



Village of Bartlett, Illinois

2022 — 2023 Budget



Principal Officials

Kevin Wallace, Village President

Lorna Gilles, Village Clerk

Trustees

Raymond H. Deyne

Stephanie Z. Gandsey

Daniel H. Gunsteen

Adam J. Hopkins

Aaron H. Reinke

Renée Suwanski

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

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 01, 2021

Christopher P. Morill

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, 2021.

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	25
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	45
Fund Summaries	51
Fund Structure Chart.....	54
Revenues & Expenditures History.....	55
Revenues	66
Property Tax	67
Other Taxes	68
Service Charges	70
Other Revenues.....	71
Summary of Tax Rates & Fees	74
Public Works Expenditures	75
Street Maintenance	76
Water Operating	81
Sewer Operating	86
Parking Operating	91
Public Safety Expenditures	92
Police	93
Police Pension.....	100
General Government Expenditures	101
Village Board/Administration.....	102
Finance	114
Planning & Development	120
Golf Expenditures	131
Debt Service Expenditures	137
Capital Project Expenditures	140
List of Projects.....	141
Five Year Plan Summary.....	144
Line Item Detail	145
Revenues	145
Public Works Expenditures.....	155
Public Safety Expenditures.....	162
General Government Expenditures	165
Golf Expenses	172
Debt Services Expenditures	179
Non-Departmental Expenses.....	180
Capital Projects Expenditures.....	182
Glossary	187
Index	193

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 11): 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 45): 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 51): 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 55): 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 55): 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 75): This section includes expenditures for Street Maintenance (from the General Fund), Water Operating, Sewer Operating, and Parking Operating.

Public Safety Exp (Page 92): This section includes expenditures for Police (from the General Fund) and Police Pension.

READERS GUIDE

General Government Exp (Page 101): 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 131): 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 137): 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.

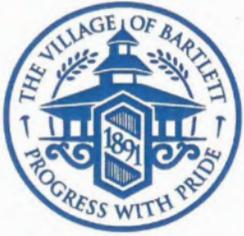
Capital Projects Exp (Page 140): This section includes a discussion of the capital improvements planning process, some history of capital projects and a detailed list of the capital projects included in this budget. The list has a brief description of each project

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 145): 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 187): 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 5, 2022

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

I am pleased to present for your consideration the Annual Budget for the fiscal year beginning May 1, 2022 and ending April 30, 2023.

This budget is balanced. 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 \$89,510,636, a 1.1% decrease from last year's budget. This decrease is attributed to changes in the capital improvements program for the reconstruction of the wastewater treatment plant and the Devon Avenue lift station.

Total revenues (net of transfers) are \$89,551,144. This is an increase of 4.9% from last year's budget. This increase is attributable to the General Fund revenue increases as well as an expected American Rescue Plan Act distribution.

While we will continue with the village's same focus on prudent spending in 2022/23, we are also making sure we invest where necessary. The municipal services provided to residents and businesses are some of the most important; we use them every day but don't often think about them. Water, sewers, sidewalks, streets, trees, building codes, police protection, and snow plowing to name a few. The village's budget provides resources and sets forth plans to ensure that we are investing in these critical services, in the infrastructure that makes them work and the staff that provide them.

Compared to a year ago, we are in a significantly improved financial situation, thanks in no small part to the village president and board's prudent planning and spending reductions during the early stages of the pandemic. Moody's Investors Service reaffirmed the village's Aa1 bond rating on January 19, 2022. In its analysis, it was noted that, "Bartlett's local economy and tax base will continue to be resilient through the remainder of the coronavirus pandemic based on its low unemployment rate, growing sales tax collections, and rising full value. Currently valued at \$3.6 billion, the village's tax base has grown at an average rate of 4.5% over the past five years."

Major infrastructure projects have been reviewed and allocated though the Capital Improvements Plan, this budget includes one year of that five-year plan.

Next year will be a year of substantial investment in community infrastructure with construction of the wastewater treatment facility at public works. Our budget also includes smaller scale projects such as our staff rebuilding bunkers at Bartlett Hills and new sidewalks, bike shelters and landscape improvements around the train station, partially funded from a grant from METRA.

In addition to physical infrastructure improvements, the proposed budget also includes important equipment and technology investments.

PROPERTY TAX

Property taxes represent 13.0% of the entire budget revenues and total \$11,629,537. The village's portion of the total property tax bill is about 10%. The general corporate levy is budgeted to be level with the prior year. This is in line with our practice over the past decade, although increases in the police pension levy was needed to meet our annual contributions.

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 have no increase with the DuPage Water Commission rate expected to remain unchanged. A village rate increase is proposed after two years without increases. The increase is planned to fund the meter changeout program and continued infrastructure improvements including the water main replacement program.

In addition, the Water Department completed its third round of leak detection this past summer. The department found and repaired 37 leaks which will improve our water accountability and help keep water costs down for all residents.

The Sewer Fund operating budget is projected to have a 3% increase due to an increase in sludge removal and capital outlay this year. The fund is projected to be above the minimum policy amount for operating expenses. Available funds and bond proceeds will be put towards the sewer system projects. A rate increase to fund the modernizing of the wastewater treatment facilities and continue the system-wide rehabilitation program is planned. Illinois EPA loans are anticipated to

fund the wastewater treatment plant project with debt service payments starting in the fall of 2023.

The Golf Fund accounts for the resources used in operating the Bartlett Hills Golf Course. The total golf course revenue proposed for 2022/23 is \$2,431,600, an increase of \$102,300 from last year. Golf operating expenses are projected to be \$2,428,670, a 4% increase from 2021/22.

The Parking Fund proposed budget expenditures are down from the prior year at \$217,792 as the lower number of parkers has reduced the amount of bank charges.

General Fund

The General Fund budget, as proposed, includes a 7% increase in expenditures to \$24,206,833 (net of transfers). This proposed budget will leave the General Fund with a cash balance of 45% of operating expenditures after accounting for restricted funds. Police, Public Works, Finance, Administration and Planning and Development Services are budgeted within the General Fund. 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 8%.

Licenses and permits have been increasing due to homeowners making improvements to their properties and the construction of several large industrial projects. In the past year, over \$85 million worth of improvements were reviewed by our staff resulting in \$1.7 million collected in permit fees. The real estate transfer tax also increased from last year due to a number of large commercial property sales.

Since last fiscal year, we have empowered our residents to engage as many have never been able to before, zooming into village meetings, applying for permits on line and staying connected on social media. Our public hearing notices include a link that directs the reader to more detailed plans and elevations. Giving access to information on our website residents can learn about developments coming without having to review paper plans at Village Hall.

We introduced new programs, like the part-time social worker in the police department, the Sanitary Lateral Lining Program and the use of asphalt preservation techniques in the public works department, increasing digital services in all departments that help us gain valuable insights into how to provide services more effectively and more efficiently.

We explored new ways to support local businesses by enhancing community events, supporting outdoor dining, and making the downtown more accessible to pedestrians and cyclists.

Our service request system (Go Request) provides a follow up survey that participants can fill out and return about the effectiveness and courtesy of their interactions with the village. In 2021, 786 surveys were sent out and about 40% were filled out. 71% of the respondents ranked employee effectiveness as superior. 72% reported superior in the category of time to respond, 76% rated employee courtesy as superior and 89% rated their service expectations were met or exceeded. All of these metrics look at our service delivery - are we efficient? Are we effective? Are we doing a good job? The target to be a value, quick and competent is always moving. No matter how good you are, there is always the opportunity to be better. We can't meet that challenge by doing our same work the same way. The departmental proposed budget requests support these efforts for continued improvement.

Despite its many challenges, 2021 proved to be a strong year for business growth in Bartlett. Brewster Creek Business Park continued its rapid expansion and is nearly built out, the Bluff City TIF District in the Kane County portion attracted additional businesses including the village's first diesel fuel station, and vacant commercial spaces throughout the entire community were filled with mom-and-pop businesses and some nationals.

Bartlett filled over a million square feet of industrial space in 2021 including McKesson's new 400,000 square foot regional distribution facility. An even larger building was completed in 2021, a 436,000 square foot speculative building by Conor Globe Commercial which has recently been leased to Colony Display Company, who will soon take occupancy.

The commercial vacancy rate, which stood at 19% in February of 2016 has declined steadily to its current 4.9%. The industrial vacancy rate is also holding at 3.5%. The former Bartlett Plaza, now known as Streets of Bartlett, has gone from over fifty percent vacant at the close of 2019 to fully occupied.

This past December, the village approved an incentive agreement and zoning changes for the Bartlett Auto Mall, a two-dealership project. A combination of incentives including Bartlett's first Cook County Class 7C as well as a sales tax rebate agreement were tools used to attract the automotive dealership.

Aggressive marketing of potential development sites and long vacant properties by participating in broker conferences have shown results and are again funded in this budget. Also funded is the continuation of the new community branding project to attract additional investments in Bartlett.

DEBT SERVICE AND INTERNAL SERVICE FUNDS

Debt Service

General Obligation, Special Service Area Debt Service, and the repayment of water loans accounts for about 7.5% of our total expenditures. Most recently, general obligation bonds were issued in January of 2022 to refinance the 2016 GO bonds issued to construct the new police station resulting in a \$833,521 total savings or about \$55,000 per year. Moody's reaffirmed our Aa1 bond rating citing our strong fund balance policy and stable financial history.

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 police, public works departments and golf course.

The Central Services budget has an overall proposed capital outlay of \$172,000, which is up from \$99,200 the prior year. Equipment to be funded includes desktop computers as part of the replacement cycle and the police squad car computers. The current year also includes a replacement server for the police radio recording system, copier and scanner equipment, and a drone.

This past summer the village worked with consultants from Northern Illinois University Center for Governmental Studies to evaluate our current use of technology and to identify options and recommendations for the village's future IT infrastructure and use. This Village-wide Technology Plan will be coming to the Village Board for consideration this coming year.

Special Revenue Fund

The village has one Special Revenue fund and it includes only the motor fuel tax receipts with total expenditures budgeted at \$2,620,000. The major projects include the annual streets maintenance program and IDOT intersection improvements on Route 59.

Intergovernmental Revenues

Intergovernmental revenues including the income tax and local use tax are estimated to be \$7,000,000. This estimate is \$1,540,000 higher or 28% higher than the budget for 2021/22. The estimate for 2022/23 is based on the Illinois Municipal League's estimate and includes a per capita distribution of the State's cannabis tax. Currently, 6% of income tax collected by the State is shared with local governments. The prior year changes to Illinois law reclassing online sales use tax collections to sales tax has benefited the village by requiring companies to collect local taxes for some online sales.

Home rule sales tax is budgeted to be up 33% from before the change.

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 2022/23 is 32% of total expenditures. These expenditures were approved by the Village Board in December 2021.

Funding for capital projects come from a variety of sources including grants, IEPA loans, The American Rescue Plan Act, and the Rebuild Illinois program. We also benefit from special grants like the ComEd energy grant for the wastewater treatment facility that was approved for \$224,300. The grant is paid at the end of the project when the actual energy reduction is achieved.

Major projects for the budget include site preparation and road improvement activity in the Brewster Creek and Bluff City TIF Districts, the Bittersweet WWTP facility improvements and the annual streets resurfacing program. The Capital Projects Expenditures section details all the projects in full.

Trust & Agency Funds

This includes the Police Pension fund and Bluff City SSA Debt Service fund. The Police Pension budget includes expenses for 41 current pensioners. As of the May 1, 2021 actuarial report, the fund was 75% funded with over \$57 million in assets. 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 Annual Comprehensive Financial Report.

PERSONNEL SUMMARY

A key component of keeping our service levels high is our municipal employees. In a survey of thirty-four communities, Bartlett is the 10th lowest in number of employees per 1,000 population. Department productivity, work flow, service demands, community safety and personnel costs are evaluated throughout the year to ensure appropriate staffing level. The budget includes the proposed staffing change:

The Police Department is planning to add two police officers. This will allow the village to maintain the minimum patrol staffing to five patrol officers per patrol shift as an anticipated number of officers are retiring.

The Planning and Development Services Department is planning to add a plan reviewer position.

In this proposed budget, we are also investing in our staff. Throughout the pandemic, our staff provided the critical services our community needs and continues to do so each day. Whether employees are working around-the-clock shifts monitoring our water system or in a patrol car, responding to inquiries at Bartlett Hills and Village Hall or conducting inspections or repairing sidewalks in the community, our team consists of dedicated public servants focused on making sure the village's services never stop.

The summer of 2021 brought on the "Great Resignation" with scores of Americans quitting their jobs, local government was no exception. In 2021, we had a total of 25 full-time employees and one part-time employee separate, resign or retire from the village. Especially hard hit has been our police department, where we had a large number of expected retirements.

We have adapted our organization to be more nimble and able to rapidly respond to shifting circumstances in real time. Our employees are now working more cross functionally than ever before, with 94% having another

staff member that can serve as a backup for some or all job functions.

CONCLUSION

Overall, the Village of Bartlett's 2022/23 budget includes the funding necessary to provide the residents and business owners of Bartlett continued cost-effective, efficient and reliable services.

The annual budget process begins in September for the staff. Budget forms, spending guidelines, overall strategic goals, and deadlines are presented to the departments at the annual budget kickoff 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 and consideration for key services and maintaining high standards.

If the past year has shown us anything, it's that our Bartlett community has an unbreakable spirit.

With the return of the Memorial Day Walk, to the Fourth of July festival, to our first place award-winning National Night Out activities, to our spectacular Merry & Bright tree lighting with over 2,000 attendees and newly created Cocoa Crawl, Bartlett regained its footing and renewed its community spirit this year.

Speaking of community celebrations, in 2022, we have two significant anniversaries. Bartlett Cemetery was established on September 5, 1892 and the Bartlett Police Department was established that same year on December 14, 1892. We will certainly be marking these 130th anniversaries!

A budget is more than just a math problem, it is a statement of our values. Where do we as a community express our values? It is in our Strategic Plan. Our strategic planning process makes us prioritize what we believe to be important and what we value.

We have a long history of strategic planning in Bartlett. The first phase of planning is public input. In 2017, we conducted a community survey and hosted a series of focus groups. We have utilized our community survey results to offer insights into the priorities, projects and programs that we should devote resources to first. This being one of the “off” years for the strategic planning process, this proposed budget includes conducting a survey to again reach out to our community for their input.

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 1st 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, 2021. This is the 29th 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 implement the village's budget process. I would like to thank the Mayor and Trustees for the many hours they dedicated to their review, their guidance and support.

The efforts of the Finance Department, in particular Finance Director Todd Dowden and his staff to whom have the biggest workload for the budget preparation have again been excellent. Thanks to all the department directors who carefully prepared their requests and justified their line items during our review sessions. Teaching others in their department and giving them the opportunity to build their budget skills was also a goal met this year.

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. My thanks to Lorna Giless who keeps us on task and puts this document together into a format that we can easily use and refer back to throughout the year. Additionally, this year I want to thank Management Analyst Joey Dienberg who created the visual snapshots of our department highlights and activity measures.

Most importantly, thank you to the residents and businesses of Bartlett that allow us the privilege of public service to this wonderful community.

In conclusion, nearly every person devoted to public service has at least one story of a life benefitted, a person helped, or received a heart-felt thank you letter for what they did. We encountered that so much in the last year, when many were facing challenges they never imagined. That, for me is the essence of public service – making a difference and at the same time making a community. Looking back on the last year, I'm proud of the many steps we took to deliver the best possible service to Bartlett's residents and businesses. I'm looking forward to building upon that work in the next fiscal year.

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
Raymond H. Deyne
Stephanie Z. Gandsey
Daniel H. Gunsteen
Adam J. Hopkins
Aaron H. Reinke
Renee Suwanski

RESOLUTION 2022-19-R

**A RESOLUTION ADOPTING THE VILLAGE
OF BARTLETT BUDGET
FOR FISCAL YEAR 2022/2023**

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, 2022 and ending April 30, 2023 is hereby adopted in the aggregate sum of \$89,510,636 after a Public Hearing was held on April 5, 2022, pursuant to a notice published in the Daily Herald on March 17, 2022.

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

ROLL CALL VOTE:

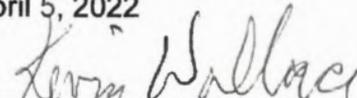
AYES: Trustees Deyne, Gandsey, Gunsteen, Hopkins, Suwanski

NAYS: None

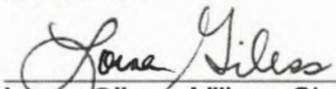
ABSENT: Trustee Reinke

PASSED: April 5, 2022

APPROVED: April 5, 2022

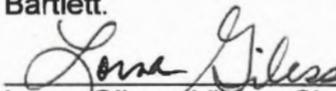

Kevin Wallace, Village President

ATTEST:


Lorna Gilles, Village Clerk

CERTIFICATION

I, Lorna Gilles, 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 2022-19-R enacted on April 5, 2022 and approved on April 5, 2022 as the same appears from the official records of the Village of Bartlett.


Lorna Gilles, Village Clerk



2022/23 REVENUE & EXPENDITURE SUMMARY

Fund	Estimated Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Transfers In	Transfers Out	Estimated Ending Balance
General Fund	\$16,583,478	\$26,517,215	\$24,190,470	\$593,250	\$5,893,077	\$13,610,396
Special Revenue Fund						
Motor Fuel Tax	5,045,645	2,105,128	2,620,000	0	250,000	4,280,773
Debt Service Fund	883,472	2,936,930	2,962,167	29,880	0	888,115
Capital Projects Funds						
Capital Projects	2,808,557	2,763,462	500,000	0	0	5,072,019
Municipal Building	710,175	4,200	450,000	2,000,000	26,000	2,238,375
Developer Deposits	2,009,828	172,500	131,000	0	110,958	1,940,370
Route 59 & Lake Street TIF	0	0	61,000	61,000	0	0
Bluff City TIF Municipal	170,183	60,100	105,000	0	0	125,283
Bluff City TIF Project Fund	7,736	2,100,500	2,100,000	0	0	8,236
Brewster Creek TIF Municipal Account	1,173,241	1,015,500	2,089,474	0	29,880	69,387
Brewster Creek TIF Project Fund	3,946,231	8,055,000	8,052,000	0	0	3,949,231
Enterprise Funds						
Water	6,263,618	12,812,500	14,239,302	0	342,790	4,494,026
Sewer	10,507,599	22,710,000	22,352,171	0	370,790	10,494,638
Parking	(148,276)	50,000	217,792	0	22,110	(338,178)
Golf	0	2,431,600	2,428,670	75,958	68,250	10,638
Internal Services Funds						
Central Services	799,786	250	1,553,135	1,455,904	0	702,805
Vehicle Replacement	1,792,821	10,750	989,000	694,242	0	1,508,813
Trust & Agency Fund						
Police Pension	62,421,497	4,858,000	3,487,530	2,203,621	0	65,995,588
Bluff City Debt Service	564,829	947,509	981,925	0	0	530,413
Total Revenues & Expenditures		\$89,551,144	\$89,510,636	\$7,113,855	\$7,113,855	

In all funds where expenditures exceed revenues except for the Parking Fund, 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.

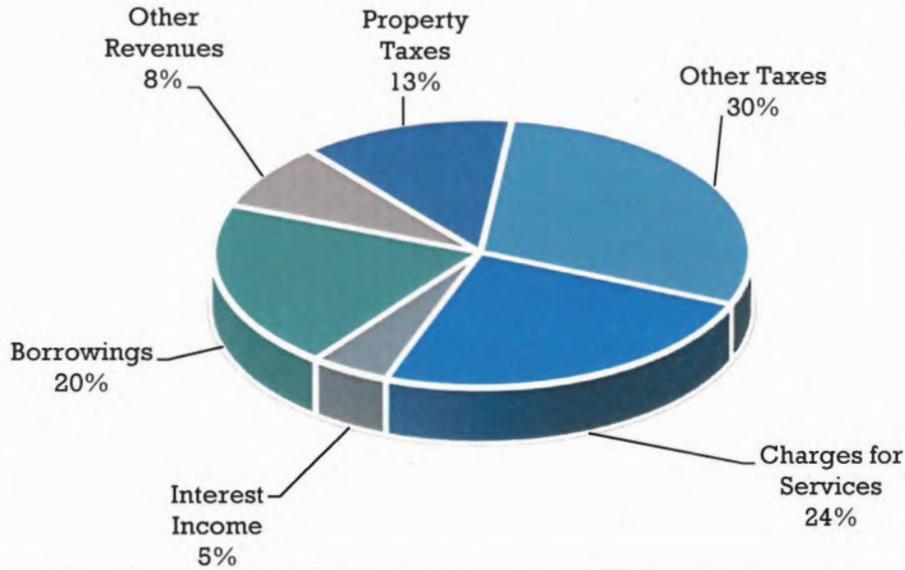
2022/23 SOURCES & USES
By Fund Type

	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	8,732,715	0	2,896,822	0	0	0	0	11,629,537
Other Taxes	14,695,000	1,650,000	0	9,077,000	0	0	947,259	26,369,259
Charges for Services	0	0	0	0	21,820,600	0	0	21,820,600
Interest Income	10,000	2,500	500	6,400	21,500	1,000	4,262,750	4,304,650
Borrowings	0	0	0	2,150,000	16,000,000	0	0	18,150,000
Other Revenues	3,079,500	452,628	39,608	2,937,862	162,000	10,000	595,500	7,277,098
Total Revenues	\$26,517,215	\$2,105,128	\$2,936,930	\$14,171,262	\$38,004,100	\$11,000	\$5,805,509	\$89,551,144
Expenditures by Program								
Public Works	4,266,615	0	0	0	11,806,980	1,475,264	0	17,548,859
Public Safety	12,606,259	0	0	0	0	699,708	3,487,530	16,793,497
General Government	6,672,596	0	0	2,194,474	0	345,163	0	9,212,233
Golf	0	0	0	0	2,428,670	22,000	0	2,450,670
Debt Service	0	0	2,962,167	0	2,724,755	0	981,925	6,668,847
Capital Projects	895,000	2,620,000	0	11,294,000	22,027,530	0	0	36,836,530
Total Expenditures	\$24,440,470	\$2,620,000	\$2,962,167	\$13,488,474	\$38,987,935	\$2,542,135	\$4,469,455	\$89,510,636
Net Interfund Transfers	(5,299,827)	(250,000)	29,880	1,894,162	(727,982)	2,150,146	2,203,621	0
Increases (Decreases) in Fund Balance	(\$3,223,082)	(\$764,872)	\$4,643	\$2,576,950	(\$1,711,817)	(\$380,989)	\$3,539,675	

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.

