589,016	\$4,202,300	\$27,563,861	\$31,679,700	\$4,242,500	-87%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2018/19	Budget		% Change
		2015/16	2016/17	2017/18		2018/19	2019/20	
5190 - Sewer Fund								
582022	Influent Pump Replacement	0	0	0	0	0	0	0%
582023	Phosphorous Removal System	93,152	108,789	85,106	46,558	46,558	70,951	52%
582024	Belt Filter Replacement	0	0	0	0	0	0	0%
582025	Sanitary Sewer Evaluation	433,389	427,489	13,860	600,000	600,000	600,000	0%
582026	Lift Station Upgrades and Rehab	292,905	128,172	0	200,000	400,000	600,000	50%
582027	Bittersweet WWTP Facility	0	0	0	100,000	500,000	900,000	80%
582028	Devon Excess Flow Plant Rehab	0	67,661	112,848	300,000	300,000	5,750,000	1817%
	Total Capital Improvements	819,446	732,111	211,815	1,246,558	1,846,558	7,920,951	329%
Total Sewer Capital Projects		\$819,446	\$732,111	\$211,815	\$1,246,558	\$1,846,558	\$7,920,951	329%
7200 - Bluff City SSA Debt Service								
547004	SSA Bond Interest Expense	5,890	50,849	65,880	107,228	125,000	281,875	126%
547005	SSA Bond Principal Payment	920,000	925,000	925,000	6,475,000	925,000	900,000	-3%
547102	Bond Issuance Costs	111,647	95,072	97,803	84,390	105,000	0	-100%
	Total Other Charges	1,037,537	1,070,921	1,088,683	6,666,618	1,155,000	1,181,875	2%
Total Bluff City SSA Debt Service		\$1,037,537	\$1,070,921	\$1,088,683	\$6,666,618	\$1,155,000	\$1,181,875	2%

GLOSSARY OF TERMS

The operating budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader in understanding these terms, the following definitions are provided.

- **A - Abatement:** A complete or partial cancellation of a property tax levy.

Accrual Accounting: A basis of accounting in which revenues and expenditures are recorded when they are earned or incurred, rather than when cash is actually received or spent.

Actuarial Evaluation: A method of determining the amount of money that needs to be set aside each year to pay for post employment benefits of current employees. Assumptions are made regarding factors such as future wage adjustments, interest earnings, and age and tenure of employees in the plan. The plan could be for pension benefits or other post-employment benefits.

Assessed Valuation: A valuation set upon real estate as a basis for levying taxes.

- **B - B-Box:** The main water shut off outside a building. Usually located in the parkway.

BCTIF (Brewster Creek Tax Increment Financing District): A former sand and gravel mine that is being redeveloped into a 700-acre industrial park using tax increment financing for the public improvements.

Bond: A written promise to pay a sum of money (called face value or principal) on a specified date in the future at a

specified interest rate. These are most frequently sold to finance construction of large capital projects, such as buildings, streets, and bridges.

Budget: A one-year financial plan with estimates of revenues and expenditures for the year. It sets the legal spending limits and is the primary means of controlling expenditures and service levels.

- **C - CALEA (Commission on Accreditation of Law Enforcement Agencies):** An independent accrediting authority, which develops standards for use by law enforcement agencies to demonstrate that they meet professionally recognized criteria for excellence in management and service delivery.

Capital Improvement Program: A plan for capital expenditures that extends over multiple years. It includes both expenditure projections and financing alternatives. The first year of the program is incorporated into the annual operating budget.

Capital Outlay Expenditure: Machinery and equipment purchases valued at \$1,000 or more and having an estimated useful life of three years or more. These purchases are routine in nature and do not qualify as fixed assets.

Capital Projects: The purchase, construction, replacement, addition, or major repair of public facilities.

GLOSSARY OF TERMS

- C - **Capital Projects Funds:** Funds used to account for the acquisition or construction of major capital facilities, other than those financed by proprietary or trust funds.