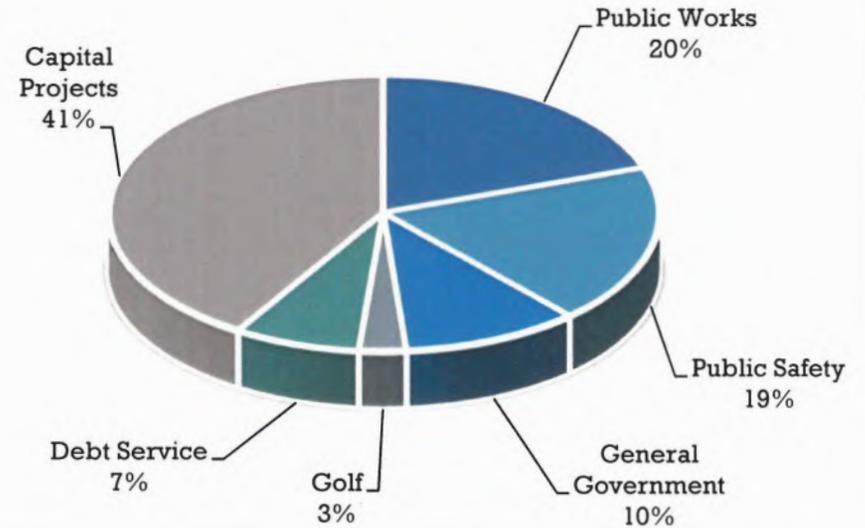
2022/23 SOURCES & USES

WHERE IT COMES FROM
Total Revenue = \$89,551,144



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 20% of total revenue due to the Sewer Fund capital projects and economic development. The category "Other Taxes" is the village's 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 13% of the entire budget. Other revenues represent 8% of the budget and interest earnings represent 5% of total revenues.

WHERE IT GOES
Total Expenditures = \$89,510,636



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 41% of the entire budget. Public Safety and Public Works which includes Streets, Water and Sewer represent 38% of the entire budget. General Government includes Administration, Planning and Development Services, Finance, Professional Services, Liability Insurance, and the TIF municipal accounts. This area represents 10% of the village budget. General Obligation, Special Service Area, and enterprise fund debt payments are 8% of this year's budget and the expenses related to the village's golf course are 3% of the budget.

2022/23 REVENUE & EXPENDITURES COMPARED TO PRIOR YEARS
(Net of Transfers)

Fund	Revenues				Expenditures			
	Actual 2020/21	Budget 2021/22	Budget 2022/23	Percent Change	Actual 2020/21	Budget 2021/22	Budget 2022/23	Percent Change
General Fund	26,465,794	24,620,497	26,517,215	7.70%	20,062,460	22,641,422	24,190,470	6.84%
Special Revenue Fund								
Motor Fuel Tax	2,928,286	2,530,256	2,105,128	-16.80%	2,157,771	2,920,000	2,620,000	-10.27%
Debt Service Fund	14,945,577	2,985,353	2,936,930	-1.62%	14,957,574	3,018,675	2,962,167	-1.87%
Capital Projects Funds								
Capital Projects	873	100	2,763,462	100.00%	0	0	500,000	0.00%
Municipal Building	9,993	5,000	4,200	-16.00%	65,032	375,000	450,000	20.00%
Developer Deposits	62,414	375,000	172,500	-54.00%	0	481,000	131,000	-72.77%
Route 59 & Lake Street TIF	0	0	0	0.00%	73,719	61,000	61,000	0.00%
Bluff City TIF Municipal Acct	35,381	35,100	60,100	71.23%	0	105,000	105,000	0.00%
Bluff City TIF Project Fund	550,483	2,030,500	2,100,500	3.45%	549,669	2,030,000	2,100,000	3.45%
Brewster Creek TIF Muni Acct	848,657	875,500	1,015,500	15.99%	629,544	1,177,987	2,089,474	77.38%
Brewster Creek TIF Project Fund	9,160,064	9,090,000	8,055,000	-11.39%	9,353,312	9,088,040	8,052,000	-11.40%
Enterprise Funds								
Water	13,015,218	12,237,500	12,812,500	4.70%	10,948,848	12,922,063	14,239,302	10.19%
Sewer	6,465,275	22,967,000	22,710,000	-1.12%	6,633,920	26,887,887	22,352,171	-16.87%
Parking	19,171	100,000	50,000	-50.00%	128,385	250,677	217,792	-13.12%
Golf	1,772,095	2,329,300	2,431,600	4.39%	1,853,777	2,332,853	2,428,670	4.11%
Internal Service Funds								
Central Services	1,103	500	250	-50.00%	1,183,628	1,450,904	1,553,135	7.05%
Vehicle Replacement	64,915	12,000	10,750	-10.42%	598,018	659,619	989,000	49.94%
Trust & Agency Fund								
Police Pension	12,525,804	4,265,500	4,858,000	13.89%	2,511,641	3,099,585	3,487,530	12.52%
Bluff City Debt Service	924,281	923,983	947,509	2.55%	1,044,400	1,015,175	981,925	-3.28%
Grand Total	\$89,795,384	\$85,383,089	\$89,551,144	4.88%	\$72,751,698	\$90,516,887	\$89,510,636	-1.11%

Total expenditures for 2022/23 are \$89,510,636 which represents a 1.1% decrease from the 2021/22 budget. The decrease in expenditures is primarily from the Sewer Fund capital improvements as the Devon Avenue excess flow project has been scheduled for the 2023/24 year. Revenues are estimated to increase 4.9% to \$89,551,144. The increase is attributable to General Fund increases and American Rescue Plan Act distributions.

2022/23 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	\$16,583,478	\$26,517,215	\$24,190,470	(5,299,827)	13,610,396	(2,973,082)	-17.93%	9,443,578	12,253,569
Special Revenue Fund									
Motor Fuel Tax	5,045,645	2,105,128	2,620,000	(250,000)	4,280,773	(764,872)	-15.16%	0	N/A
Debt Service Fund	883,472	2,936,930	2,962,167	29,880	888,115	4,643	0.53%	363,584	2,957,167
Capital Projects Funds									
Capital Projects	2,808,557	2,763,462	500,000	0	5,072,019	2,263,462	0.00%	0	N/A
Municipal Building	710,175	4,200	450,000	1,974,000	2,238,375	1,528,200	215.19%	0	N/A
Developer Deposits	2,009,828	172,500	131,000	(110,958)	1,940,370	(69,458)	-3.46%	0	N/A
Route 59 & Lake Street TIF	0	0	61,000	61,000	0	0	0.00%	0	N/A
Bluff City TIF Municipal	170,183	60,100	105,000	0	125,283	(44,900)	-26.38%	0	N/A
Bluff City TIF Project	7,736	2,100,500	2,100,000	0	8,236	500	6.46%	0	N/A
Brewster Creek TIF Municipal	1,173,241	1,015,500	2,089,474	(29,880)	69,387	(1,103,854)	-94.09%	0	N/A
Brewster Creek TIF Project	3,946,231	8,055,000	8,052,000	0	3,949,231	3,000	0.08%	0	N/A
Enterprise Funds									
Water	6,263,618	12,812,500	14,239,302	(342,790)	4,494,026	(1,769,592)	-28.25%	2,812,866	3,662,656
Sewer	10,507,599	22,710,000	22,352,171	(370,790)	10,494,638	(12,961)	-0.12%	1,186,358	1,591,596
Parking	(148,276)	50,000	217,792	(22,110)	(338,178)	(189,902)	-128.07%	21,779	32,669
Golf	0	2,431,600	2,428,670	7,708	10,638	10,638	N/A	242,867	242,867
Internal Service Funds									
Central Services	799,786	250	1,553,135	1,455,904	702,805	(96,981)	-12.13%	355,313	N/A
Vehicle Replacement	1,792,821	10,750	989,000	694,242	1,508,813	(284,008)	-15.84%	850,000	N/A
Trust & Agency Fund									
Police Pension	62,421,497	4,858,000	3,487,530	2,203,621	65,995,588	3,574,091	5.73%	N/A	N/A
Bluff City Debt Service	564,829	947,509	981,925	0	530,413	(34,416)	-6.09%	N/A	N/A
Total Revenue & Expenditures		\$89,551,144	\$89,510,636	0					

The Sewer cash balance includes 2019 bond proceeds for the Devon Excess Flow Plant rehabilitation

2022/23 PROJECTED FUND BALANCES

General Fund – This budget shows a decrease of 18% 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 45% of operating expenditures including transfers. The 2022/23 budget proposes to use \$973,082 of the available balance and transfer \$2,000,000 to the Municipal Building Fund.

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 2022/23 is \$18,700. 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 15%. 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 has received five out of six allotments of Rebuild Illinois bond funds expected to total \$2,716,000 over three years.

Debt Service Fund - The projected cash balance is expected to increase by \$4,643 to \$888,115 in 2022/23. 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 increase \$1,528,200 with a \$2,000,000 fund transfer and \$450,000 for the Oak Street parking lot construction. The Developer Deposits Fund is planned to decrease \$69,458 due to a transfer to the Route 59 & Lake Street TIF fund and a transfer to the Golf Fund. The budget also includes the use of available funds for economic incentives in the Brewster Creek and Bluff City TIF Municipal Funds.

Water Fund - The Water Fund cash balance will decrease 28%, to approximately \$4.5 million, with available balance being used for continued infrastructure improvements. The last rate increase was effective May 1, 2019. The Water Fund is projected to be over the minimum (25%) and maximum (35%) of operating expenses and will be used for planned capital improvements. The policy includes maintaining a balance adequate for emergency needs, funding capital improvements, funding equipment reserve and designations of specific reserves such as radium removal. A rate increase is being proposed for the 22/23 fiscal year to fund capital improvement costs and the beginning of a meter changeout program.

2022/23 PROJECTED FUND BALANCES

Sewer Fund – The Sewer Fund cash balance will decrease just \$12,961. The use of bond proceeds for the Devon excess flow facility project has been moved to the 23/24 fiscal year. A rate increase is proposed effective May 1, 2022. This is the continuation of planned increases to fund major capital projects. 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 above the policy objective of maintaining 25-35% of operating expenses due to planned capital projects starting later than expected. These funds will be used for infrastructure improvements and debt service as the IEPA loans for the waste water treatment plant are expected to become payable in the fall of 2023.

Parking Fund - The cash balance will decrease by \$189,902 after starting at a deficit of \$148,276. The decrease is due to the lack of parking revenue during the pandemic. The negative balance will be covered by a transfer from another source when the parking activity returns to more normal operations.

The **Golf Fund** cash balance is projected to increase approximately \$10,638. 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 were suspended in 2010 and expenses are being held to a minimum. The projected cash balance due to other funds at the end of fiscal 22/23 is expected to remain at about \$1.7 million.

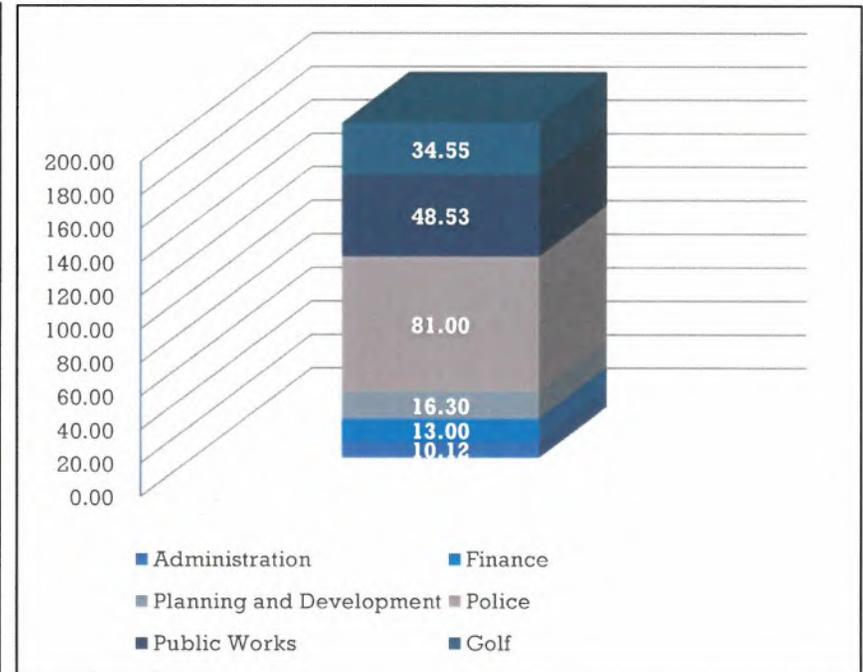
Internal Service Funds - Both funds must maintain sufficient balances to replace equipment at its scheduled replacement date. In addition, the Central Services Fund should have a reserve equal to 10%-15% of operating expenses. Funds are accumulated or depleted based on the equipment replacements required. The balance in the Central Services Fund will decrease \$96,981 to \$702,805, and includes \$172,000 in capital outlay. The balance does meet the 10% of operating expenses and the equipment replacement requirement. Departmental transfers were not increased in for the 21/22 year and will continue to be monitored going forward. The Vehicle Replacement Fund balance will decrease 16% to \$1,508,813 as a number of large trucks are scheduled for replacement in the Streets department. Vehicles in the Police and Golf departments are also 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, 2021, the fund is 75.2% funded. The balance shown on page S-5 is the amount reserved for future pension payments. Increases in assets are necessary to meet full funding of 90% imposed by the State of Illinois.

PERSONNEL REQUIREMENTS BY DEPARTMENT

The 2022/23 operating budget shows an increase of three full-time equivalent personnel. The Police department is planning to add two police officer positions to the department. This increase will allow the department to maintain minimum staffing levels and improve safety. The Planning & Development Services department is proposing the addition of a plan reviewer to review permit application plans, conduct back-up inspections and assist the building & code division manager.

Department	Budget			Change
	2020/21	2021/22	2022/23	
Administration	10.12	10.12	10.12	0.00
Finance	13.00	13.00	13.00	0.00
Planning and Development	15.30	15.30	16.30	1.00
Police	77.00	79.00	81.00	2.00
Public Works				
Streets	20.88	20.74	20.74	0.00
Water	10.37	10.23	10.23	0.00
Sewer	16.70	16.56	16.56	0.00
Parking	1.00	1.00	1.00	0.00
Total Public Works	48.95	48.53	48.53	0.00
Golf				
Golf Program	8.62	8.62	8.62	0.00
Grounds Maintenance	8.70	8.70	8.70	0.00
Food & Beverage	17.23	17.23	17.23	0.00
Total Golf	34.55	34.55	34.55	0.00
Total Village Employees	198.92	200.50	203.50	3.00



VILLAGE OF BARTLETT EMPLOYEES PER 1,000 POPULATION COMMUNITY COMPARISON

Below are the results of a survey conducted in December 2021, comparing employees per 1,000 population for 34 suburbs in the area. Bartlett ranked 10th out of the 34 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.

Rank	Municipality	Population	Full Time Employees*	Employees per 1,000 Population
1	Huntley	27,740	99	3.57
2	Buffalo Grove	43,212	157	3.63
3	Streamwood	39,577	144	3.64
4	Wheaton	53,970	197	3.65
5	Carpentersville	37,983	140	3.69
6	South Elgin	21,393	80	3.74
7	Palatine	67,908	254	3.74
8	Roselle	22,897	87	3.80
9	Lombard	44,476	177	3.98
10	Bartlett	41,105	164	3.99
11	Carol Stream	39,854	162	4.06
12	Mt. Prospect	56,852	232	4.08
13	Arlington Heights	77,676	318	4.09
14	Villa Park	22,263	93	4.18
15	Hanover Park	37,470	157	4.19
16	Park Ridge	39,656	168	4.24
17	Des Plaines	60,675	263	4.33

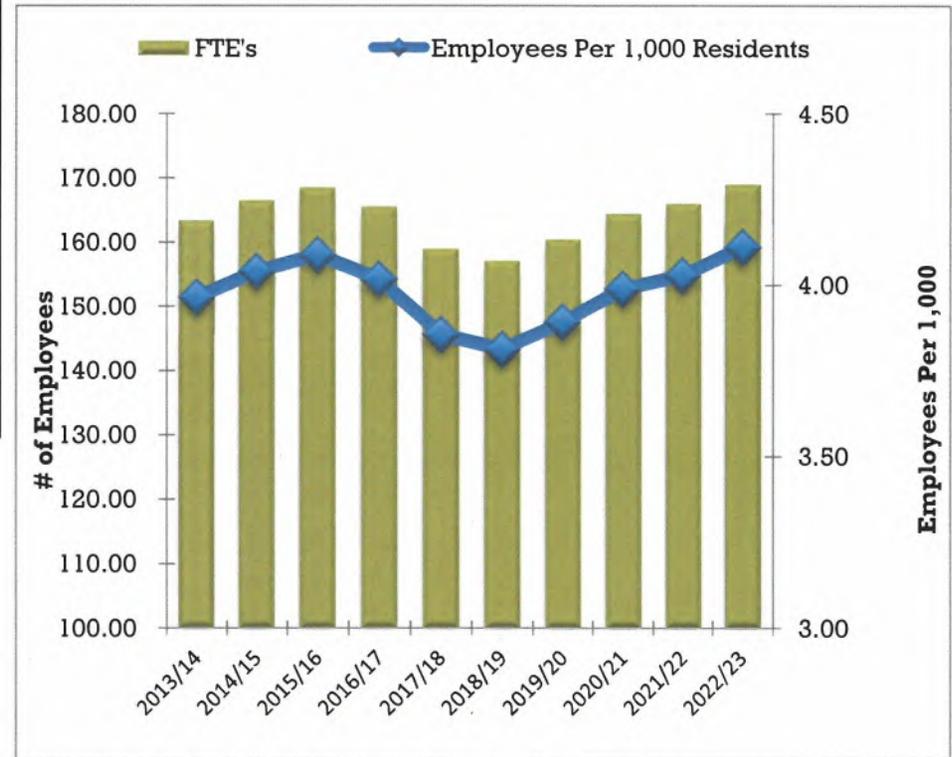
Rank	Municipality	Population	Full Time Employees	Employees per 1,000 Population
18	Wheeling	39,137	171	4.37
19	Schaumburg	78,723	346	4.40
20	Downers Grove	50,247	221	4.40
21	Glen Ellyn	28,846	129	4.47
22	Glendale Heights	33,176	153	4.61
23	Hoffman Estates	52,530	246	4.68
24	Crystal Lake	40,269	190	4.72
25	Bensenville	18,813	97	5.16
26	Skokie	67,824	358	5.28
27	Northbrook	35,222	194	5.51
28	Elgin	114,797	656	5.71
29	Niles	30,912	178	5.76
30	Bloomington	22,382	131	5.85
31	Geneva	21,393	129	6.03
32	Addison	35,702	222	6.22
33	St. Charles	33,081	229	6.92
34	Elk Grove Village	32,812	245	7.47

TEN-YEAR PERSONNEL HISTORY (Excluding Golf Course Employees)

Personnel History					
Year	Population	FTE's		Employees Per 1,000 Residents	
		Number	% Change	Number	% Change
2013/14	41,208	163.34	-1.51%	3.96	-2.13%
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	157.08	-1.13%	3.81	-1.13%
2019/20	41,208	160.37	2.09%	3.89	2.09%
2020/21	41,208	164.37	2.49%	3.99	2.49%
2021/22	41,208	165.95	0.96%	4.03	0.96%
2022/23	41,105	168.95	1.81%	4.11	2.06%

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 2020 census.

Below is a graph of the staffing information from the table. The number of employees has increased over the last two years but still remains below prior levels. Golf Course employees have been excluded from this analysis.



2022/23 CAPITAL OUTLAY EXPENDITURES

Department/Description	Fund	New/Replacement	Budget	Department Total
Police				
(2) Patrol Vehicles	Vehicle Replacement	Replacement	72,000	
ID Networks RMS Link to FBI N-DEX	General Fund-DOJ	New	15,000	
(1) Speed Trailer	General Fund	Replacement	11,000	
(7) Flock License Plate Readers, including yearly contract	General Fund	New	17,500	
(4) CR2 Automatic External Defibrillator Units	General Fund	Replacement	7,000	
(2) CR2 Automatic External Defibrillator Training Units	General Fund	New	1,110	
Grey Key (1 Year Service)	General Fund	New	10,070	
(17) iPad/Keyboards/Stylus Package	General Fund-DOJ	New	30,600	
(2) Recon Power Bikes	General Fund	Replacement	6,400	170,680
Streets				
(1) Large Dump Truck with Plow & Spreader	Vehicle Replacement	Replacement	160,000	
(2) Large Dump Truck with Plow & Spreader	Vehicle Replacement	Replacement	400,000	
(1) Skid Steer (Split b/w Streets, Water, Sewer)	General	New	22,000	
Electrical Work at PW Garage	General	Replacement	25,000	
(1) Brush Truck	Vehicle Replacement	Replacement	150,000	
(1) Asphalt Paver Trailer	General	Replacement	32,000	
(2) Furnaces for PW Admin Building (Split Three Ways)	General	Replacement	6,000	
(1) Wheel Loader	Vehicle Replacement	Replacement	185,000	980,000

2022/23 CAPITAL OUTLAY EXPENDITURES

Department/Description	Fund	New/Replacement	Budget	Department Total
Water				
(1) Skid Steer (Split b/w Streets, Water, Sewer)	Water	New	22,000	
(2) Furnaces for PW Admin Building (Split Three Ways)	Water	Replacement	6,000	28,000
Sewer				
600kW Generator at WWTP, removal of existing unit & tank	Sewer	Replacement	200,000	
(1) Skid Steer (Split b/w Streets, Water, Sewer)	Sewer	New	22,000	
(2) Furnaces for PW Admin Building (Split Three Ways)	Sewer	Replacement	6,000	228,000
Parking				
Pay Boxes	Parking	Replacement	20,000	20,000
Golf Program				
Restroom Renovations	Golf	Replacement	20,000	
Boiler Pump	Golf	Replacement	6,000	26,000
Golf Range				
Range Servant Ball Dispenser with credit card capability	Golf	Replacement	14,000	\$14,000
Golf Maintenance				
(1) Greens Roller	Vehicle Replacement	Replacement	22,000	22,000
Central Services				
Replacement Desktop & Laptop Computers	Equip. Replacement Fund	Replacement	66,200	
Police Squad Computers	Equip. Replacement Fund	Replacement	86,800	
(1) Police Department Server	Equip. Replacement Fund	Replacement	4,000	
(1) Main office Copier	Equip. Replacement Fund	Replacement	7,000	
(2) Security Cameras	Equip. Replacement Fund	Replacement	3,000	
Drone & Related Software and Training	Central Services	New	5,000	172,000
Grand Total Capital Outlay				\$ 1,660,680

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.

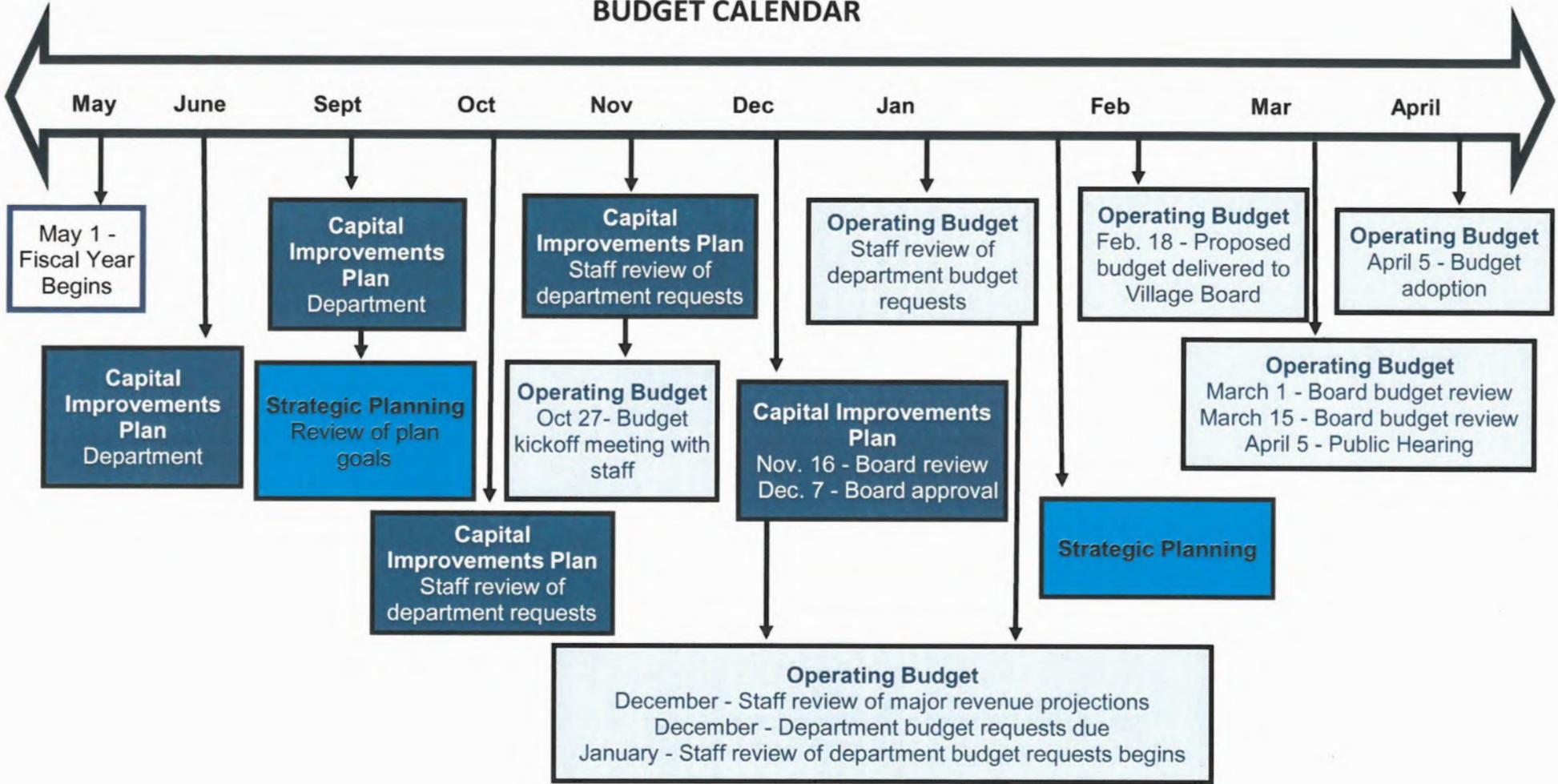
Once the budget is adopted, it can be amended by the Village Board. Such amendments are required if any fund will exceed its original budget or if additional interfund transfers are required. Generally, this is done once at the end of the year.

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												

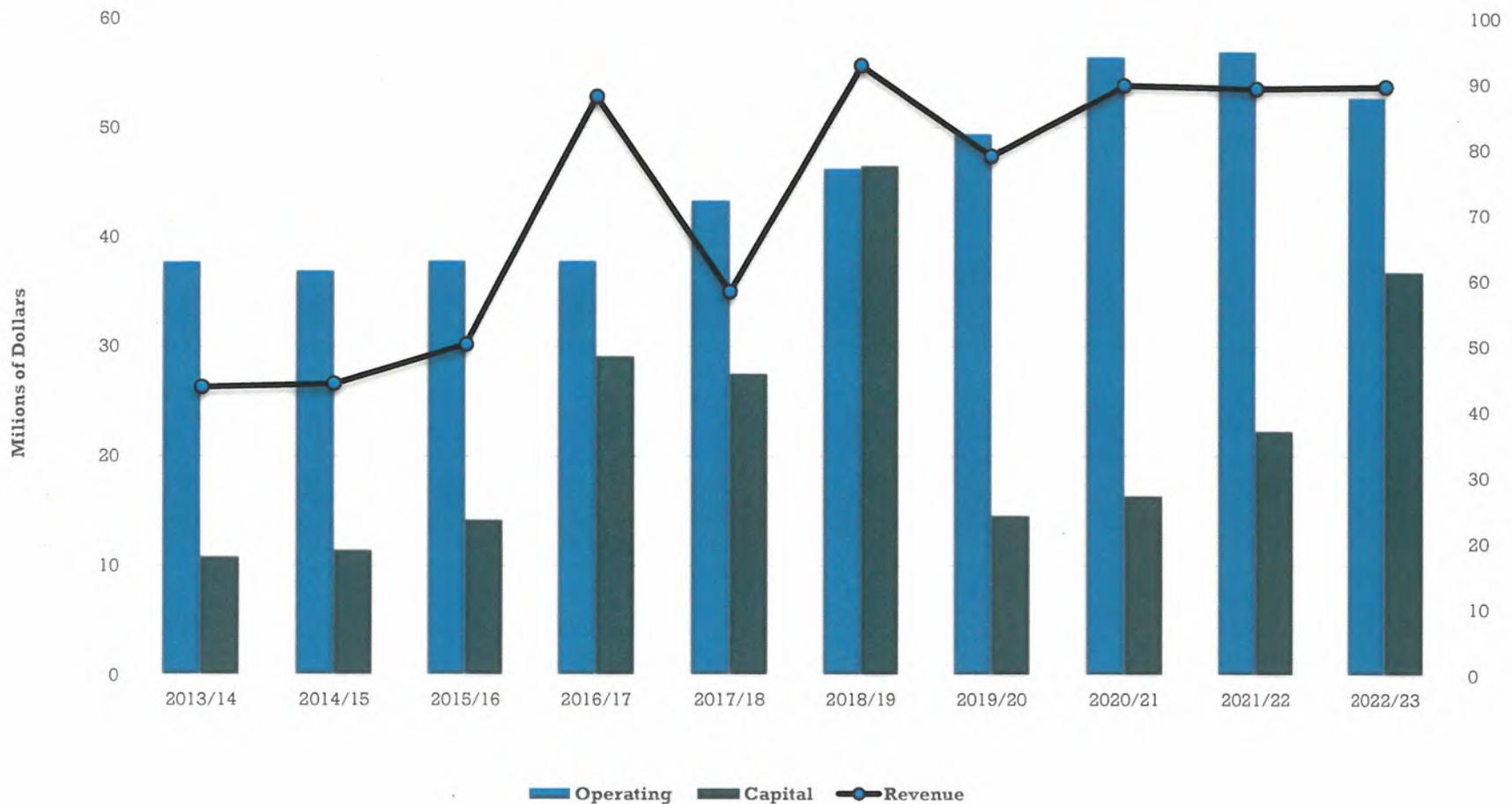
BUDGET CALENDAR



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

TEN-YEAR REVENUE AND EXPENDITURE HISTORY

This chart compares ten years of revenues and expenditures. It shows that capital expenditures decreased dramatically in 2019/20 due to the completion of the water infrastructure improvements related to the Lake Michigan water transition and the completion of the new police station. Revenues spiked in 2016/17 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. Operating costs have been steadily increasing due to the increase in debt service related to capital improvements and debt refunding activity. In 2022/23 the capital expenditures are up again mainly for the wastewater treatment plant facility update.



REVENUE HISTORY BY FUND & CATEGORY

	Actual					Estimate	Budget
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Property Taxes							
General Fund	7,504,286	7,932,613	7,856,941	8,216,605	8,170,766	8,596,997	8,732,715
Debt Service Fund	1,886,989	3,041,972	3,188,195	3,184,468	3,104,240	2,944,649	2,896,822
Property Taxes Total	9,391,275	10,974,585	11,045,136	11,401,073	11,275,006	11,541,646	11,629,537
Other Taxes							
General Fund	9,869,997	9,961,105	11,124,288	12,056,093	13,245,276	15,185,000	14,695,000
MFT Fund	1,082,279	1,089,430	1,082,958	1,531,423	1,564,763	1,700,000	1,650,000
Capital Projects Funds	5,991,932	6,545,372	7,026,539	7,927,923	8,286,705	9,302,809	10,024,259
Other Taxes Total	16,944,208	17,595,907	19,233,785	21,515,439	23,096,744	26,187,809	26,369,259
Charges for Services							
Water Fund	6,589,212	8,150,540	10,072,311	11,705,696	12,439,087	12,281,000	12,730,000
Sewer Fund	3,308,359	4,032,705	5,107,574	6,105,666	6,329,428	6,265,000	6,610,000
Parking Fund	223,226	225,583	227,390	211,768	19,123	35,000	50,000
Golf Fund	2,136,243	2,120,661	2,045,832	1,914,446	1,771,135	2,232,900	2,430,600
Charges for Services Total	12,257,040	14,529,489	17,453,107	19,937,576	20,558,773	20,813,900	21,820,600
Other Revenues							
Licenses & Permits	1,100,101	1,490,330	1,201,847	1,167,062	1,568,793	1,321,817	1,288,500
Grants & Reimbursements							
General Fund	38,387	26,376	38,366	133,835	1,467,060	39,600	176,000
MFT Fund	0	0	0	0	1,357,929	905,256	452,628
Capital Projects Funds	182,230	0	0	0	0	2,850,716	2,893,862
Enterprise Funds	0	0	485,000	0	0	0	0
Grants & Reimbursements Total	220,617	26,376	523,366	133,835	2,824,989	3,795,572	3,522,490
Interest Income - All Funds	2,943,607	2,837,029	4,479,955	2,867,850	12,081,871	5,077,480	4,304,650
Borrowings							
Debt Service Fund	0	2,650,156	0	5,818,234	11,797,556	9,830,000	0
Capital Projects Funds	26,763,266	2,430,500	14,336,510	1,948,100	3,224,700	3,075,200	2,150,000
Enterprise Funds	13,108,537	2,905,186	21,053,180	9,810,812	211,536	5,000,000	16,000,000
Borrowings Total	39,871,803	7,985,842	35,389,690	17,577,146	15,233,792	17,905,200	18,150,000
Miscellaneous - All Funds	5,420,931	2,824,182	3,539,693	4,363,917	3,155,416	2,680,647	2,466,108
Other Revenues Total	49,557,059	15,163,759	45,134,551	26,109,810	34,864,861	30,780,716	29,731,748
Total Revenues	\$88,149,582	\$58,263,740	\$92,866,579	\$78,963,898	\$89,795,384	\$89,324,071	\$89,551,144

EXPENDITURE HISTORY BY FUND & CATEGORY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Personnel Services	General Fund	14,626,458	14,766,557	15,135,576	15,116,465	15,657,315	16,876,657	17,827,478
	Capital Projects Funds	494,170	506,433	584,522	552,599	568,324	570,000	584,724
	Enterprise Funds	4,787,583	4,891,433	4,897,357	4,597,877	4,784,576	5,088,368	5,251,061
	Internal Service Funds	473,085	485,752	461,780	478,084	533,194	556,561	600,980
	Trust and Agency Funds	1,363,752	1,631,946	1,767,984	2,111,748	2,295,105	2,842,098	3,247,535
	Personnel Services Total	21,745,048	22,282,121	22,847,219	22,856,773	23,838,514	25,933,684	27,511,778
Contractual Services	General Fund	1,995,817	1,971,570	1,966,382	2,123,073	1,925,788	2,284,470	2,781,692
	Debt Service Fund	800	66,132	1,818	108,416	200,860	222,739	5,000
	Capital Projects Funds	16,540	5,458	189,193	37,700	11,747	27,000	132,750
	Enterprise Funds	5,636,802	6,068,921	6,455,722	6,968,031	7,208,854	7,026,779	7,374,377
	Internal Service Funds	441,363	451,042	483,149	513,521	550,843	630,600	716,600
	Trust and Agency Funds	143,436	153,059	171,939	191,036	212,398	220,087	230,200
Contractual Services Total	8,234,758	8,716,182	9,268,203	9,941,777	10,110,490	10,411,675	11,240,619	
Com-modities	General Fund	686,057	756,491	796,524	777,016	690,082	777,523	901,790
	Enterprise Funds	1,083,426	1,137,889	1,045,710	1,144,644	964,122	1,102,232	1,268,080
	Internal Service Funds	44,386	38,263	32,464	57,731	31,073	44,000	37,700
	Commodities Total	1,813,869	1,932,643	1,874,698	1,979,391	1,685,277	1,923,755	2,207,570
Other Charges	General Fund	1,450,931	1,215,753	1,092,518	1,381,787	1,539,304	1,372,949	1,530,930
	Debt Service Fund	1,968,138	5,748,109	3,196,750	8,916,042	14,756,714	12,623,675	2,957,167
	Capital Projects Funds	10,574,825	4,793,629	5,560,273	6,034,740	6,801,473	7,566,286	9,540,000
	Enterprise Funds	190,763	168,653	170,210	2,111,366	2,349,883	2,689,831	2,913,387
	Internal Service Funds	22,868	9,646	16,065	15,625	19,399	20,320	25,855
	Trust and Agency Funds	1,075,959	1,097,314	6,685,654	1,151,836	1,048,538	994,781	991,720
Other Charges Total	15,283,484	13,033,104	16,721,470	19,611,396	26,515,311	25,267,842	17,959,059	
Capital Outlay	General Fund	290,048	181,968	101,086	226,659	249,971	282,536	253,580
	Enterprise Funds	312,832	166,835	542,999	168,730	100,819	58,607	403,500
	Internal Service Funds	696,799	1,819,508	612,357	718,097	647,137	579,238	1,161,000
	Capital Projects Funds	0	0	0	0	0	0	0
	Capital Outlay Total	1,299,679	2,168,311	1,256,442	1,113,486	997,927	920,381	1,818,080
Capital Improve-ments	MFT Fund	799,456	1,787,397	1,222,363	1,513,615	2,157,771	1,870,000	2,620,000
	Capital Projects Funds	3,366,399	16,521,538	14,798,850	2,169,634	3,289,732	3,455,511	4,126,000
	Enterprise Funds	14,321,127	4,414,115	24,786,810	4,828,415	4,156,676	9,492,273	22,027,530
	Capital Improvements Total	18,486,982	22,723,050	40,808,023	8,511,664	9,604,179	14,817,784	28,773,530
Total Expenditures		\$66,863,820	\$70,855,411	\$92,776,055	\$64,014,487	\$72,751,698	\$79,275,121	\$89,510,636

EXPENDITURE HISTORY BY PROGRAM & DEPARTMENT

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Public Works	Streets	3,583,753	4,310,692	3,754,241	3,875,892	4,070,142	4,107,849	5,082,423
	Water	6,511,547	7,086,960	7,262,959	9,343,060	9,731,657	9,573,207	10,394,030
	Sewer	3,218,932	3,741,840	3,519,653	3,774,747	4,015,454	4,435,111	4,579,369
	Parking	170,231	212,692	183,516	197,441	128,385	118,261	217,792
	Public Works Total	13,484,463	15,352,184	14,720,369	17,191,140	17,945,638	18,234,428	20,273,614
Public Safety	Police	10,950,155	10,918,497	11,031,744	10,993,282	11,306,139	12,593,687	13,305,967
	Police Pension	1,512,226	1,793,636	1,946,663	2,310,207	2,511,641	3,068,891	3,487,530
	Public Safety Total	12,462,381	12,712,133	12,978,407	13,303,489	13,817,780	15,662,578	16,793,497
General Government	Administration	1,211,602	1,185,309	1,567,241	1,851,530	1,916,589	1,918,876	2,263,976
	Professional Services	697,985	411,967	469,306	522,436	471,300	535,725	610,250
	Liability Insurance	631,524	601,553	562,951	671,938	700,728	750,000	750,000
	Finance	1,454,438	1,354,586	989,124	998,162	1,166,116	1,145,823	1,227,495
	Planning and Development	1,851,579	2,089,960	1,890,951	1,921,147	1,854,833	1,894,882	2,166,038
	Bluff City TIF Municipal	0	0	0	0	0	0	105,000
	Brewster Creek TIF Municipal	512,848	513,896	590,988	556,798	629,544	647,200	2,089,474
	Bluff City SSA Debt Service	1,070,921	1,088,683	6,678,914	1,144,413	1,044,400	988,075	981,925
General Government Total	7,430,897	7,245,954	12,749,475	7,666,424	7,783,510	7,880,581	10,194,158	
Golf	Golf Program	768,933	526,948	912,036	566,559	550,248	675,474	726,838
	Golf Maintenance	679,915	604,096	622,051	639,464	558,051	623,593	605,354
	Golf Driving Range	6,460	4,389	4,741	4,171	7,646	4,800	19,344
	Golf Restaurant	328,470	340,242	317,150	321,690	313,453	363,455	365,622
	Golf Banquet	607,434	676,596	657,818	669,843	394,691	586,228	667,812
	Golf Midway	66,260	63,954	64,417	47,344	66,928	63,700	65,700
	Golf Total	2,457,472	2,216,225	2,578,213	2,249,071	1,891,017	2,317,250	2,450,670
Debt Service	1,968,938	5,814,241	3,198,568	9,024,458	14,957,574	12,846,414	2,962,167	
Subtotal Operating	\$37,804,151	\$43,340,737	\$46,225,032	\$49,434,582	\$56,395,519	\$56,941,251	\$52,674,106	
Capital Projects	29,059,669	27,514,674	46,551,023	14,579,905	16,356,179	22,333,870	36,836,530	
Total Expenditures	\$66,863,820	\$70,855,411	\$92,776,055	\$64,014,487	\$72,751,698	\$79,275,121	\$89,510,636	

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 761. 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	2020	41,105

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 40.6 years. 23.7% of the population is under 18 years of age, and 76.3% are 18 or older. The average household size is 3.4 and the median household income is \$109,980.

The 2020 census counted 14,522 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 \$320,000.

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	147
Water Mains	194
Sanitary Sewer Mains	158
Storm Sewer Mains	226
Bike Path (village owned)	25
Capacity of water facilities (in gallons):	
Elevated Storage	3,500,000
Ground Storage	3,000,000
Water Plant (per day)	10,580,000
Water consumption (in gallons):	
Average per day	3,200,000
Peak per day	4,650,000
Municipal sewer utility (in gallons):	
Average load per day	3,000,000
Peak load per day	10,200,000

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 5 part-time firefighters, 6 contract firefighter/paramedics.

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 gives 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 203 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, Planning & Development Services. The head of each department reports to the Village Administrator.