Contingency: An amount set aside for emergencies or unforeseen expenditures.

Contractual Services: Services rendered to the Village by private firms or individuals.

Current Liabilities: Obligations of the Village that are payable within one year. Examples include accounts payable, accrued expenses such as wages and salaries, and the portions of long-term debt due within one year.

- D - **Debt Service:** Payments of principal and interest on borrowed funds.

Debt Service Funds: Funds used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

Department: A major administrative division of the Village that indicates overall management responsibility for an operation or group of related operations.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

DuComm (DuPage Public Safety Communications): The emergency communications and dispatching agency for the

Bartlett Police Department.

DuPage Water Commission: A special purpose taxing district created to purchase Lake Michigan water from the City of Chicago and transmit it to DuPage County governments.

- E - **EDC (Economic Development Commission):** A local, nine-member commission that works with village staff, as well as existing and prospective businesses, to encourage proper economic development of the area.

EMA (Emergency Management Agency): An organization that assists citizens during emergencies and/or disasters.

Enterprise Funds: Funds that are used to account for activities financed and operated in a manner similar to private business - where the costs of providing goods or services are financed primarily through user charges.

Equalized Assessed Value (EAV): The value of property resulting from the multiplication of the assessed value by an equalization factor to value all property, for taxing purposes, at 1/3 of its market value.

Expenditures: Decreases in net financial resources, including current operating expenses, requiring the present or future use of net current assets, debt service, capital outlays, and intergovernmental transfers. This terminology is used in governmental fund types. Within this document, the term expenditure is used on all tables and charts where both governmental and proprietary funds are shown.

GLOSSARY OF TERMS

- E - **Expenses:** Charges incurred, whether paid or unpaid, for the delivery of goods or services. This terminology is used in proprietary and trust and agency fund types.

- F - **Fiscal Year (FY):** Any consecutive twelve-month period designated as the budget year. The Village of Bartlett has specified May 1 to April 30 as its fiscal year.

FOIA (Freedom of Information Act): A state law governing the timing and costs for responding to requests for public information.

FTE (Full Time Equivalent): A measure to equate part-time employees with full time employees. The total hours worked by an employee divided by 2,080 working hours in a year. Thus, an employee who works 20 hours per week would be a .5 FTE.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds and similar trust funds. For purposes of the Village's fund balance policy, this term refers to cash balances.

- G - **GASB (Governmental Accounting Standards Board):** The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

GASB 34: This statement established new requirements for the annual financial statements. It was the biggest change in the history of governmental accounting and was intended to make financial statements easier to understand and more useful for the general public. Bartlett implemented GASB 34 in fiscal year 2004/05.

General Fund: The largest fund within the Village, it accounts for most of the financial resources of the government. General fund revenues include sales taxes, licenses and permits, service charges, and other types of revenue. This fund includes most of the basic operating services, such as police, finance, community development, streets, building, and general administration.

General Obligation (GO): Refers to bonds that are backed by the full faith and credit of the Village.

Generally Accepted Accounting Principles (GAAP): The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

Government Finance Officers Association (GFOA): A professional association of state/provincial and local finance officers in the United States and Canada dedicated to the sound management of government financial resources.

Governmental Fund Types: Funds that account for "governmental-type" activities, including the general, special revenue, debt service, and capital projects funds.

GLOSSARY OF TERMS

- **H - Home Rule Community:** Any municipality with more than 25,000 in population or any community that has voted by referendum to become home rule. Home rule communities are less subject to state regulation and have expanded authority to enact taxes, borrow money, regulate local activities, and seek innovative solutions to local problems.

- **I - IEPA (Illinois Environmental Protection Agency):** A department of state government responsible for monitoring compliance with laws governing air, land, and water quality.

IDNR (Illinois Department of Natural Resources): A department of state government responsible for managing, protecting, and sustaining Illinois' natural resources.

IDOT: Illinois Department of Transportation. A department of state government responsible for planning, constructing and maintaining Illinois' transportation network, including highways and bridges, airports, public transit, rail freight and rail passenger systems.

Illinois Municipal League (IML): A group established in 1914 offering membership to any local government in the State of Illinois. It offers services and programs to provide municipal officials with the knowledge, experience, and assistance necessary to best administer their duties. It also provides a formal voice for Illinois municipalities in matters involving common interests, particularly legislative issues.

Illinois Municipal Retirement Fund (IMRF): A multiple-employer public employee retirement system that acts as a

common investment and administrative agent for units of local government and school districts in Illinois.

Infrastructure: The basic installations and facilities on which the continuance and growth of a community depend, such as roads, utility lines, bridges, etc.

Intergovernmental Risk Management Agency (IRMA): A risk-pooling agency of municipalities in northeastern Illinois which have joined together to manage and fund their property, liability, worker's compensation, and public officials liability claims.

Internal Service Funds: Funds used to account for the financing of goods or services provided by one department to another on a cost reimbursement basis.

ISO: Insurance Service Office. Provides insurance ratings based on fire protection/suppression resources, water system pressure, building code programs, etc. The rating is used in setting property insurance rates.

- **J - JULIE (Joint Utility Locating Information for Excavators):** A central source to locate utility lines prior to excavations to prevent disruption of service and accidents.

- **L - LAPP (Local Area Pavement Preservation):** A grant program to assist local governments to maintain roadways.

- **M - METRA:** A government-subsidized agency created in 1985 to provide commuter rail service to the metropolitan area.

GLOSSARY OF TERMS

- **M - Metropolitan Water Reclamation District (MWRD):** A separate governmental entity charged with the responsibility of treating waste water for all residents of Cook County.

Modified Accrual Accounting: A basis of accounting in which revenues are recorded when they are both measurable and available and where expenditures are recorded when the liability is incurred.

Motor Fuel Tax (MFT): A tax on fuel consumption that is collected by the state with a portion distributed to local governments based on population. Use of these funds is restricted to street, storm water and capital project expenditures. The Illinois Department of Transportation administers and regulates the use of these funds and conducts an annual audit to monitor compliance.

- **N - NPDES (National Pollutant Discharge Elimination System):** This program was authorized by the Clean Air Act. It controls water pollution by regulating discharge of pollutants into lakes, streams, wetlands, and other surface waters. The permit program is administered by the State.

- **P - Police Pension Fund:** A locally controlled pension plan for sworn police officers. It is a defined benefit, single-employer plan with benefits and contribution levels governed by Illinois State Statutes. It is administered by a five-member board, two appointed by the Village, two elected from among active police officers, and one elected from among the retirees.

Proprietary Fund Types: Funds used to account for activities that are similar to those 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.

- **R - Real Estate Transfer Tax (RET):** A tax imposed on the sale of property in the Village. The current rate is \$3 per \$1,000 of sale price. Sellers must purchase a stamp to affix to the deed prior to closing on the property.

Revenues: Funds that a government receives as income. These receipts may include tax payments, fees from services, fines, grants, and interest income.

- **S - Service Charges:** User charges for services provided to those specifically benefiting from those services.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Special Service Area (SSA): A separate area within the Village that is established to help pay for special services or improvements made within the area. It becomes a distinct taxing district, and the improvements/services provided are paid for by a levy against the properties within the special service area only.

GLOSSARY OF TERMS

- **T - Tax Increment Financing (TIF):** As regulated under the Tax Increment Allocation Redevelopment Act, permits municipalities to improve eligible areas in accordance with an adopted redevelopment plan. Improvements are financed with the increased tax revenues generated through new private investment within the project area.

Tax Rate: The amount of tax stated in terms of a unit of tax base. In Illinois, the tax rate is per \$100 of equalized assessed value.

Trust & Agency Funds: Funds used to account for assets held in a trustee capacity or as an agent for individuals, private organizations, other governments, or other funds.

- **U - USEPA (United States Environmental Protection Agency):** An agency of the federal government responsible for protecting human health and the environment.