Village of Bartlett Population

Demographic Characteristics Based on 2020 Census				
Category	Total		18 Years and Over	
	Number	Percent	Number	Percent
POPULATION	41,105	100.00%	29,978	100.00%
Cook 16,797 *				
DuPage 24,411 *				
Kane 0 *				
RACE				
One race	37,677	91.66%	29,604	98.75%
White	27,222	66.23%	23,912	79.77%
Black or African American	1,042	2.53%	637	2.12%
American Indian and Alaska Native	172	0.42%	54	0.18%
Asian	7,377	17.95%	4,329	14.44%
Native Hawaiian and other Pacific Islander	12	0.03%	7	0.02%
Some other Race	1,852	4.51%	665	2.22%
Two or More Races	3,428	8.34%	374	1.25%
HISPANIC OR LATINO AND RACE				
Hispanic or Latino (of any race)	4,947	12.04%	2,236	7.46%
Not Hispanic or Latino	36,158	87.96%	27,742	92.54%
One race	34,849	84.78%	27,492	91.71%
White	26,377	64.17%	22,500	75.06%
Black or African American	995	2.42%	6,008	20.04%
American Indian and Alaska Native	31	0.08%	24	0.08%
Asian	7,345	17.87%	4,317	14.40%
Native Hawaiian and Other Pacific Islander	6	0.01%	250	0.83%
Some Other Race	95	0.23%	38	0.13%
Two or More Races	1,309	3.18%	250	0.83%
HOUSING UNITS				
Total Housing Units	14,509	100.00%		

* Data is not available form the 2020 official United States Census

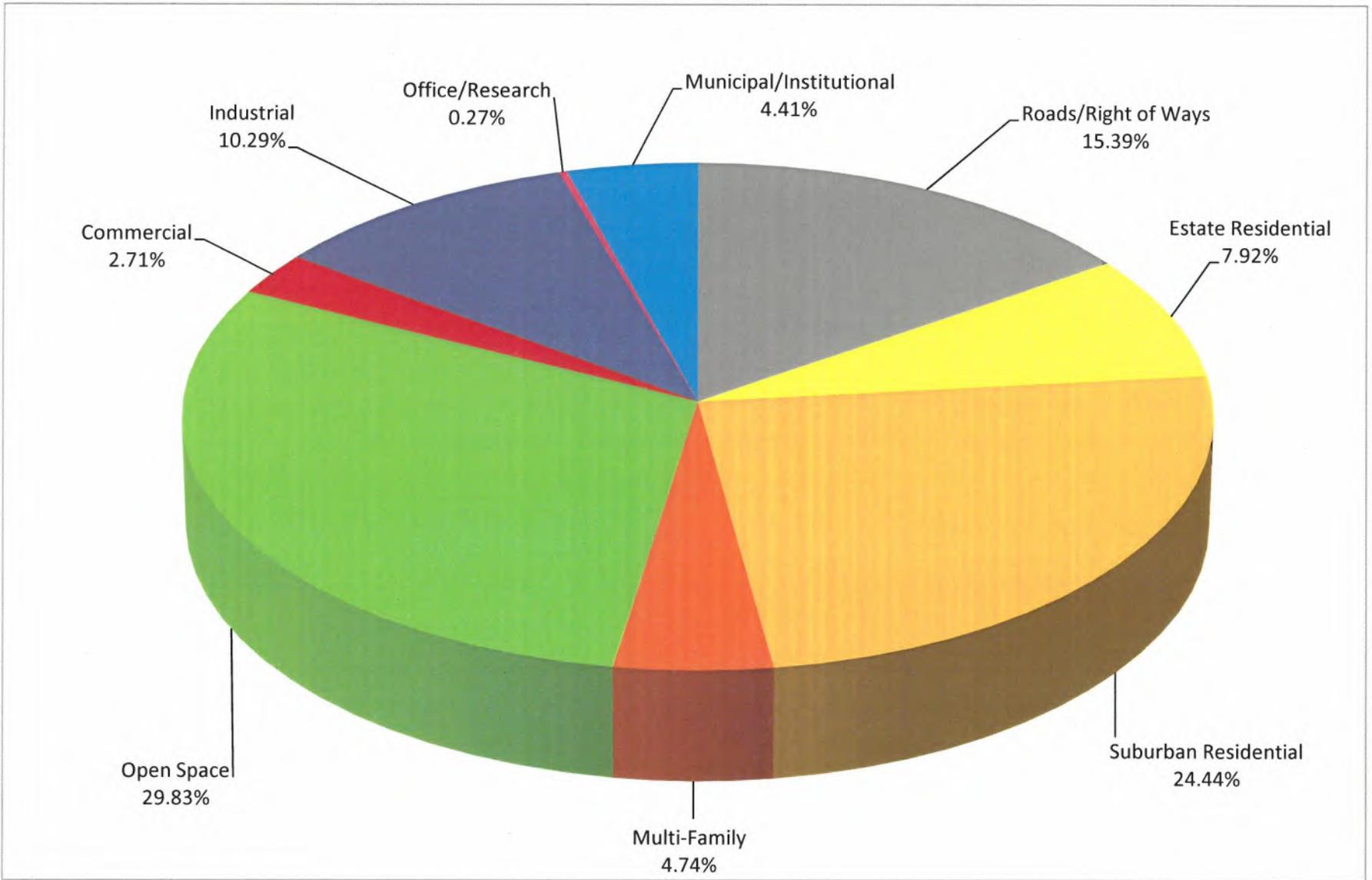
2010 and 2020 Census Comparison

POPULATION	2010 CENSUS		2020 CENSUS		% Change
Total Population	41,208		41,105		-0.2%
DEMOGRAPHIC BREAKDOWN	2010 CENSUS	% of Population	2020 CENSUS	% of Population	% Change
White, Non-Hispanic	28,840	70.0%	26,377	64.2%	-8.5%
Asian	5,918	14.4%	7,345	17.9%	24.1%
Hispanic or Latino	3,557	8.6%	4,947	12.0%	39.1%
Black or African American	966	2.3%	995	2.4%	3.0%
Two or More Races	798	1.9%	1,309	3.2%	64.0%
Some Other Race	1,017	2.5%	95	0.2%	-90.7%
American Indian & Alaska Native	100	0.2%	31	0.1%	-69.0%
Native Hawaiian & Other Pacific Islander	12	0.0%	6	0.0%	-50.0%
HOUSING UNITS	2010 CENSUS	% of Housing Units	2020 CENSUS	% of Housing Units	% Change
Total Housing Units	14,509		14,522		0.1%
Occupied Housing Units (as of April 1st)	14,073	97.0%	14,119	97.2%	0.3%
Vacant Housing Units (as of April 1st)	436	3.0%	403	2.8%	-7.6%
Average Household Size*	2.93		3.40		16.1%
AGE	2010 CENSUS	% of Population	2020 CENSUS	% of Population	% Change
18 and Over	29,978	72.7%	31,363	76.3%	4.6%
Under 18	11,230	27.3%	9,742	23.7%	13.3%

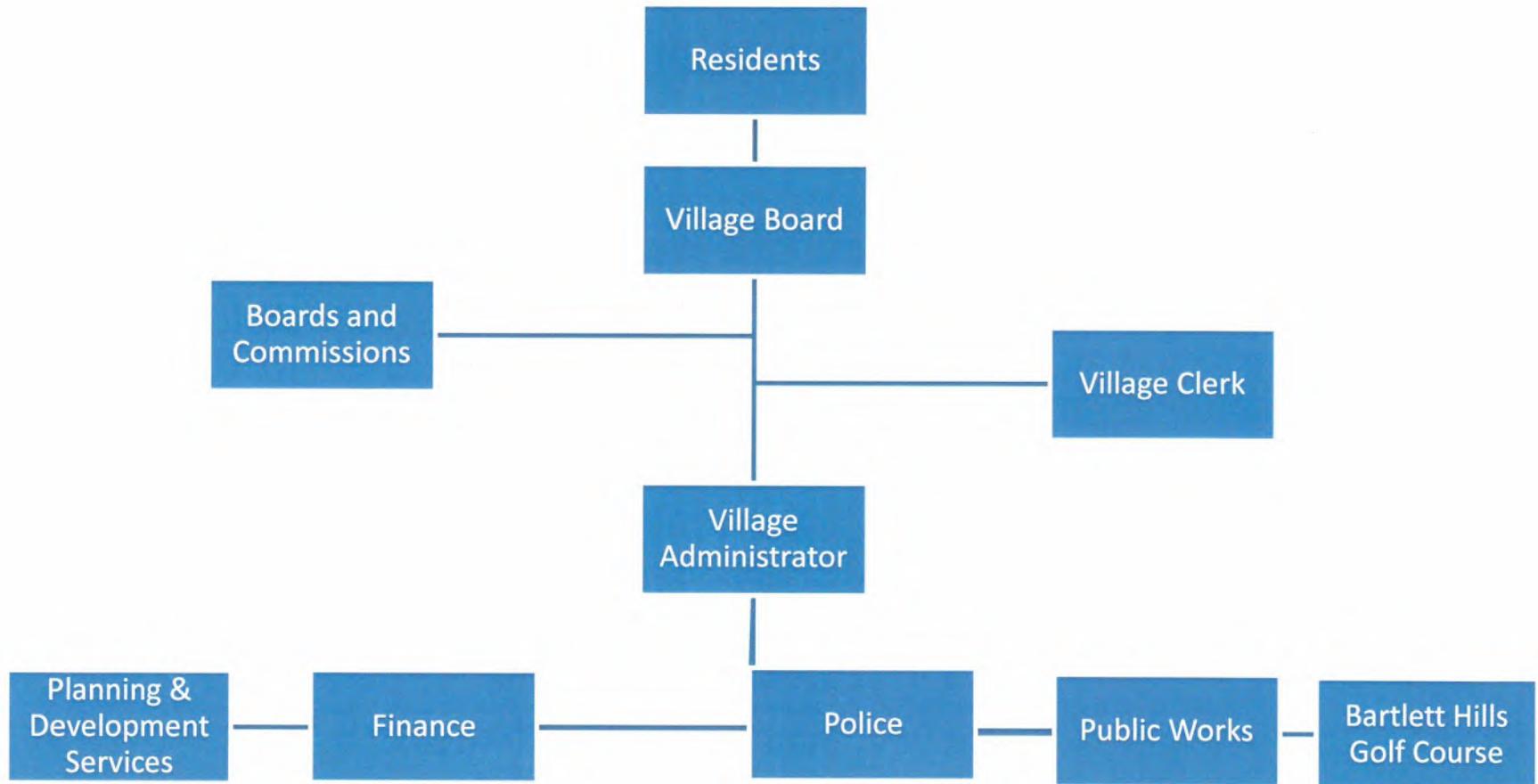
COMMUNITY PROFILE



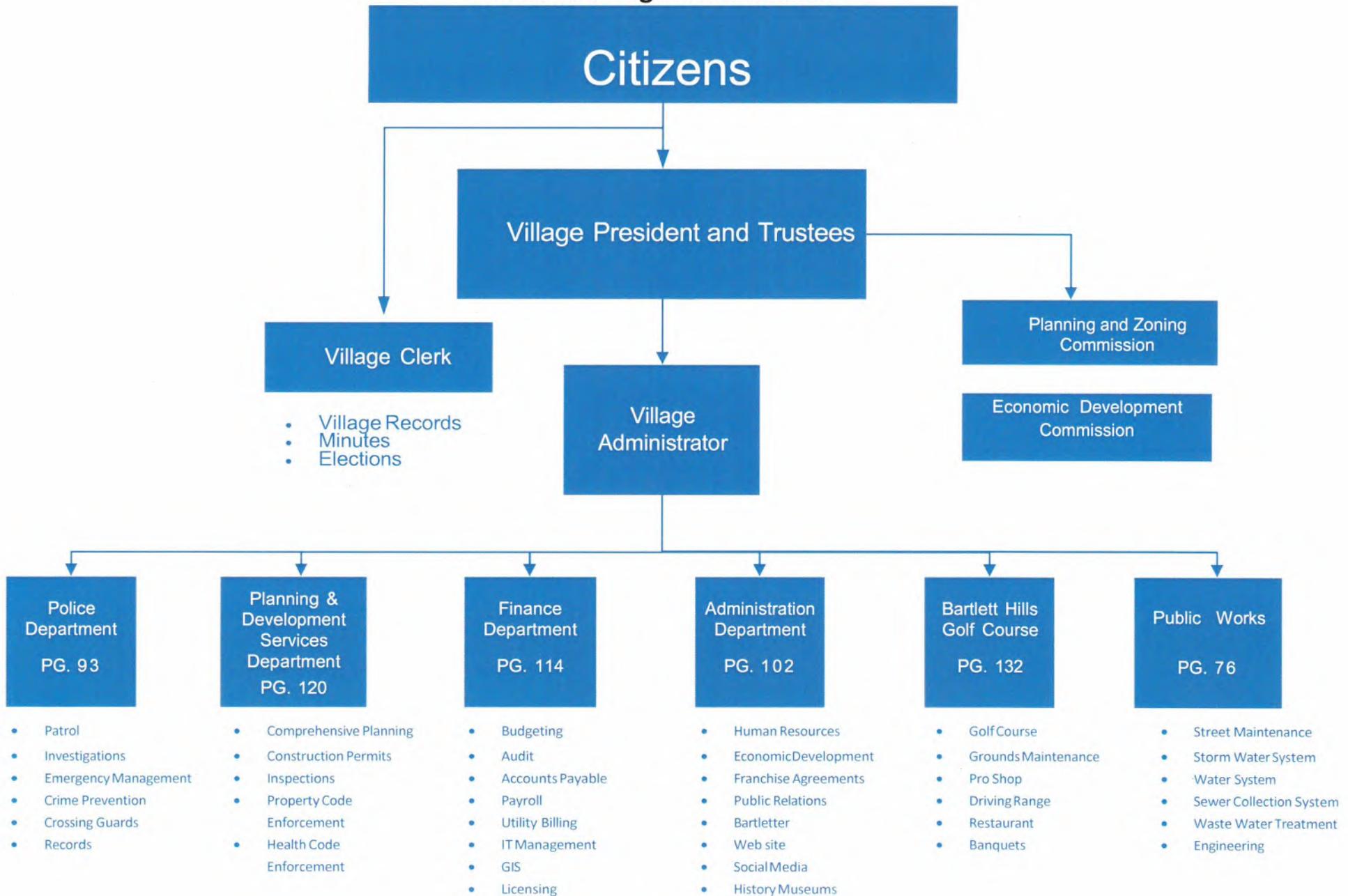
LAND USE INVENTORY



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.

The Strategic Plan is divided into long and short term, complex and routine categories. The funding source and departments responsible for its implementation are outlined in the following pages.

Village of Bartlett Strategic Plan

Short-Term ROUTINE - 1 to 3 Years

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

Department/Page:

Administration (104), Planning & Development (122), Finance (116), Golf (133), Police (94), Streets (77), Water (82), Sewer (87)

- 2. Enhance community events**

Department/Page:

Administration (105), Planning & Development (123), Golf (134), Police (95)

- 3. Maintain checks and balances to ensure financial stewardship**

Department/Page:

Planning & Development (123), Finance (116), Golf (134)

- 4. Maintain or enhance village standards for service delivery**

Department/Page:

Administration (106), Planning & Development (123), Finance (116), Police (95), Streets (77), Water (82), Sewer (88)

Village of Bartlett Strategic Plan

Short-Term COMPLEX - 1 to 3 Years

- 5. Continue the business development strategy focused on attracting and incentivizing an additional grocery store to town**

Department/Page:
Administration (106)

- 6. Continue the business recruitment strategy to attract developers to invest in the downtown area and provide options for businesses to locate to Bartlett**

Department/Page:
Administration (106), Planning & Development (124)

- 7. Continue to act on strategies for developing Railroad Avenue vacancies**

Department/Page:
Administration (107), Planning & Development (124)

- 8. Develop community branding plan**

Department/Page:
Administration (107)

- 9. Work to improve retail business profile in the village**

Department/Page:
Administration (107)

Village of Bartlett Strategic Plan

Short-Term COMPLEX - 1 to 3 Years - Continued

10. Revisit, refine and execute the village's overall economic development incentives

Department/Page:

Administration (108); Finance (116)

11. Develop strategy to connect east and west sides of Bartlett

Department/Page:

Administration (108)

12. Improve village bike and pedestrian pathways and routes

Department/Page:

Planning & Development (124), Streets (77)

13. Determine the need for a TIF District in a portion of the downtown and along Lake Street

Department/Page:

Administration (108), Planning & Development (124), Finance (117)

Village of Bartlett Strategic Plan

Long-Term ROUTINE - 3 to 5 Years

14. Examine service delivery methods and approaches

Department/Page:

Administration (109), Planning & Development (125), Finance (117), Golf (134), Police (96), Streets (78), Water (83), Sewer (88)

15. Determine the cost to remove the Oneida Water Tower

Department/Page:

Water (83)

16. Determine the cost to remove the well house on the north side of village hall's visitor parking lot

Department/Page:

Water (83)

17. Determine the cost to remove the well house south of village hall

Department/Page:

Water (83)

18. Maintain positive relationships with all taxing bodies

Department/Page:

Administration (109)

Village of Bartlett Strategic Plan

Long-Term COMPLEX - 3 to 5 Years

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

Department/Page:
Sewer (88)

20. Develop a strategy to identify and complete roadway improvement and traffic mitigation programs and design

Department/Page:
Planning & Development (125), Police (96), Streets (78)

21. Redevelop/revitalize open lot and other sites along Lake Street, Route 59 and Route 25

Department/Page:
Administration (109), Planning & Development (126)

22. Evaluate bike/pedestrian connectivity under/over and along Route 59

Department/Page:
Planning & Development (126), Streets (78)

23. Further implementation of TOD Plan

Department/Page:
Administration (110), Planning & Development (126)

24. Develop a strategy for development along Bartlett Avenue

Department/Page:
Administration (110)

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 1999-129-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 and 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.

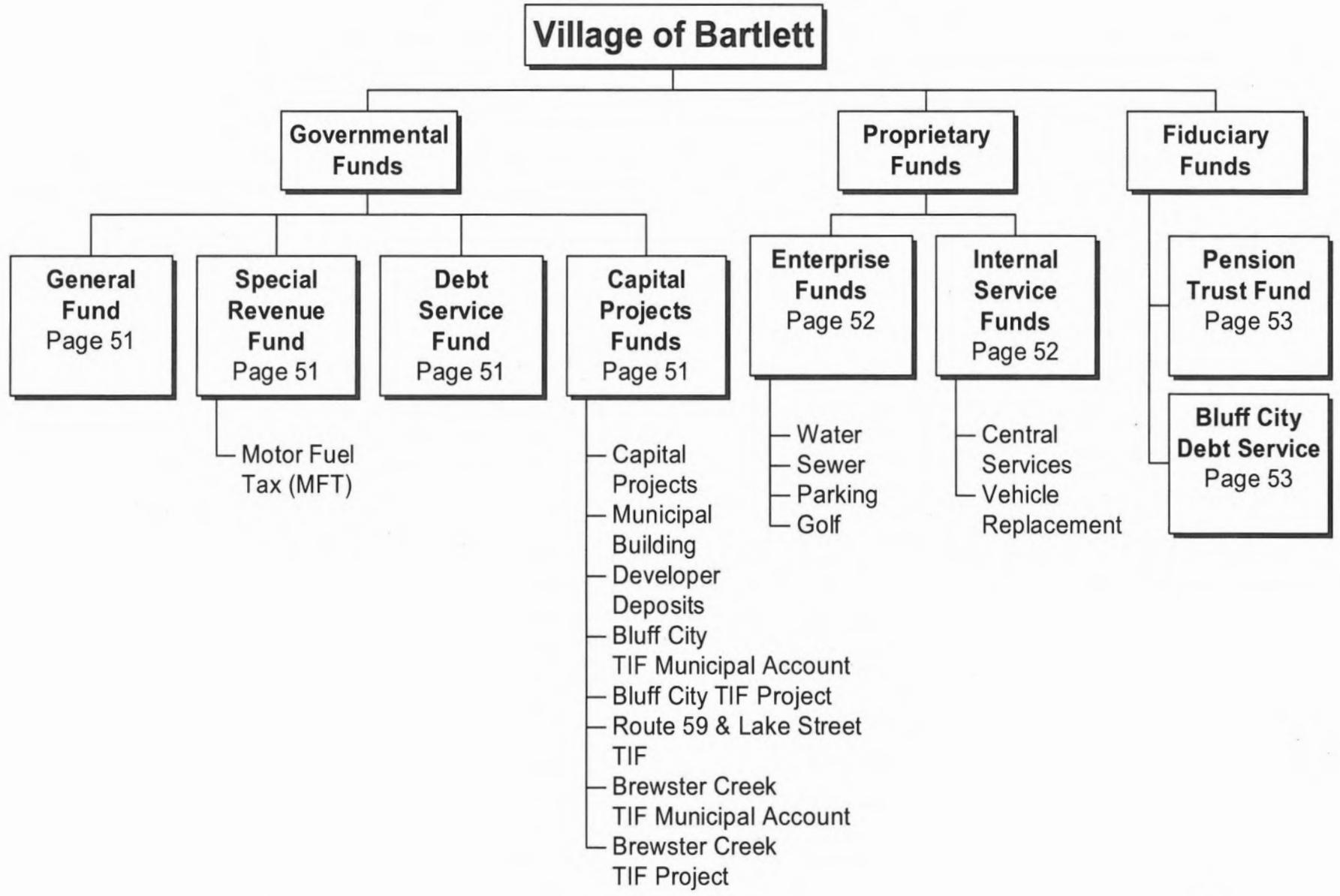
Bluff City Debt Service is used to account for the activity in the Bluff City SSA which does not involve the measurement of operating results.

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 expended for budget purposes.
- ❖ Depreciation expense is recorded for accounting purposes only.

VILLAGE OF BARTLETT FUND STRUCTURE



GENERAL FUND HISTORY

General Fund	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Revenues									
Tax Income	17,374,283	17,893,718	18,981,229	20,272,698	21,416,042	23,781,997	21,616,997	23,427,715	8%
Licenses & Permits	1,100,101	1,241,822	992,603	1,167,062	1,385,702	1,238,817	1,108,500	1,128,500	2%
Fees & Fines	1,451,729	1,318,743	1,270,057	1,258,264	1,136,170	1,173,885	1,172,000	1,117,500	-5%
Grants & Reimbursements	38,387	26,376	38,366	133,835	1,467,060	39,600	26,000	176,000	577%
Miscellaneous	993,177	745,636	959,348	1,113,057	1,060,820	632,405	697,000	667,500	-4%
Transfers In	436,183	343,250	343,250	343,250	343,250	343,250	593,250	593,250	0%
Total Revenues	21,393,860	21,569,545	22,584,853	24,288,166	26,809,044	27,209,954	25,213,747	27,110,465	8%
Expenditures									
Administration	1,213,397	1,165,296	1,565,478	1,863,694	1,931,772	1,930,812	2,192,183	2,261,076	3%
Professional Services	697,986	411,967	469,306	522,436	471,300	535,725	545,550	610,250	12%
Liability Insurance	631,524	601,553	562,951	671,938	700,728	750,000	640,000	750,000	17%
Finance	1,451,995	1,327,969	984,538	1,007,266	1,178,585	1,152,560	1,194,080	1,221,637	2%
Planning and Development	1,878,962	2,058,875	1,912,525	1,918,873	1,905,043	1,936,434	2,076,279	2,188,562	5%
Police	12,073,983	12,218,130	12,591,136	12,980,141	13,213,351	14,753,784	15,055,055	15,630,292	4%
Street Maintenance	3,585,929	3,713,910	3,883,684	3,925,102	4,065,431	4,441,707	4,595,162	5,421,730	18%
Total Expenditures	21,533,776	21,497,700	21,969,618	22,889,450	23,466,210	25,501,022	26,298,309	28,083,547	7%
Fund Balance Transfers	(500,000)	(300,000)	(1,111,250)	(200,000)	0	0	0	(2,000,000)	
Excess Revenues (Exp)	(639,916)	(228,155)	(496,015)	1,198,716	3,342,834	1,708,932	(1,084,562)	(2,973,082)	
Ending Cash Balance	11,057,166	10,829,011	10,332,996	11,531,712	14,874,546	16,583,478	13,789,984	13,610,396	

SPECIAL REVENUE FUND HISTORY

Motor Fuel Tax (MFT) Fund	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Revenues									
Tax Income	1,082,279	1,089,430	1,082,958	1,531,423	1,564,763	1,700,000	1,620,000	1,650,000	2%
Grants & Reimbursements	0	0	0	0	1,357,929	905,256	905,256	452,628	-50%
Miscellaneous	21,557	40,048	62,650	57,678	5,594	1,200	5,000	2,500	-50%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$1,103,836	\$1,129,478	\$1,145,608	\$1,589,101	\$2,928,286	\$2,606,456	\$2,530,256	\$2,105,128	-17%
Expenditures									
Capital Improvements	799,456	1,787,397	1,222,363	1,513,615	2,157,771	1,870,000	2,920,000	2,620,000	-10%
Transfers Out	92,933	0	0	0	0	0	250,000	250,000	0%
Total Expenditures	\$892,389	\$1,787,397	\$1,222,363	\$1,513,615	\$2,157,771	\$1,870,000	\$3,170,000	\$2,870,000	-9%
Excess Revenues (Exp)	211,447	(657,919)	(76,755)	75,486	770,515	736,456	(639,744)	(764,872)	
Ending Cash Balance	\$4,197,862	\$3,539,943	\$3,463,188	\$3,538,674	\$4,309,189	\$5,045,645	\$3,669,445	\$4,280,773	

DEBT SERVICE FUND HISTORY

Debt Service Fund	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Revenues									
Tax Income	1,886,989	3,041,972	3,188,195	3,184,468	3,104,240	2,944,649	2,944,649	2,896,822	-2%
Fees and Fines	0	0	0	0	0	0	0	0	0%
Miscellaneous	52,869	2,707,139	64,488	5,882,559	11,841,337	9,870,834	40,704	40,108	-1%
Transfers In	29,880	29,880	29,880	29,880	29,880	29,880	29,880	29,880	0%
Total Revenues	\$1,969,738	\$5,778,991	\$3,282,563	\$9,096,907	\$14,975,457	\$12,845,363	\$3,015,233	\$2,966,810	-2%
Expenditures									
Paying Agent Fees	800	2,850	1,818	2,040	2,161	2,739	5,000	5,000	0%
Issuance Costs	0	63,282	0	106,376	198,699	220,000	0	0	0%
Principal & Interest	1,968,138	5,748,109	3,196,750	8,916,042	14,756,714	12,623,675	3,013,675	2,957,167	-2%
Total Expenditures	\$1,968,938	\$5,814,241	\$3,198,568	\$9,024,458	\$14,957,574	\$12,846,414	\$3,018,675	\$2,962,167	-2%
Excess Revenues (Exp)	800	(35,250)	83,995	72,449	17,883	(1,051)	(3,442)	4,643	
Ending Cash Balance	\$745,446	\$710,196	\$794,191	\$866,640	\$884,523	\$883,472	\$881,081	\$888,115	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Capital Projects Fund									
Revenues									
Licenses & Permits	0	0	0	0	0	0	0	0	0%
Grants & Reimbursements	58,249	0	0	0	0	2,765,716	0	2,762,862	100%
Miscellaneous	41	930	752	738	873	400	100	600	500%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$58,290	\$930	\$752	\$738	\$873	\$2,766,116	\$100	\$2,763,462	100%
Expenditures									
Fund Expenditures	80,895	0	0	0	0	0	0	500,000	0%
Transfers Out	0	0	0	0	0	0	0	0	0%
Total Expenditures	\$80,895	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	0%
Excess Revenues (Exp)	(22,605)	930	752	738	873	2,766,116	100	2,263,462	
Ending Cash Balance	\$39,148	\$40,078	\$40,830	\$41,568	\$42,441	\$2,808,557	\$42,541	\$5,072,019	
Municipal Building Fund									
Revenues									
Grants & Reimbursements	42,524	10,168	10,328	287,655	6,115	3,500	4,000	4,000	0%
Miscellaneous	16,580,298	149,736	71,266	22,394	3,878	100	1,000	200	-80%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$16,622,822	\$159,904	\$81,594	\$310,049	\$9,993	\$3,600	\$5,000	\$4,200	-16%
Expenditures									
Fund Expenditures	754,316	12,847,986	6,080,885	239,795	65,032	25,000	375,000	450,000	20%
Transfers Out	225,070	0	22,865	0	0	0	0	26,000	100%
Total Expenditures	\$979,386	\$12,847,986	\$6,103,750	\$239,795	\$65,032	\$25,000	\$375,000	\$476,000	27%
Fund Balance Transfers									
From Gen/Dev Dep Fund	500,000	300,000	2,411,250	0	0	0	0	2,000,000	100%
Excess Revenues (Exp)	16,143,436	(12,388,082)	(3,610,906)	70,254	(55,039)	(21,400)	(370,000)	1,528,200	
Ending Cash Balance	\$16,715,348	\$4,327,266	\$716,360	\$786,614	\$731,575	\$710,175	\$361,575	\$2,238,375	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Developer Deposits Fund									
Revenues									
Grants & Reimbursements	81,457	106,737	50,683	60,426	38,972	190,000	373,000	171,000	-54%
Miscellaneous	33,474	78,032	105,435	89,215	23,442	900	2,000	1,500	-25%
Total Revenues	\$114,931	\$184,769	\$156,118	\$149,641	\$62,414	\$190,900	\$375,000	\$172,500	-54%
Expenditures									
Fund Expenditures	628,504	256,148	0	16,297	0	105,000	481,000	131,000	-73%
Transfers Out	15,517	30,135	1,358,699	75,672	123,677	87,549	145,958	110,958	-24%
Total Expenditures	\$644,021	\$286,283	\$1,358,699	\$91,969	\$123,677	\$192,549	\$626,958	\$241,958	-61%
Excess Revenues (Exp)	(529,090)	(101,514)	(1,202,581)	57,672	(61,263)	(1,649)	(251,958)	(69,458)	
Ending Cash Balance	\$3,319,163	\$3,217,649	\$2,015,068	\$2,072,740	\$2,011,477	\$2,009,828	\$1,759,519	\$1,940,370	
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	15,517	30,135	58,699	75,672	73,719	2,591	61,000	61,000	0%
Total Revenues	15,517	\$30,135	\$58,699	\$75,672	\$73,719	\$2,591	\$61,000	\$61,000	0%
Total Expenditures	\$15,517	\$30,135	\$58,699	\$75,672	\$73,719	\$2,591	\$61,000	\$61,000	0%
Excess Revenues (Exp)	0								
Available Balance	\$0								

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Brewster Crk TIF Muni. Fund									
Revenues									
Tax Income	618,608	651,067	691,330	768,340	845,427	938,000	875,000	1,015,000	16%
Miscellaneous	2,129	6,684	13,554	16,820	3,231	150	500	500	0%
Total Revenues	\$620,737	\$657,751	\$704,884	\$785,160	\$848,658	\$938,150	\$875,500	\$1,015,500	16%
Total Expenditures	\$542,727	\$543,775	\$620,868	\$586,678	\$659,424	\$677,080	\$1,154,681	\$2,119,354	84%
Excess Revenues (Exp)	78,010	113,976	84,016	198,482	189,234	261,070	(279,181)	(1,103,854)	
Ending Cash Balance	\$326,463	\$440,439	\$524,455	\$722,937	\$912,171	\$1,173,241	\$632,990	\$69,387	
Brewster Crk TIF Proj. Fund									
Revenues									
Tax Income	4,341,737	4,568,851	4,843,803	5,390,080	5,933,276	6,571,872	6,137,000	7,102,000	16%
Miscellaneous	10,245,498	2,484,088	2,803,297	1,400,117	3,226,788	1,707,000	2,953,000	953,000	-68%
Total Revenues	\$14,587,235	\$7,052,939	\$7,647,100	\$6,790,197	\$9,160,064	\$8,278,872	\$9,090,000	\$8,055,000	-11%
Total Expenditures	\$12,534,948	\$8,006,309	\$7,722,323	\$6,775,565	\$9,353,312	\$8,402,040	\$9,088,040	\$8,052,000	-11%
Excess Revenues (Exp)	2,052,287	(953,370)	(75,223)	14,632	(193,248)	(123,168)	1,960	3,000	
Ending Cash Balance	\$5,276,608	\$4,323,238	\$4,248,015	\$4,262,647	\$4,069,399	\$3,946,231	\$4,071,359	\$3,949,231	
Bluff City TIF Project Fund									
Revenues									
Tax Income	68,634	172,584	461,594	467,169	549,656	817,454	570,000	900,000	58%
Miscellaneous	77	501	6,221,184	667,074	827	1,369,300	1,460,500	1,200,500	-18%
Total Revenues	\$68,711	\$173,085	\$6,682,778	\$1,134,243	\$550,483	\$2,186,754	\$2,030,500	\$2,100,500	3%
Total Expenditures	\$68,634	\$172,584	\$6,679,943	\$1,130,546	\$549,669	\$2,186,966	\$2,030,000	\$2,100,000	3%
Excess Revenues (Exp)	77	501	2,835	3,697	814	(212)	500	500	
Ending Cash Balance	\$101	\$602	\$3,437	\$7,134	\$7,948	\$7,736	\$8,448	\$8,236	

CAPITAL PROJECTS FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Bluff City Municipal Fund									
Revenues									
Tax Income	4,381	11,016	29,463	29,819	35,084	52,000	35,000	60,000	71%
Miscellaneous	42	669	860	1,374	297	100	100	100	0%
Total Revenues	\$4,423	\$11,685	\$30,323	\$31,193	\$35,381	\$52,100	\$35,100	\$60,100	71%
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$105,000	\$105,000	0%
Excess Revenues (Exp)	4,423	11,685	30,323	31,193	35,381	52,100	(69,900)	(44,900)	
Ending Cash Balance	\$9,501	\$21,186	\$51,509	\$82,702	\$118,083	\$170,183	\$48,183	\$125,283	

ENTERPRISE FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Water Fund									
Revenues									
Grants for Reimbursents	0	0	485,000	0	0	0	0	0	0%
Charges for Services	6,807,457	8,282,000	10,175,318	11,886,391	12,562,443	12,321,000	12,210,000	12,810,000	5%
Miscellaneous Income	1,612,467	187,334	344,776	2,257,746	452,775	80,000	27,500	2,500	-91%
Transfers In	0	0	0	0	0	0	0	0	0%
Total Revenues	\$8,419,924	\$8,469,334	\$11,005,094	\$14,144,137	\$13,015,218	\$12,401,000	\$12,237,500	\$12,812,500	5%
Expenses									
Operating Expenses	6,375,500	6,867,659	7,093,620	9,091,694	9,571,147	9,396,036	9,933,563	10,189,302	3%
Transfers Out	282,740	282,740	307,240	337,986	337,986	342,790	342,790	342,790	0%
Capital Improvements	13,589,016	4,202,300	24,571,304	3,287,843	1,377,701	1,942,000	2,988,500	4,050,000	36%
Total Expenses	\$20,247,256	\$11,352,699	\$31,972,164	\$12,717,523	\$11,286,834	\$11,680,826	\$13,264,853	\$14,582,092	10%
Excess Revenues (Exp)	(11,827,332)	(2,883,365)	(20,967,070)	1,426,614	1,728,384	720,174	(1,027,353)	(1,769,592)	
Radium Removal Reserve									
Ending Cash Balance	\$2,295,814	\$2,369,286	\$2,770,162	\$4,045,105	\$5,543,444	\$6,263,618	\$4,516,091	\$4,494,026	
Sewer Fund									
Revenues									
Grants & Reimbursements	0	0	0	0	0	0	0	0	0%
Charges for Services	3,509,720	4,149,753	5,213,811	6,276,538	6,389,163	6,308,000	6,215,000	6,690,000	8%
Miscellaneous Income	810,626	20,907	419,722	8,672,852	76,112	5,079,000	16,752,000	16,020,000	-4%
Total Revenues	\$4,320,346	\$4,170,660	\$5,633,533	\$14,949,390	\$6,465,275	\$11,387,000	\$22,967,000	\$22,710,000	-1%
Expenses									
Operating Expenses	3,063,445	3,185,136	3,326,937	3,525,224	3,854,945	4,217,940	4,232,614	4,374,641	3%
Transfers Out	310,740	310,740	335,240	394,767	365,985	370,790	370,790	370,790	0%
Capital Improvements	732,111	211,815	215,506	1,540,572	2,778,975	7,500,273	22,655,273	17,977,530	-21%
Total Expenses	\$4,106,296	\$3,707,691	\$3,877,683	\$5,460,563	\$6,999,905	\$12,089,003	\$27,258,677	\$22,722,961	-17%
Excess Revenues (Exp)	214,050	462,969	1,755,850	9,488,827	(534,630)	(702,003)	(4,291,677)	(12,961)	
Ending Cash Balance	\$387,005	\$469,460	\$1,778,627	\$11,883,800	\$11,209,602	\$10,507,599	\$6,917,925	\$10,494,638	

ENTERPRISE FUNDS HISTORY

	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Parking Fund									
Revenues									
Licenses and Permits	0	3,500	3,100	2,400	0	0	0	0	0%
Charges for Services	223,226	225,583	227,390	211,768	19,123	35,000	100,000	50,000	-50%
Miscellaneous Income	325	839	1,325	1,504	48	0	0	0	0%
Total Revenues	\$223,551	\$229,922	\$231,815	\$215,672	\$19,171	\$35,000	\$100,000	\$50,000	-50%
Expenses									
Operating Expenses	170,230	212,691	183,516	197,441	128,385	118,261	200,677	217,792	9%
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	50,000	0	-100%
Total Expenses	\$192,340	\$234,801	\$205,626	\$219,551	\$150,495	\$140,371	\$272,787	\$239,902	-12%
Excess Revenues (Exp)	31,211	(4,879)	26,189	(3,879)	(131,324)	(105,371)	(172,787)	(189,902)	
Ending Cash Balance	\$38,359	\$89,674	\$95,830	\$98,031	(\$42,905)	(\$148,276)	(\$215,692)	(\$338,178)	
Golf Fund									
Revenues									
Golf Course Revenues	1,174,254	1,110,797	1,070,265	945,650	1,426,121	1,227,700	1,190,550	1,272,600	7%
Pro Shop Sales	73,768	67,661	83,046	79,284	47,099	71,200	86,750	81,000	-7%
Food & Beverage Sales	888,220	942,203	892,521	889,512	297,915	934,400	1,051,000	1,077,000	2%
Miscellaneous Income	1,791	11,631	163,699	73	960	0	1,000	1,000	0%
Transfers In	225,070	0	22,865	0	49,958	84,958	84,958	75,958	-11%
Total Revenues	\$2,363,103	\$2,132,292	\$2,232,396	\$1,914,519	\$1,822,053	\$2,318,258	\$2,414,258	\$2,507,558	4%
Expenses									
Golf Course Operating	1,400,067	1,087,452	1,468,540	1,105,119	1,078,705	1,220,197	1,271,918	1,329,536	5%
Food & Beverage Operating	1,002,164	1,080,792	1,039,385	1,038,877	1,228,955	1,013,383	1,060,935	1,099,134	4%
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	\$2,470,481	\$2,236,494	\$2,576,175	\$2,212,246	\$2,375,910	\$2,301,830	\$2,401,103	\$2,496,920	4%
Excess Revenues (Exp)	(107,378)	(104,202)	(343,779)	(297,727)	(553,857)	16,428	13,155	10,638	
Ending Cash Balance	\$0								

TRUST AND AGENCY FUND HISTORY

Police Pension Fund	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Revenues									
Miscellaneous	3,217,721	2,853,464	4,218,922	2,592,470	12,525,804	5,619,223	4,265,500	4,858,000	14%
Transfers In	1,202,963	1,331,419	1,457,503	1,897,720	1,811,346	2,067,903	2,067,903	2,203,621	7%
Total Revenues	\$4,420,684	\$4,184,883	\$5,676,425	\$4,490,190	\$14,337,150	\$7,687,126	\$6,333,403	\$7,061,621	11%
Total Expenses	\$1,512,226	\$1,793,636	\$1,946,663	\$2,310,207	\$2,511,641	\$3,068,891	\$3,099,585	\$3,487,530	13%
Excess Revenues (Exp)	2,908,458	2,391,247	3,729,762	2,179,983	11,825,509	4,618,235	3,233,818	3,574,091	
Ending Net Assets	\$37,661,662	\$40,062,009	\$43,782,628	\$45,982,403	\$57,803,262	\$62,421,497	\$61,037,080	\$65,995,588	
Bluff City SSA Debt Serv Fund									
Revenues									
Tax Income	958,020	1,141,854	1,000,349	1,272,515	923,262	923,483	923,483	947,259	3%
Miscellaneous	2,854	7,352	5,448,174	11,336	1,019	100	500	250	100%
Total Revenues	\$960,874	\$1,149,206	\$6,448,523	\$1,283,851	\$924,281	\$923,583	\$923,983	\$947,509	3%
Total Expenses	\$1,070,921	\$1,088,683	\$6,678,914	\$1,144,413	\$1,044,400	\$988,075	\$1,015,175	\$981,925	-3%
Excess Revenues (Exp)	(\$110,047)	60,523	(230,391)	139,438	(120,119)	(64,492)	(91,192)	(34,416)	
Ending Net Assets	\$779,870	\$840,393	\$610,002	\$749,440	\$629,321	\$564,829	\$538,129	\$530,413	

INTERNAL SERVICES FUNDS HISTORY

Central Services Fund	Actual					Estimated	Budget		%
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
Revenues									
Miscellaneous	3,978	23,541	7,463	9,880	1,103	100	500	500	0%
Transfers In	1,020,763	1,020,763	1,160,763	1,379,763	1,379,763	1,455,904	1,455,904	1,455,904	0%
Total Revenues	\$1,024,741	\$1,044,304	\$1,168,226	\$1,389,643	\$1,380,866	\$1,456,004	\$1,456,404	\$1,456,404	0%
Total Expenses	\$1,053,172	\$1,373,832	\$1,257,107	\$1,236,565	\$1,183,628	\$1,344,081	\$1,450,904	\$1,555,135	7%
Excess Revenues (Exp)	(28,431)	(329,528)	(88,881)	153,078	197,238	111,923	5,500	(98,731)	
Ending Cash Balance	\$755,956	\$426,428	\$337,547	\$490,625	\$687,863	\$799,786	\$693,363	\$701,055	
Vehicle Replacement Fund									
Revenues									
Miscellaneous	77,386	138,822	115,075	51,714	64,915	20,175	12,000	10,750	-10%
Transfers In	601,327	593,770	647,063	666,830	663,722	593,770	593,770	694,242	17%
Total Revenues	\$678,713	\$732,592	\$762,138	\$718,544	\$728,637	\$613,945	\$605,770	\$704,992	16%
Total Expenses	625,328	\$1,430,378	\$348,708	\$546,493	\$598,018	\$486,638	\$659,619	\$989,000	50%
Excess Revenues (Exp)	53,385	(697,786)	413,430	172,051	130,619	127,307	(53,849)	(284,008)	
Ending Cash Balance	\$1,647,200	\$949,414	\$1,362,844	\$1,534,895	\$1,665,514	\$1,792,821	\$1,611,665	\$1,508,813	

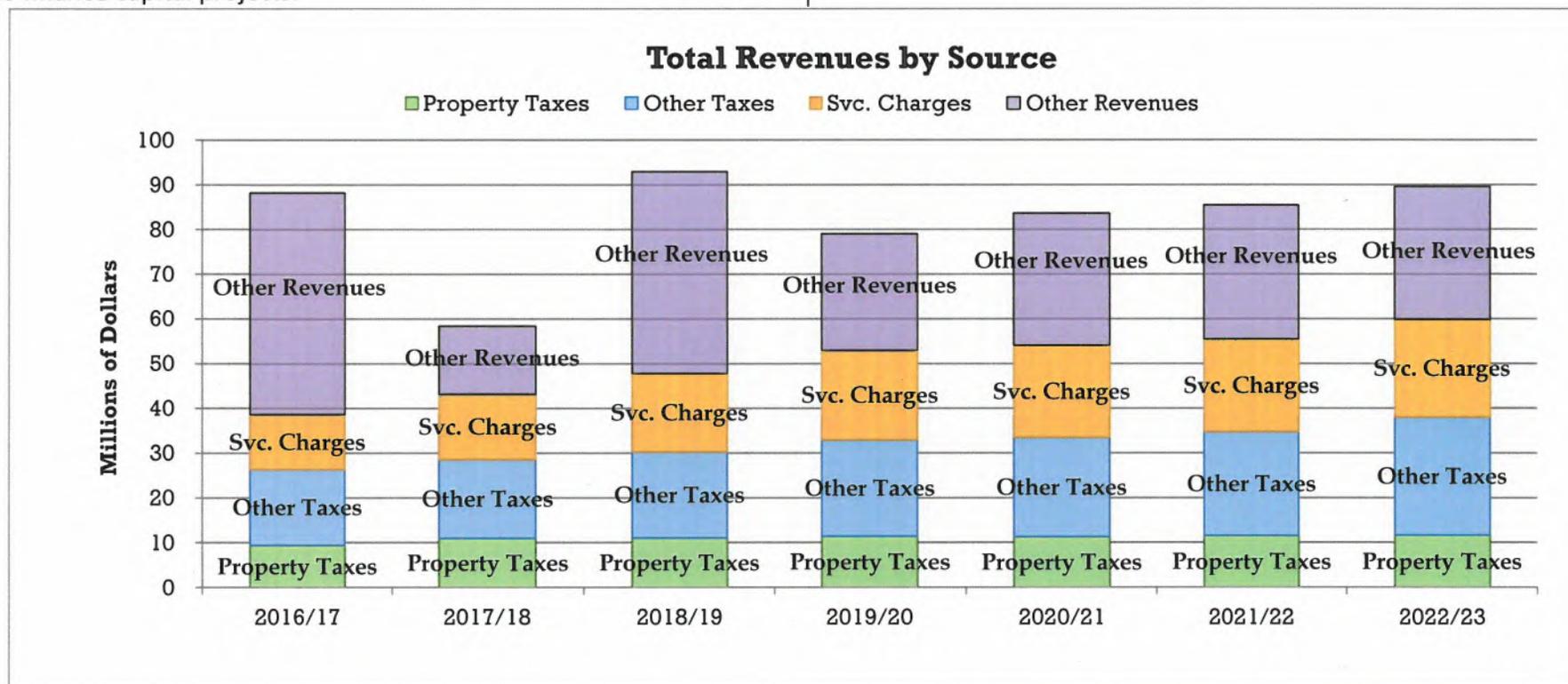
REVENUES

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.