- **W - WWTP (wastewater treatment plant):** A facility that receives sewage from collection structures then uses various levels of treatment to remove pollutants, such as phosphorus and nitrogen, before discharge to surface waters.

INDEX

<p>- A - Administration Department 105, 162 Assessed Valuation 76</p> <p>- B - Bartlett Hills Golf Course 131, 169 Bartlett Location Map 35 Bartlett Land Use Inventory 36 Bluff City TIF Project 61, 69, 146, 181 Bluff City TIF Municipal 61, 70, 146, 167 Borrowings 81 Brewster Creek TIF Municipal Acct. 60, 69, 146, 168 Brewster Creek TIF Project Fund 61, 69, 147, 182 Budget Adoption Resolution 10 Budget Process 23 Budget Calendar 25 Budget Comparison to Prior Year 14 Budget Message 1 Budget Policies 54 Budget Summary 1,11 Building Department 126, 165 Building Permits 81</p> <p>- C - Calendar, Budget Development 25 Cash Management Policies 58 Capital Assets Policies 58 Capital Outlay 21 Capital Projects 137 Capital Projects Fund 60, 67, 137, 179 Central Services Fund 57, 74, 150, 177 Community Development Department 119, 166 Community Profile 30</p>	<p>- D - Debt Service Fund 4, 57, 66, 144, 176 Debt Service Overview 135 Debt Policies 58 Debt Service Schedules 136 Developer Deposits Fund 60, 68, 145, 180 Developer Revenues 80</p> <p>- E - Enterprise Funds 2, 61, 71 Expenditure History 29 Expenditure Policies 55</p> <p>- F - Finance Department 115, 164 Financial Policies 54 Financial Reporting Policies 59 Functional Organization Chart 38 Fund Balances & Discussion 16 Fund Descriptions 60 Fund Revenue & Expenditure History 64 Fund Structure 60</p> <p>- G - General Fund 2, 60, 64, 142 General Government Expenditures 104 Glossary 184 Golf Fees 80 Golf Fund 2, 61, 72, 131, 149, 169</p> <p>- I - Income Tax 77 Insurance, Liability 163 Interest Income 82 Internal Service Funds 56, 74</p>
---	---

INDEX

- L -	Local Use Tax	77	
	Line Item Detail	142	
- M -	Motor Fuel Tax	77-78	
	Motor Fuel Tax Fund	60, 65, 143, 179	
	Municipal Building Fund	60, 67, 145, 180	
- N -	Non-departmental Expenditures	177	
- O -	Organization Charts	37	
	Other Taxes	77	
- P -	Parking Fund	56, 72, 95, 148, 158	
	Per Capita Taxes	77	
	Personnel Comparisons	18-19	
	Personnel History	20	
	Personnel Summary	7	
	Police Department	97, 159	
	Police Pension Fund	62, 73, 103, 151, 161	
	Professional Services	163	
	Property Tax	76	
	Public Safety Expenditures	96	
	Public Works Expenditures	84	
- R -	Readers Guide	iv-v	
	Real Estate Transfer Tax	78	
	Reserve Policies	55	
	Reserves	55	
	Revenue Detail	81, 142	
	Revenue Policies	54	
	Revenue Trends	76	
	Revenue History	26, 75	
	Route 59 & Lake Street TIF Fund	60, 68, 145, 181	
- S -	Sales Tax	78	
	Service Charges	79	
	Sewer Charges	79	
	Sewer Fund	2, 61, 71, 91, 148, 156, 183	
	Sources & Uses of Funds	12	
	Special Revenue Fund	60	
	Strategic Planning	39	
	Street Maintenance Department	85, 152	
- T -	Table of Contents	iii	
	Tax Rate History	83	
	Telecommunications Tax	78	
- V -	Vehicle Replacement Fund	62, 74, 150, 178	
	Village Board	109, 162	
- W -	Water Fund	2, 61, 71, 88, 147, 154, 182	
	Water Charges	79	