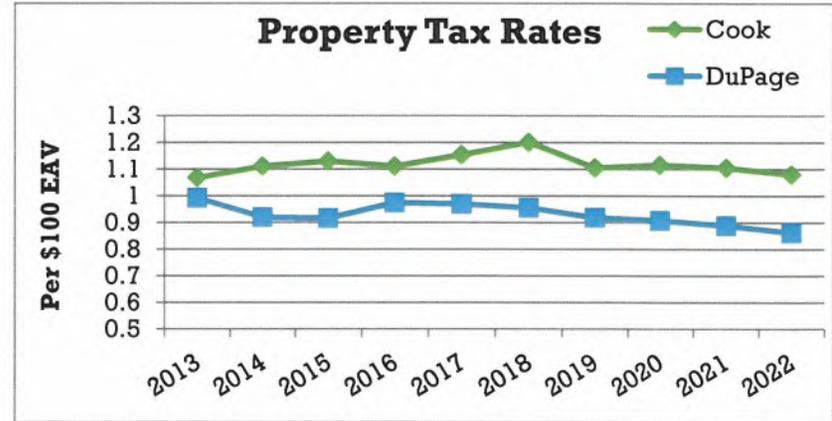


REVENUES

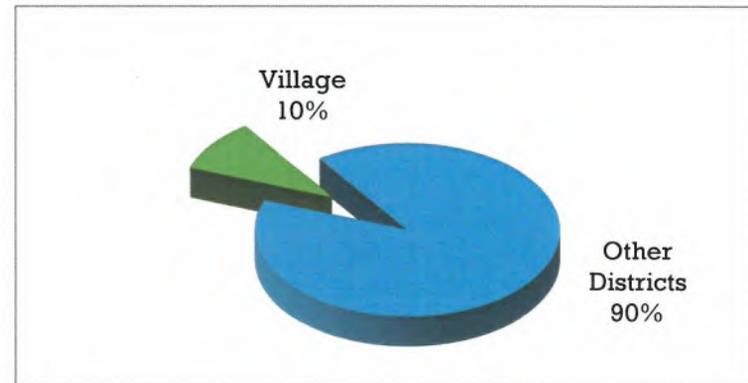
Property Tax: The proposed 2022 tax levy will increase 1.37% over the 2021 levy as shown in the table below. The General Corporate levy will be flat from the 2021 levy. The Police Pension levy is projected to increase by 6.81% due to a fourth reduction to the assumed investment rate of return to 6.75%. A home valued at \$300,000 will continue to pay approximately \$900 in village property taxes for fiscal year 2022/23.

Fund	2022/23 Proposed Levy	2021/22 Approved Levy	Increase (Decrease)	Percent Change
General	6,519,094	6,519,094	0	0.00%
Police	2,353,621	2,203,621	150,000	6.81%
Subtotal	8,872,715	8,722,715	150,000	1.72%
Debt	2,896,822	2,887,584	9,238	0.32%
Total	11,769,537	11,610,299	159,238	1.37%

The village has traditionally endeavored to maintain a level, or declining, property tax rate. After peaking in 2009, the equalized assessed value (EAV) decreased 30% over the next five years. Since the low in 2014, however, the village's EAV has increased 30% and currently stands at 1.25 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 5% for the 2022 tax year. Given the increasing EAV and the proposed budget, the estimated tax rate will be \$1.08 per \$100 of EAV in the Cook County portion of Bartlett, and \$.87 per \$100 of EAV in the DuPage portion. The following chart shows a ten-year history of property tax rates for the village.



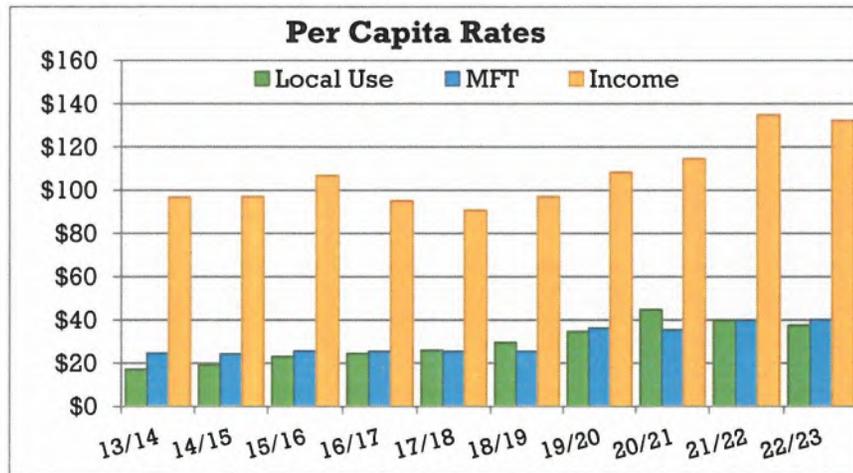
The pie chart below shows the village's share of the total property tax bill for its residents. Other taxing bodies include schools, parks, library, county, etc. Truth In Taxation public hearing will be held in the fall of 2022, in accordance with state law. The levy must be approved and filed by the last Tuesday in December. The tax levy cycle is shown in the table on the next page.



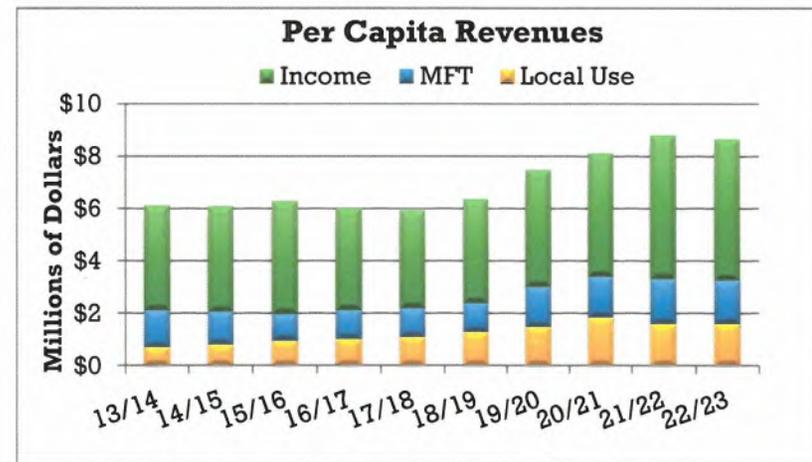
REVENUES

Date	Levy Cycle
April, 2022	Village Board approves budget
May 1, 2022	Budget year begins
Fall 2022	Village Board conducts public hearing and approves tax levy
March 2023 through December 2023	Village receives Cook County taxes
June 2023 through November 2023	Village receives DuPage and Kane County taxes

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 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 \$37.50, \$41.20 and \$132.30 respectively. The income tax rate is projected to be down about 2% from 21/22 while the local use tax rate is projected to be down 6% from the current year. The MFT rate for 22/23 includes the Transportation Renewal Funds from the capital bill passed in 2019. The village's current population from the 2020 census is 41,105, which is used for shared revenue distributions.

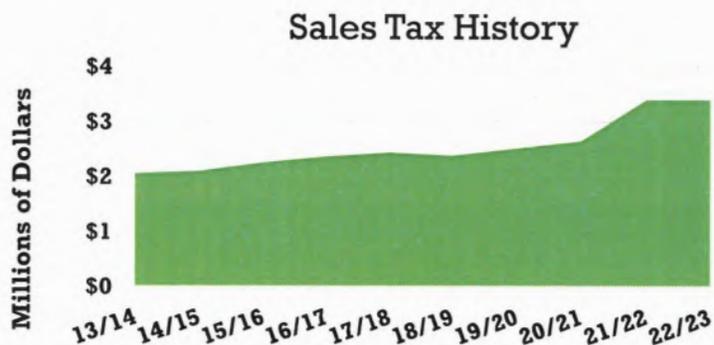


The chart above is showing the 2022/23 revenue estimates along with several years of history. Income and local use tax revenue are budgeted in the General Fund and are available for general governmental purposes. The combined General Fund revenue estimate for 2022/23 is \$7,000,000. This estimate is \$1,540,000 higher than the 2021/22 budget due to continued growth in income

REVENUES

tax. Motor fuel tax is budgeted in the Motor Fuel Tax Fund and is restricted for street maintenance and construction. Revenue for 2022/23 is expected to increase \$30,000 to \$1,650,000 based upon the per capita rate projected by the Illinois Municipal League.

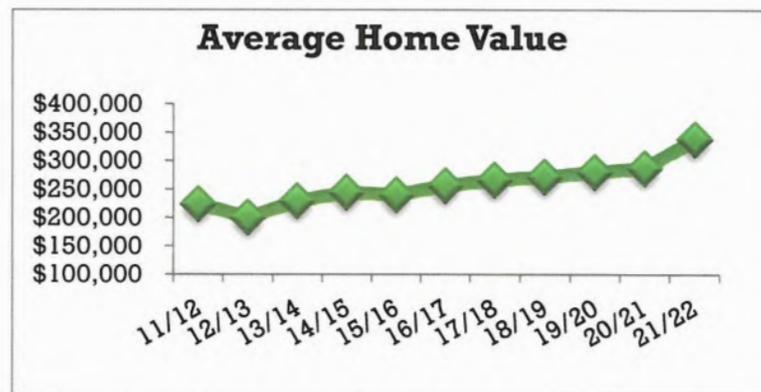
Other Taxes - Sales Tax: The village receives a 1% tax on purchases made within the village. The tax is collected by the state and distributed to the village based upon point of sale and online sales deliveries. There is a 3-month lag between the time of the sale and the receipt of the tax by the village. Below is a chart that shows our sales tax revenue history for the past ten years. The revenue estimate for 2022/23 is \$3,400,000. The estimate is the same as the 2021/22 budget that had an estimated increase from online sales of \$900,000.



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

year 2022/23 is \$2,500,000. This represents a \$120,000 increase from 2021/22. The increase is based on the 2021/22 year estimate, which was up \$600,000 from the prior year due to the tax being applied to some online sales starting in January of 2021.

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 2022/23 budgeted amount is \$850,000 which is the same as 2021/22. The past five years have seen positive results, but this source of revenue fluctuates unpredictably based on large commercial property sales.



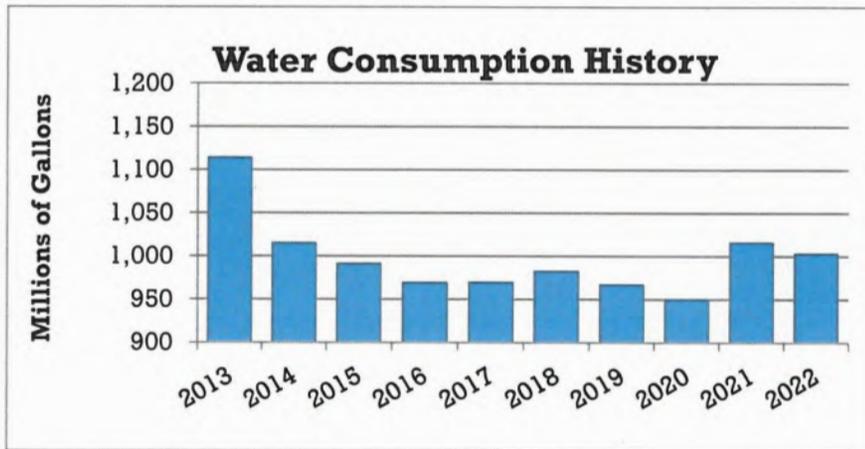
The chart above shows a steady increase in the average value of homes sold. The average was \$338,000 in 2021/22, up 18% from 2020/21.

Other Taxes – Telecommunications Tax: A 6% telecommunications tax is imposed on all telephone charges. The state collects this tax on behalf of the village. The revenue estimate for next year is \$410,000. This represents a 15% decrease from the 2021/22

REVENUES

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

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 an average of 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 fiscal years.



Based upon average consumption and the proposed rate of \$12.35/1,000 gallons effective May 1, 2022, water charges are budgeted at \$12,600,000. This represents a 5% increase from the 2021/22 budget. Water rates were last increased May 1, 2019 as the village completed the transition to 100% Lake Michigan water in the summer of 2019. The increase is to fund ongoing infrastructure improvements including a meter changeout program.

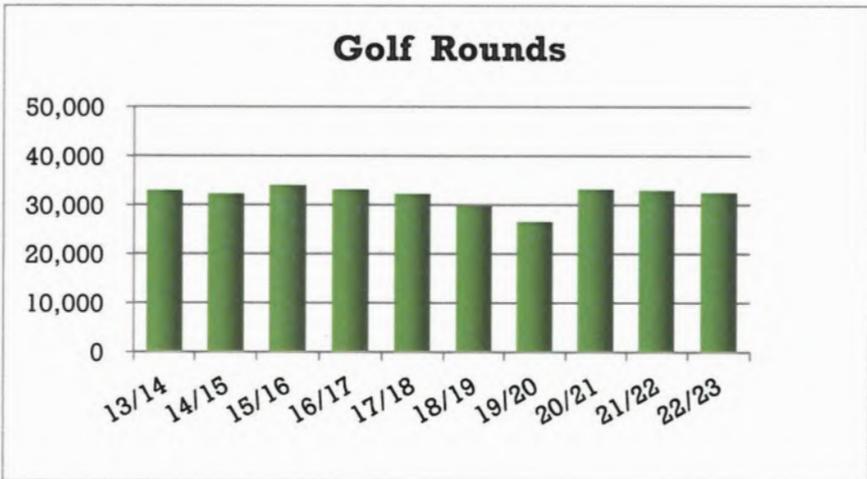
Planned sewer rate increases were not implemented for the 20/21 and 21/22 fiscal years due to the pandemic, but are proposed for the 22/23 fiscal year. There are different rates for sewer based on whether the user is in Cook, Kane, or DuPage County. A 5.1% increase is proposed for Cook County and an 8.6% increase for DuPage. The proposed DuPage rate, \$4.05 per 1,000 gallons, includes wastewater treatment. The Cook and Kane County rates, \$1.43 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, \$22.66 in DuPage, \$17.20 in Cook and \$12.83 in Kane are the proposed rates. The 2022/23 revenue projection for sewer charges is \$6,550,000, which is an 8% increase over the 2021/22 budget. Increases are proposed to fund anticipated major capital projects including the Devon Avenue excess flow facility, the Bittersweet wastewater treatment plant and the ongoing rehabilitation program.

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	\$74.10	\$74.10	\$74.10
Sewer	\$46.96	\$25.78	\$19.19
Total	\$121.06	\$99.88	\$93.29

REVENUES

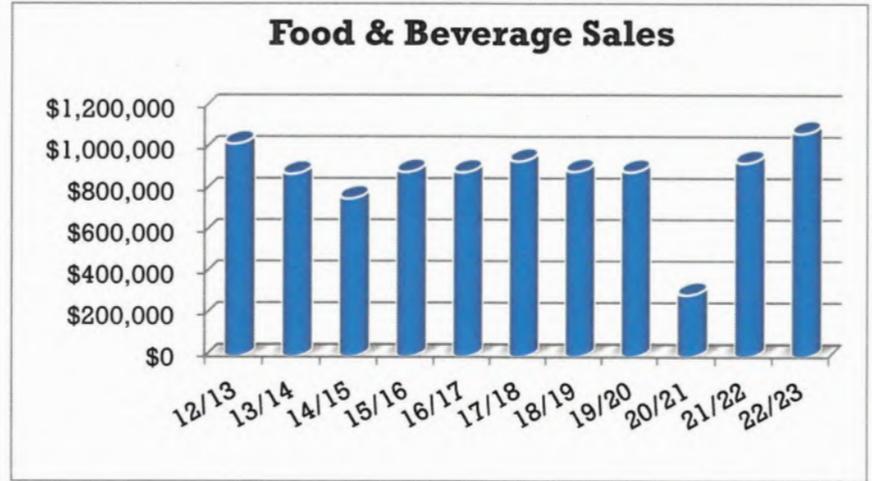
Service Charges - Golf Fees: Golf revenues include charges for rounds of golf, pro shop merchandise sales, and food and beverage sales. The revenue estimate for golf course fees is based on 32,500 rounds of play. The number of rounds budgeted is up from 2021/22 rounds based on past year trends. A history of actual rounds played is shown in the chart below.



The last two years have yielded strong numbers for the golf course during the pandemic. This increased level of activity is expected to carry over into the coming year. Total course revenue budgeted for 2021/22 is \$1,272,000, a 7% increase from the 2021/22 budgeted amount. The budget estimate for pro shop sales is based upon history. Pro shop sales are expected to total \$81,000 for fiscal year 2022/23.

Food and beverage for 21/22 improved over the prior year but the estimate is still only 89% of what was budgeted for the year due to

restrictions related to the pandemic. Revenue for 2022/23 is expected to increase 2% over the current year budget, which is up \$16,000 from the prior year budget as events have been rescheduled when possible. The following chart shows the history of food & beverage revenues for the past 10 years.

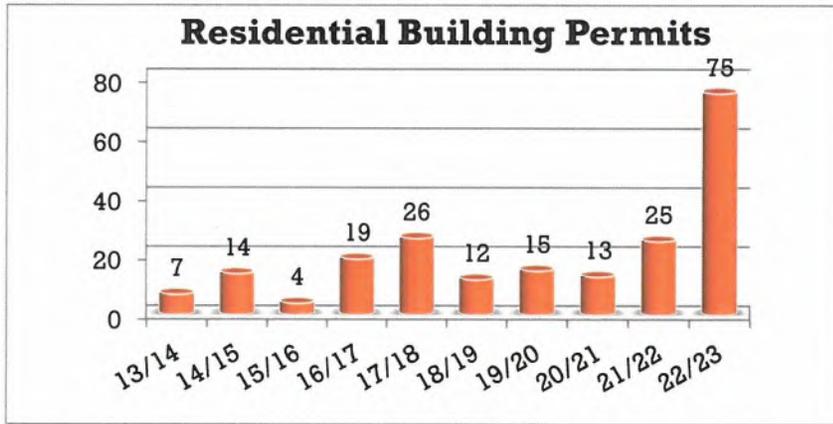


Other Revenues - Developer Revenues: New construction brings with it a number of fees that we refer to as developer revenues. They include building permits, developer contributions, and utility connection fees. Four funds receive revenue from these sources. Building permit fees associated with commercial and industrial development have been waived or reduced to serve as an economic incentive tool where appropriate.

The revenue projections are driven by estimates for building permits. Residential development in the village had started to

REVENUES

increase, but remains limited by land available for new construction and increasing costs. The budget estimate for 2022/23 is based conservatively on 75 new residential construction permits to be issued and 5 commercial permits. The 2021/22 budget estimated 30 for residential and 6 commercial permits.



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. 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. As noted earlier, waiving permit fees has been used in the past as a form of economic incentive for commercial and industrial development.

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	\$650,000	0%
Developer Contributions	Developer Dep	\$40,000	-65%
	Municipal Bldg	\$4,000	0%
Connection Fees	Water	\$80,000	0%
	Sewer	\$80,000	0%
Total		\$854,000	-8%

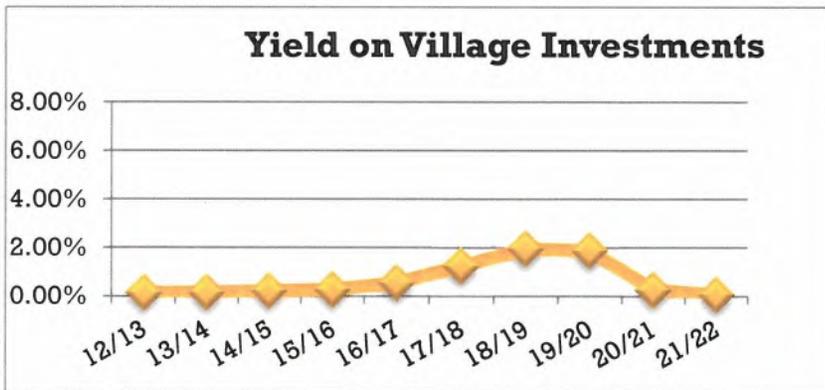
Other Revenues – Borrowings: Developer notes in the Brewster Creek TIF Project Fund and the Bluff City TIF Project Fund are planned for in 2022/23. We estimate \$950,000 will be drawn on to continue the public improvements in the Brewster Creek Business Park and \$1,200,000 will be drawn upon to continue public improvements at the Bluff City TIF site.

REVENUES

Illinois EPA low interest rate loan distributions of \$16,000,000 are expected to fund the work on the Bittersweet waste water treatment plant. This loan was awarded in 2021 with a maximum amount of \$37,000,000. The construction began in January of 2022.

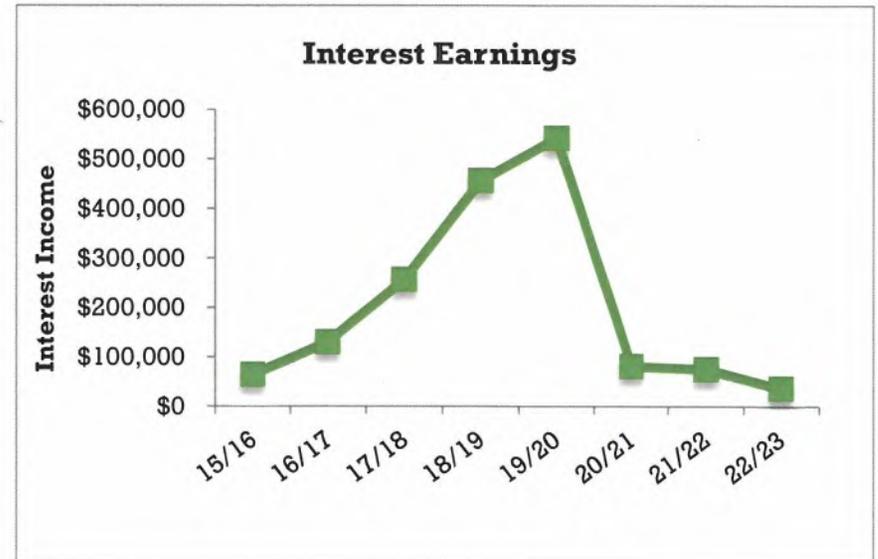
Interfund borrowing is budgeted in the Route 59 & Lake Street TIF fund. A total of \$61,000 is projected to be loaned from the Developer Deposits Fund. As the year progresses, only the actual amount needed to balance the fund will be transferred. Repayment plans, with interest, will be developed for the amount actually borrowed.

Other Revenues - Interest Income: Interest income is budgeted in every fund. It consists of interest earned on 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 under .1% for a 90-day certificate of deposit.



Interest rates had started to increase, but were dropped to almost zero to support the economy during the pandemic. Budgeted interest revenue for 2022/23 is projected to be \$35,500 in the operating and internal service funds. This is a \$6,500 decrease from the FY 2021/22 budget.

The chart below shows the interest earnings over the last 8 years including the estimated 2021/22 amount and the 2022/23 fiscal year budget. The budgeted amount is lower due to the current low interest rates.



SUMMARY OF TAX RATES AND FEES

Description	2018/19	2019/20	2020/21	2021/22	2022/23
Property Tax Rates					
DuPage County	0.954 / \$100 EAV	0.918 / \$100 EAV	0.907 / \$100 EAV	0.888 / \$100 EAV*	0.870 / \$100 EAV*
Cook County	1.200 / \$100 EAV	1.105 / \$100 EAV	1.115 / \$100 EAV	1.104 / \$100 EAV*	1.080 / \$100 EAV*
Other Taxes					
Income	\$97.10 per capita	\$108.89 per capita	\$114.64 per capita	\$134.90 per capita*	\$132.30 per capita*
Local Use	\$29.00 per capita	\$34.51 per capita	\$44.73 per capita	\$39.70 per capita*	\$37.50 per capita*
Motor Fuel	\$25.46 per capita	\$36.15 per capita	\$35.48 per capita	\$39.90 per capita*	\$41.20 per capita*
Sales	1%	1%	1%	1%	1%
Home Rule Sales	1%	1%	1%	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	\$9.70 / 1,000 gallons	\$11.76 / 1,000 gallons	\$11.76 / 1,000 gallons	\$11.76 / 1,000 gallons	\$12.23 / 1,000 gallons*
Water Connection	\$1,680 / dwelling unit				
Sewer Charge - DuPage					
Flat Fee	\$16.94 / month	\$20.86 / month	\$20.86 / month	\$20.86 / month	\$22.66 / month*
Usage Rate	\$3.03 / 1,000 gallons	\$3.73 / 1,000 gallons	\$3.73 / 1,000 gallons	\$3.73 / 1,000 gallons	\$4.05 / 1,000 gallons*
Sewer Charge - Cook					
Flat Fee	\$13.71 / month	\$16.37 / month	\$16.37 / month	\$16.37 / month	\$17.20 / month*
Usage Rate	\$1.14 / 1,000 gallons	\$1.36 / 1,000 gallons	\$1.36 / 1,000 gallons	\$1.36 / 1,000 gallons	\$1.43 / 1,000 gallons*
Sewer Charge - Kane					
Flat Fee	\$11.94 / month	\$12.83 / month	\$12.83 / month	\$12.83 / month	\$12.83 / month
Usage Rate	\$.99 / 1,000 gallons	\$1.06 / 1,000 gallons	\$1.06 / 1,000 gallons	\$1.06 / 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	\$91.00	\$91.00	\$91.00	\$91.00
Other Revenues					
Cable TV Franchise Fee	5% of gross receipts				
Garbage Franchise Fee	5% of gross receipts				
Contractor Licenses	\$100	\$100	\$100	\$100	\$100
*Indicates an estimated or proposed rate					

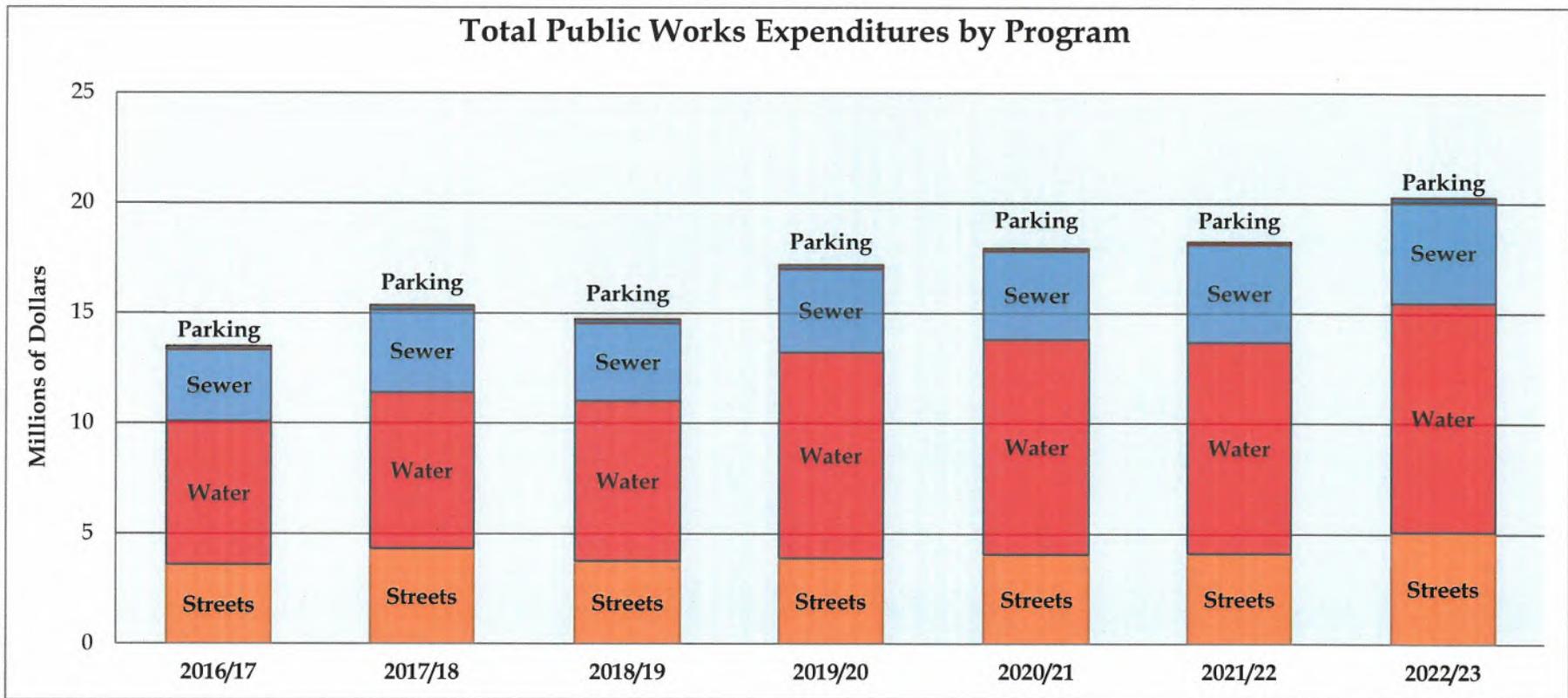
PUBLIC WORKS EXPENDITURES

A major use of operating funds is for **PUBLIC WORKS**, which comprises 19% of total expenditures, or approximately \$17.3 million in 2022/23.

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



VILLAGE OF BARTLETT | PUBLIC WORKS - STREETS



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.

SAFETY FIRST

Continue to work with the Police department to identify future intersections and/or roadway hazards. Install future traffic calming curbing and signage on Prospect Ave. where it intersects with the bike path. We tested out temporary curb bump-outs at North and Western, and have also installed parking lanes and intersection narrowing along Struckman to help prohibit speeding issues, and create safe walking and biking areas for pedestrians.

STAYING CONNECTED

Continuing to utilize the village website for upcoming and pending projects. Continue to use both Twitter and Facebook to inform residents of any utility or storm related closures when applicable. For example, we utilized social media, the Bartletter and other organization electronic message boards to get the word out for the new brush collection program.



STAYING UP TO DATE

Street department staff attended trainings, such as the Road Scholar and Illinois Public Service Institute. These provide real on-the-job training that increases the knowledge and skills of our already talented workforce.



TREE CITY GROWTH AWARD

The village was recognized by the Arbor Foundation with the Tree City Growth Award, which is awarded to communities based off a points system that includes maintenance, education and tree plantings.



IMPROVED EFFICIENCY

With assistance from the village's GIS and Police Departments, staff has begun utilizing an app that can pinpoint where an issue, such as icy roads or downed tree branches, in real time and on-call staff will be able to see exactly where it is, and the amount of personnel needed to fix the emergency.

SAVING MONEY THROUGH IN-HOUSE WORK

Assisted in the installation of the town center clock as well as the buildout at Bartlett Hills to house a golf simulator and rehab a bunker, allowing the village to save money using in-house labor. As resident requests continue to come in street crews are constantly replacing our older light fixtures with new LED fixtures, reducing costs on utility bills.



130 YEARS

Bartlett Cemetery has been maintained and owned by the Village for 130 years. The cemetery was established on September 5, 1892.



STAYING BUSY

Despite early scheduling issues, due to unknown factors dealing with a pandemic, hours spent on street department job tasks have increased or remained consistent throughout the past fiscal year. The street department nearly doubled hours spent removing/replacing concrete. The village will continue to be proactive in sidewalk hazard mitigation and replacement.

**1,500 FEET OF
BIKE PATHS
PAVED**



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.

2022/23 Budget Highlights

The overall street department budget has increased by 18%, mainly to reflect the transfer of approved capital projects to the operating budget for the fiscal year, and the increased costs of fuel and groundskeeping services to more accurately reflect current expenditures.

Strategic Plan – 2022/23 SHORT TERM GOALS

Routine

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

STATUS:

Continuing to utilize the village website for upcoming and pending projects. Continue to use both Twitter and Facebook to inform residents of any utility or storm related closures when applicable. For example, we utilized social media, the Bartletter and other organization electronic message boards to get the word out for the new brush collection program.

2. Maintain or enhance village standards for service delivery.

STATUS:

Because of brush collection outsourcing village staff was able to nearly double production of our in-house concrete program while hours spent performing other job tasks remained virtually constant. The village is continuing to use asphalt preservation techniques to prolong roadway life.

With assistance from the village's GIS and police departments, staff has begun utilizing an app that can pinpoint where an issue, such as icy roads or downed tree branches, is in real time and the streets department on-call staff will be able to see exactly where it is, and the amount of personnel is needed to fix the emergency.

Complex

1. Improve village bike and pedestrian pathways and routes.

STATUS:

Recently a section of bike path from Newport and Chippendale, north, was re-paved as well as the bike path along Humbracht Park (from Silver Cir. To Shawnee Cir.). Both projects included proper ADA ramp

STREET MAINTENANCE

replacement. The bike path on W. Bartlett Road near Devon was completed with funding assistance from MWRD. Asphalt preservation liquid was applied to the bike path on Stearns Road from Bittersweet to Kent Circle. This liquid has been utilized on roadways, and is now being used for newer paths. The village will also be looking at improving the trail along South Bartlett Road to Stearns in partnership with the Park District.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

The village will continue to monitor and evaluate the existing bike paths for repair and/or replacement with input from the bike and run committee. The village also began utilizing a semi-annual brush collection to assist residents who had larger brush amounts to remove from their home.

Complex

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

STATUS:

Continue to work with the police department to identify future intersections and/or roadway hazards. Install future traffic calming curbing and signage on Prospect Avenue. where it intersects with the

bike path. We tested out temporary curb bump-outs at North and Western, and have also installed parking lanes and intersection narrowing along Struckman to help prohibit speeding issues, and create safe walking and biking areas for pedestrians.

2. Evaluate bike/pedestrian connectivity under/over and along Route 59

STATUS:

A connection has been proposed that would be in conjunction with the development at West Bartlett and Route 59.

2021-22 Highlights

Despite early scheduling issues, due to unknown factors dealing with a pandemic, hours spent on street department job tasks have increased or remained consistent throughout the past fiscal year. The street department nearly doubled hours spent removing/replacing concrete. The village will continue to be proactive in sidewalk hazard mitigation and replacement.

In addition to our normal duties we were also able to assist in the installation of the Town Center clock as well as build a room at Bartlett Hills to house a golf simulator and rehab a bunker, allowing the village to save money using in-house labor. As resident requests continue to come in, street crews are constantly replacing our older light fixtures with new LED fixtures, reducing costs on utility bills.

STREET MAINTENANCE

The village was also recognized by the Arbor Foundation with the Tree City Growth Award, which is awarded to communities based off a points system that includes maintenance, education and tree plantings.

Replaced the fence at Ruzicka Field that was falling down.

Continue to upgrade the lights at village-owned buildings to LED's through the use of incentives and grants from ComEd.

Street department staff attended trainings, such as the Road Scholar and Illinois Public Service Institute. These provide real on-the-job training that increases the knowledge and skills of our already talented workforce.

Paved approximately 1,500 feet of bike path in-house saving the village approximately \$10,000.

STREET MAINTENANCE SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 2,139,296	\$ 2,187,499	\$ 2,222,884	\$ 2,195,698	\$ 2,420,925	\$ 2,480,514	\$ 2,449,860
	Contractual Services	499,718	548,430	605,052	623,042	631,541	713,350	1,412,700
	Commodities	361,383	439,117	492,023	474,884	395,015	413,600	493,400
	Other Charges	81,067	84,973	96,629	89,703	116,059	303,100	420,655
	Capital Outlay	157,019	114,002	38,914	91,862	96,256	121,500	135,000
	Subtotal Net of Transfers	3,238,483	3,374,021	3,455,502	3,475,189	3,659,796	4,032,064	4,911,615
	Municipal Building	0	0	100,000	0	0	0	0
	Central Services Allocation	90,361	90,361	125,361	156,107	156,107	160,115	160,115
	Vehicle Replacement Allocation	257,085	249,528	302,821	293,806	249,528	249,528	350,000
	Total Streets	\$ 3,585,929	\$ 3,713,910	\$ 3,983,684	\$ 3,925,102	\$ 4,065,431	\$ 4,441,707	\$ 5,421,730
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	0.00	0.34	0.34	0.34
	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
	Administrative Assistant	0.68	0.68	0.68	0.68	0.68	0.68	0.68
	Management Analyst	0.00	0.17	0.17	0.34	0.00	0.00	0.00
	Street Supervisor	0.00	0.00	0.00	1.00	1.00	1.00	1.00
	Senior Maintenance Workers	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Maintenance Workers	15.38	14.38	14.38	14.38	13.38	13.38	13.38
	Custodian	0.14	0.14	0.14	0.14	0.14	0.00	0.00
	Total Full Time Equivalentents	21.88	21.05	21.05	21.88	20.88	20.74	20.74
Activity Measures	Work Orders	1,108	1,197	2,817	2,580	1,197	1,500	1,500
	JULIE calls	6,700	5,794	5,438	6,871	7,014	7,200	7,200
	Tree trimming hours	3,432	3,768	2,592	5,088	5,176	5,000	5,000
	Storm Sewer Repair Hours	2,144	2,384	2,080	2,048	2,112	2,000	2,000
	Concrete Repair / Replace Hours	408	568	1,392	2,072	4,032	4,000	4,000
	Tons of salt	1,748	1,997	2,413	1,363	1,811	1,500	1,500
	Hours of snow removal	2,502	2,943	3,389	2,840	2,282	2,000	2,000
	Street sweeping miles	3,166	5,401	3,502	4,672	5,081	4,500	4,500
	Roadway Pave /Patch Hours	1,088	1,104	1,624	1,400	1,184	1,200	1,200
	Street lights repaired	248	266	196	233	194	200	200
	Bike paths repaved ft.	-	-	-	1,000	1,500	2,000	2,000
	Gallons brine used	-	-	-	9,050	32,094	35,000	35,000
	Signs/Banners made	398	219	306	289	152	200	200

WATER



VILLAGE OF BARTLETT | PUBLIC WORKS - WATER



Water is one of the three major divisions of Public Works. Water personnel are responsible for maintaining the entire water system, including seven wells, five elevated storage towers, four ground storage reservoirs, and a pump station for Lake Michigan water purchased from the DuPage Water Commission (DWC).

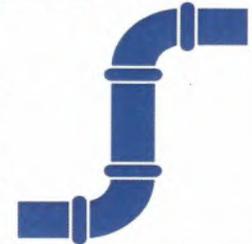
106 HYDRANTS REPLACED

Village staff replaced or repaired 106 hydrants this year, and a contractor painted 204 hydrants.



NEARLY 6,000 FEET REPLACED

Replaced approximately 5,698 feet of water main on Oak Glenn, Tennyson, Lamont, Hickory, Western and surrounding courts. This also created additional connections within the system improving water pressure and quality throughout the system.



UP-TO-THE-MINUTE UPDATES

Village utilized social media and the website to notify residents of main breaks or water shut-offs to better spread awareness during these emergency repairs.

LEAKS REPAIRED

Leak detection found 17 leaks that were repaired by water division staff.



\$75,000 SAVED

Utilized staff on the 43 water main breaks, saving the village approximately \$75,000 in contractor costs.



RESIDENT ASSISTANCE

By the village assisting residents and negotiating a price with a contractor, the villages cross connection control program saw an increase in compliance by nearly 25%.

ONEIDA WATER TOWER UPDATE

The village had a demolition contractor out to provide an estimate during the initial onsets of COVID. This project has been included in the five-year Capital Improvement Plan (CIP), and will coincide with additional storage constructed elsewhere.



IMPROVING EFFICIENCY

With assistance from the GIS and police departments, water department staff started utilizing an app that can pinpoint issues, such as water main breaks, for after hours that will improve response time to emergencies and increase communication amongst village departments.



VALVE REPLACEMENT

Continued valve exercising/replacement program. This program takes a section of the village annually, rotates the valves to get approximate number of turns to open and close the valve, change out bolts and other equipment to prevent the valves from breaking in the future.

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 seven wells, five elevated storage towers, four ground storage reservoirs, and a pump station for Lake Michigan water purchased from the DuPage Water Commission (DWC). Bartlett pumps an average of 3.2 MGD (million gallons per day) into the water distribution system, with all water purchased from the DWC. The distribution system consists of approximately 199 miles of transmission mains, 2,401 fire hydrants, and 2,437 isolation valves.

There are approximately 13,701 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.

2022/23 Budget Highlights

The Water division budget has increased by 2% due to bond payment adjustments.

The Water division will continue to monitor for lead/copper sampling and backflow compliance. This will include Water staff

inspecting services to confirm material (lead, copper, galvanized, etc.)

Continue to promote lead replacement program.

Strategic Plan – 2022/23 SHORT TERM GOALS

Routine

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

STATUS:

Village utilized social media and the website to notify residents of main breaks or water shut-offs to better spread awareness during these emergency repairs.

2. Maintain or enhance village standards for service delivery.

STATUS:

Continue to utilize GIS to maintain accurate records and locations of utilities, such as hydrant repairs, valve replacements and water main locations. Continue utilizing a valve exercising program to find and repair broken valves. Utilize the leak detection to continue monitoring for leaks in areas before they can become breaks.

With assistance from the GIS and police departments, water department staff started utilizing an app that can pinpoint issues,

WATER

such as water main breaks, for after hours that will improve response time to emergencies and increase communication amongst village departments.

Staff began going digital for service requests between water billing and water division staff. By utilizing electronic scheduling and reporting, this saves staff and the village time to be able to accomplish more and save on vehicle fuel and office supplies.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

Continue utilizing the outside contractor to assist in the operations of the pump stations. These outside contractors, used on an as-needed basis provide the village with security and training to get more of our in-house staff trained in water operations to have more coverage of the system.

Continue to seek out ways that going paperless and utilizing technology can improve water service requests and appointments

2. Determine the cost to remove the Oneida Water Tower.

STATUS:

The village had a demolition contractor out to provide an estimate during the initial onsets of COVID. This project has been included in the five-year Capital Improvement Plan (CIP), and will coincide with additional storage constructed elsewhere.

3. Determine the cost to remove the well house on the north side of Village Hall's visitor parking lot.

STATUS:

An earlier quote was provided and is being revisited to determine all the necessary procedures for proper capping are completed. As more neighboring municipal interconnects are completed, the village can cap off and decommission more wells.

4. Determine the cost to remove the well house south of Village Hall.

STATUS:

The village can look at potential demolition options and has placed this project into the CIP.

WATER

2021-22 Highlights

Replaced approximately 5,698 feet of water main on Oak Glenn, Tennyson, Lamont, Hickory, Western and surrounding courts. This also created additional connections within the system improving water pressure and quality throughout the system.

Continued valve exercising/replacement program. This program takes a section of the village annually, rotates the valves to get approximate number of turns to open and close the valve, change out bolts and other equipment to prevent the valves from breaking in the future.

Leak detection found 17 leaks that were repaired by water division staff.

Village staff replaced or repaired 106 hydrants this year, and a contractor painted 204 hydrants.

Utilized staff on the 43 water main breaks, saving the village approximately \$75,000 in contractor costs.

By the village assisting residents and negotiating a price with a contractor, the villages cross connection control program saw an increase in compliance by nearly 25%.

WATER SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 1,296,189	\$ 1,337,770	\$ 1,269,309	\$ 1,214,090	\$ 1,338,358	\$ 1,378,656	\$ 1,409,338
	Contractual Services	4,889,863	5,239,353	5,612,508	5,942,740	6,326,874	5,961,329	6,468,500
	Commodities	159,653	169,137	174,114	186,490	190,909	187,282	215,500
	Other Charges	13,520	32,529	10,210	1,748,374	1,701,709	1,865,094	2,067,964
	Capital Outlay	16,275	75,239	9,366	0	13,297	3,675	28,000
	Subtotal Net of Transfers	6,375,500	6,854,028	7,075,507	9,091,694	9,571,147	9,396,036	10,189,302
	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	156,361	187,107	187,107	191,911	191,911
	Vehicle Replacement Allocation	20,879	20,879	20,879	20,879	20,879	20,879	20,879
	Total Water	\$ 6,658,240	\$ 7,136,768	\$ 7,382,747	\$ 9,429,680	\$ 9,909,133	\$ 9,738,826	\$ 10,532,092
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	0.00	0.00	0.33	0.33
	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
	Administrative Assistant	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	0.17	0.17	0.33	0.33	0.00	0.00
	Senior Maintenance Workers	2.00	2.00	2.00	2.00	2.00	2.00	0.00
	Water Operators	0.00	0.00	0.00	0.00	0.00	0.00	2.00
	Maintenance Workers	4.00	4.00	3.00	3.00	4.00	4.00	4.00
	Customer Service Representative	1.00	1.00	1.00	0.50	0.50	0.50	0.50
	Billing Clerk	0.25	0.25	0.25	0.75	0.75	0.75	0.75
	Building Custodian	0.14	0.14	0.14	0.14	0.14	0.14	0.00
Total Full Time Equivalents	10.37	10.54	9.54	9.37	10.37	10.37	10.23	
Activity Measures	DWC Pumpage in 1,000 Gallons	0	0	0	1,073,596	1,142,338	1,107,716	1,135,000
	Number of accounts	13,400	13,430	13,626	13,626	13,677	13,767	13,867
	Service calls	3,928	4,613	4,031	3,850	4,452	4,056	4,000
	New meters installed/replaced	15 / 91	41 / 127	26 / 36	28 / 115	22 / 176	32 / 192	35 / 200
	Main breaks	29	40	22	61	69	43	45
	Fire hydrants repaired/painted						106 / 204	90 / 200

SEWER



VILLAGE OF BARTLETT | PUBLIC WORKS - SEWER



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 160 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.

ADDING EFFICIENCY

Continued working toward removal of all dry well lift station cans to create more efficient pumping and more safe access into the pump stations.



COM-ED GRANT

The \$224,300 ComEd Energy Grant is a grant that awards the efficiency improvements that will coincide with the Bittersweet Water Reclamation Facility improvements. The grant sees what the current energy usage is, compared to proposed and will pay the difference in energy cost. This is similar to the grant for streetlights, light upgrades at the Village Hall and Bartlett Hills.



\$70K SAVED

Completed 26 in-house sewer digs, saving the village approximately \$70,000.

LINING SEWERS

The village lined approximately 14,000 feet of sanitary sewer main and lined 28 laterals.



ELIMINATING ODORS

Worked with local residents and the businesses in the industrial parks to solve issues regarding strong odors. Will continue to work with the Industrial Users in Brewster Creek Business Park to ensure that all meet the IEPA pretreatment requirements.



REPAIRED MANHOLES

Utilized a contractor to line and repair approximately 35 manholes that were deemed to be in severe condition, causing significant I/I in the sewer system. This makes a total of 49 separate manholes rehabilitated through either contractor or village staff.

INFLOW AND INFILTRATION

Sewer Division will remain proactive in inflow and infiltration (I/I) reduction to avoid basement backups and sanitary sewer overflows. These items include sewer main and lateral lining, manhole rehabilitation, smoke testing and flow monitoring.



SEWER RATE INCREASES

Planned sewer rate increases were not implemented for the 20/21 and 21/22 fiscal years due to the pandemic, but are proposed for the 22/23 fiscal year.



MANHOLE COVERS REPLACED

Replaced 628 open-pick and damaged manhole covers in the basin tributary to MWRD, and working towards completing the area tributary to the Devon/DuPage Lift Station. These covers allow rainwater and small debris into the sanitary system that can lead to backups and surcharges within the system.

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 160 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 3.0 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.

2022/23 Budget Highlights

Overall the sewer budget is up 4% compared to last year due to an increase in sludge removal and chemical costs to keep the treatment plant in compliance

Sewer division will remain proactive in inflow and infiltration (I/I) reduction to avoid basement backups and sanitary sewer overflows. These items include sewer main and lateral lining, manhole rehabilitation, smoke testing and flow monitoring.

Continue working towards the rehabilitation of the Bittersweet Water Reclamation Facility.

Further promotion of the Sanitary Lateral Lining and Overhead Sewer programs.

Strategic Plan – 2022/23 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 to utilize the village website, social media and door hangers to promote the village's cost sharing programs in the most affected areas. Sewer department staff will continue to assist

SEWER

residents in signing up for the Overhead Sewer and the Sanitary Lateral Lining programs as appropriate. Last year there were over 25 homes that participated in the program, and the program has already had that many homes participating in this upcoming fiscal year.

2. Maintain or enhance village standards for service delivery.

STATUS:

Continue I/I program tributary to both MWRD and the village's Water Reclamation Facility.

As stated above, staff saw high residential participation in the Sanitary Lateral Lining Program that installs a cleanout and lines the residents' sanitary service from the village's main to their home. The village covers 85% of this cost, with the resident paying the remaining 15%.

MWRD will continue to accept excess flows from the village until January 1, 2023, or potentially 2024, as stated in their most recent correspondence.

Continue to utilize GIS to better target repair areas and maintain accurate information on our system.

With assistance from the GIS and Police Departments, Sewer Department staff started utilizing an app that can pinpoint issues, such as sanitary sewer backups, for after hours that will improve response time to emergencies and increase communication amongst village departments.

Strategic Plan – 2022/23 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.

Continue to evaluate the village's sewer lift stations and collection system to build upon efficiencies and improvements in pumping and preventative maintenance

Continue utilizing staff to complete more manhole and sewer main rehabilitation that will save approximately \$1,500 per manhole or main repair. Last year, fourteen (14) manholes were completed in house for approximately \$21,000.

Complex

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

STATUS:

The IEPA loan for the upgraded Water Reclamation Facility (WRF) has been approved, and JJ Henderson has begun working on it. Despite delivery and material uncertainty the upgraded WRF is scheduled for substantial completion in early 2024. This new plant

SEWER

will allow the village to handle increased influent flows with the growth at the business parks, and meet all new NPDES permit requirements.

2021-22 Highlights

Worked with local residents and the businesses in the industrial parks to solve issues regarding strong odors. Will continue to work with the industrial users in Brewster Creek Business Park to ensure that all meet the IEPA pretreatment requirements.

Despite ageing equipment, the sewer division was able to get creative and work with our current processes to stay out of violation on our current NPDES permit.

Continued working toward removal of all dry well lift station cans to create more efficient pumping and more safe access into the pump stations.

The village lined approximately 14,000 feet of sanitary sewer main and lined 28 laterals.

Utilized a contractor to line and repair approximately 35 manholes that were deemed to be in severe condition, causing significant I/I in the sewer system. This makes a total of 49 separate manholes rehabilitated through either contractor or village staff.

Completed 26 in-house sewer digs, saving the village approximately \$70,000.

Replaced 628 open-pick and damaged manhole covers in the basin tributary to MWRD, and working towards completing the area tributary to the Devon/DuPage Lift Station. These covers allow rainwater and small debris into the sanitary system that can lead to backups and surcharges within the system.

SEWER SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 1,979,672	\$ 2,042,459	\$ 2,088,825	\$ 1,938,401	\$ 2,069,517	\$ 2,196,197	\$ 2,216,833
	Contractual Services	507,751	567,554	587,012	788,180	703,125	798,756	622,500
	Commodities	428,215	449,907	407,748	473,354	445,728	454,700	544,900
	Other Charges	112,989	179,449	200,161	303,354	582,511	757,287	762,408
	Capital Outlay	34,817	18,261	110,713	21,935	54,064	11,000	228,000
	Subtotal Net of Transfers	3,063,444	3,257,630	3,394,459	3,525,224	3,854,945	4,217,940	4,374,641
	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	156,361	187,106	187,106	191,911	191,911
	Vehicle Replacement Allocation	48,879	48,879	48,879	77,661	48,879	48,879	48,879
Total Sewer	\$ 3,374,184	\$ 3,568,370	\$ 3,729,699	\$ 3,919,991	\$ 4,220,930	\$ 4,588,730	\$ 4,745,431	
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	0.00	0.00	0.33	0.33
	Civil Engineer	0.33	0.33	0.33	0.33	0.33	0.33	0.33
	Management Analyst	0.00	0.17	0.17	0.33	0.33	0.00	0.00
	Engineering Technician	0.66	0.66	0.66	0.66	0.66	0.66	0.66
	Administrative Assistant	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	1.00	1.00	1.00	1.00	1.00	1.00
	Wastewater Operators	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Senior Maintenance Workers	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Maintenance Workers	6.00	6.00	6.00	6.00	6.00	6.00	6.00
	Customer Service Representative	1.00	1.00	1.00	0.50	0.50	0.50	0.50
	Billing Clerk	0.25	0.25	0.25	0.75	0.75	0.75	0.75
	Building Custodian	0.14	0.14	0.14	0.14	0.14	0.14	0.00
Total Full Time Equivalents	16.20	16.87	16.87	16.70	16.70	16.70	16.56	
Activity Measures	Influent flow in 1,000 gallons	920,000	925,000	930,000	940,000	950,000	950,000	950,000
	Effluent flow in 1,000 gallons	860,000	865,000	865,000	870,000	880,000	880,000	880,000
	Influent pump hours	15,000	15,000	15,500	15,800	16,000	16,000	16,000
	DuPage Lift Stations	13	13	13	13	13	13	13
	Hours of operation	15,500	16,000	15,500	16,000	16,500	16,500	16,500
	1,000 gallons of flow	340,000	345,000	350,000	355,000	360,000	360,000	360,000
	Cook Lift Stations	8	8	8	8	8	8	8
	Hours of operation	10,200	10,620	10,600	10,630	10,650	10,650	10,650
	1,000 gallons of flow	155,000	158,000	158,000	158,500	159,000	159,000	159,000

PARKING SUMMARY

		2016/17	2017/18	Actual 2018/19	2019/20	2020/21	Estimate 2021/22	Budget 2022/23
Budget	Personnel Services	\$ 72,101	\$ 69,781	\$ 77,218	\$ 77,075	\$ 81,736	\$ 76,631	\$ 77,192
	Contractual Services	61,258	65,155	61,686	61,271	24,004	40,030	43,600
	Commodities	4,624	28,889	8,670	6,941	931	600	2,000
	Other Charges	0	0	0	0	0	0	0
	Capital Outlay	43,967	48,867	35,942	52,154	21,714	1,000	95,000
	Subtotal Net of Transfers	181,950	212,692	183,516	197,441	128,385	118,261	217,792
	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	\$ 204,060	\$ 234,802	\$ 205,626	\$ 219,551	\$ 150,495	\$ 140,371	\$ 239,902	
Authorized Staffing	Parking Enforcement/Maintenance	1.00	1.00	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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Activity Measures	Total parking spaces	746	746	746	746	746	746	746
	Permit spaces	115	290	290	290	290	290	290
	Daily spaces	631	456	456	456	456	456	456
	Daily Parkers	120,581	95,466	84,297	73,868	5,481	19,100	20,000
	Average Quarterly Permits	115	230	270	225	20	25	30

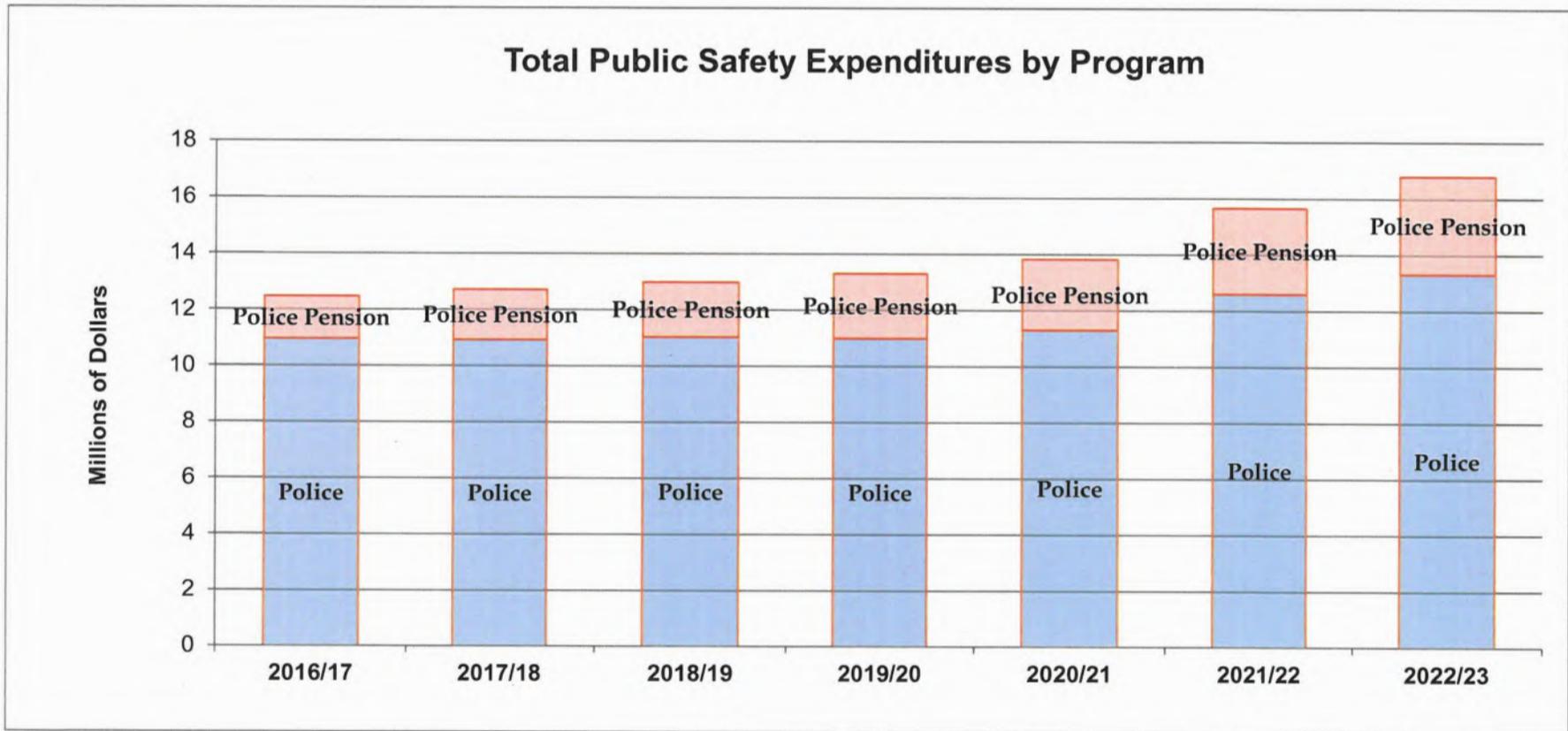
PUBLIC SAFETY EXPENDITURES

PUBLIC SAFETY represents 19% of village expenditures for 2022/23. Police Services represent about 70% of total department expenditures while about 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. The Police Pension amount includes amounts reserved for future pensions.

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



POLICE



VILLAGE OF BARTLETT | POLICE



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.

CALEA CERTIFIED

We completed our Year 2 CALEA remote web-based assessment and were found to be in compliance with all 127 standards that were reviewed. The assessor stated these were some of the finest standards files he ever reviewed, which is a credit to our accreditation manager, Larry Pincsak.



Our officers participated in the Law Enforcement Torch Run, Polar Plunge, Row 4 Dough and Coffee with a Champion fundraising events in support of Illinois Special Olympics.

WELCOME, MAVERICK!

Our new facility dog, Maverick, began his duties at the police department.



TRAFFIC SAFETY

Our officers worked to improve safety along the Route 20 and Route 59 corridors by conducting directed enforcement of speeding, impaired driving, and distracted driving violations.

GIVING BACK



CONTINUOUS TRAINING

Our department members attended fair & impartial policing training so they could learn how to better recognize, reduce & manage biases to help them become more effective in their day-to-day patrol activities and operations.

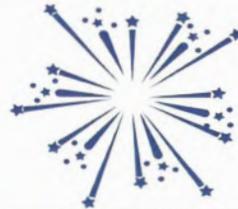


RECORD RETIREMENTS

Due to a large number of expected retirements, as well as the two new police officer positions approved in the 21/22 budget, we hired eight new police officers, promoted four officers to the rank of sergeant and promoted one sergeant to the rank of commander.

COMMUNITY EVENTS

We will continue to strive to enhance community events. We consistently challenge our staff 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.



THIRD PLACE

Our department was presented with the 2020 Illinois Traffic Safety Challenge third place award in the municipal police category for departments with 51-65 officers.



5TH SAFEST COMMUNITY IN US



DEPARTMENT RECOGNITION

The Village of Bartlett has been awarded first place for its 2021 National Night Out (NNO) celebration from the National Association of Town Watch. This is the eighth time that the village has earned first place for its NNO celebration. Thousands of Bartlett residents participated in this year's celebration by attending the NNO Picnic in the Park on 8/3 and all of the different lead-in events.



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 patrol officers, community service officers, directed patrol officers, traffic officer, canine unit, and drug enforcement officer.

2022/23 Budget Highlights

The budget for the police department in 2022/23 has increased by 4%. The increase is attributed to a request to add two additional police officers, as well as increased DuComm fees, insurance premiums and pension obligations.

The addition of the two officers will enable the department to increase its minimum staffing of patrol shifts and is a continuation

of the hiring plan proposed to the Village Board prior to the FY2020/21 budget.

The budget includes requests to utilize \$65,500 in equitable sharing funds for the following expenses:

Capital:

17 iPads and accessories for command staff - \$30,600
ID Networks interface to FBI NDEX - \$15,000

Professional Development:

Senior Management Institute for Police (2 Cmdrs) - \$19,900

A new item we are requesting this year is the addition of seven license plate reader (LPR) cameras. We would like to install the seven cameras around the entrance/exit to our village to assist us in investigating and solving crimes. The cameras do not retain any personal information related to registered owners or possible drivers of vehicles. Instead, they allow us to search by date, time and location, as well as make, color and type of vehicle.

Strategic Plan – 2022/23 SHORT TERM GOALS

Routine

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

POLICE

STATUS:

We will continue using 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 apply for traffic safety and bullet proof vest replacement grants in FY 2022/23.

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

We will continue our partnership with Victory Centre, The Oaks at Bartlett and Artis Senior Living to provide their residents with presentations about law enforcement programs and services.

We will offer citizen police academy classes in order to build positive relationships, promote understanding and build trust between our residents and department members.

2. Enhance community events

STATUS:

We will continue to strive to enhance community events. We consistently challenge our staff 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 social media accounts and issue traffic advisories and press releases in advance of events to notify residents of any upcoming street closures or restricted parking.

3. Maintain or enhance village standards for service delivery.

STATUS:

We will enhance village standards for service delivery with the addition of two new police officers. These new officers will allow us to maintain minimum staffing levels, increase the number of officers available for special events and grants and be more visible throughout the community.

We will continue promoting standards for service delivery by utilizing the Frontline software program. This program allows residents to make vacation watch or overnight parking requests online. The software also tracks officer activity related to directed patrols, as well as any enforcement measures taken, which allows us to provide residents with data regarding steps taken to address their complaints. Between January 1, 2021 and December 9, 2021, the department utilized Frontline to log 7,176 overnight parking requests, 264 vacation watch house checks, 600 directed patrols and 27 condition reports.

POLICE

We will utilize our social worker to follow up on calls for service regarding domestic disturbances and mental health to enhance our service to those involved.

Our command staff will utilize the requested iPads in our emergency operations center during critical incidents to improve efficiency and operations while dealing with the incident.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

We will evaluate the new social worker's duties and effects on service delivery as we gather the data.

Our staff is certified to teach Police Executive Research Forum's Integrating Communication, Assessment and Tactics (ICAT) course in order to better address mental health related calls.

We began deploying our facility dog, Maverick, to traumatic incidents and community events and will continue to evaluate ways to best utilize him.

Our staff was trained in the village's new disaster app, which will improve efficiency and coordination with public works in responding to disasters.

The police department and fire department conducted rescue task force training to prepare for a joint response to an active shooter situation.

Complex

1. Develop a strategy to identify and complete roadway improvement and traffic mitigation programs and designs.

STATUS:

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

We will continue to work with village staff, residents and Cook County Highway Department to address complaints regarding traffic issues on Naperville Road.

We will work with residents, public works and the Village Board to evaluate the traffic calming measures being considered and/or installed around the village to address chronic traffic complaints.

POLICE

2021-22 Highlights

We completed our Year 2 CALEA remote web-based assessment and were found to be in compliance with all 127 standards that were reviewed. The assessor stated these were some of the finest standards files he ever reviewed, which is a credit to our accreditation manager, Larry Pincsak.

Our staff assisted with the village's COVID-19 second shot vaccination clinic.

Our department members attended fair & impartial policing training so they could learn how to better recognize, reduce & manage biases to help them become more effective in their day-to-day patrol activities and operations.

We hosted two citizen police academies.

Our officers participated in the Law Enforcement Torch Run, Polar Plunge, Row 4 Dough and Coffee with a Champion fundraising events in support of Illinois Special Olympics.

Our department assisted with the 4th of July Festival and the Independence Day Parade.

Our new facility dog, Maverick, began his duties at the police department.

We hosted in-person National Night Out lead-in events and annual Picnic in the Park.

Our department was presented with the 2020 Illinois Traffic Safety Challenge third place award in the municipal police category for departments with 51-65 officers.

We participated in DUI and occupant restraint grant campaigns throughout the year.

Our officers worked to improve safety along the Route 20 and Route 59 corridors by conducting directed enforcement of speeding, impaired driving, and distracted driving violations.

We assisted with Bartlett High School's homecoming festivities and parade.

Our staff assisted with and participated in the Bartlett Heritage Days Halloween Fun Fest and Parade.

Due to a large number of expected retirements, as well as the two new police officer positions approved in the 21/22 budget, we hired eight new police officers, promoted four officers to the rank of sergeant and promoted one sergeant to the rank of commander.

As far as civilian positions, we hired two CSOs, two records clerks, an administrative secretary and a part-time social worker.

We formed a partnership with Elgin Community College to offer internship opportunities to students.

POLICE

Detective Eric Kistler was selected as the department's Police Officer of the Year. He was responsible for handling several serious criminal investigations in a sensitive manner and received a unit citation award for helping patrol officers resolve a potentially deadly situation involving an individual who threatened family members with a rifle.

Accreditation Manager Larry Pinscak was selected as the department's Civilian of the Year. He was recognized by his supervisors and peers for completing CALEA's Year 1 remote web-based assessment, which was found to comply with all 100 standards reviewed. The assessor indicated it was the best review he had ever done.

POLICE SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 8,868,551	\$ 8,925,344	\$ 9,105,069	\$ 9,103,026	\$ 9,324,893	\$ 10,189,680	\$ 10,862,137
	Contractual Services	792,221	795,383	841,376	849,911	732,254	969,596	1,001,017
	Commodities	269,376	258,206	249,486	248,887	247,156	312,608	347,335
	Other Charges	181,285	220,308	192,073	168,982	150,098	232,549	277,190
	Capital Outlay	133,029	60,912	55,310	129,059	95,096	161,036	118,580
	Subtotal Net of Transfers	10,244,462	10,260,153	10,443,314	10,499,865	10,549,497	11,865,469	12,606,259
	Central Services Allocation	394,558	394,558	458,319	550,556	550,556	588,412	588,412
	Vehicle Replacement Allocation	232,000	232,000	232,000	232,000	301,952	232,000	232,000
Total Police	\$ 10,871,020	\$ 10,886,711	\$ 11,133,633	\$ 11,282,421	\$ 11,402,005	\$ 12,685,881	\$ 13,426,671	
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	43.00	43.00	43.00	46.00	48.00	50.00
	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
	Investigations Secretary	1.00	0.00	0.00	1.00	1.00	1.00	1.00
	Records Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Records Clerk	9.50	8.50	8.00	9.00	9.00	9.00	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 Equivalents	75.50	72.50	72.00	74.00	77.00	79.00	81.00
Activity Measures	Service/Activities	34,274	31,808	29,311	27,775	35,068	33,230	34,890
	Offenses	3,287	3,519	4,090	4,588	4,611	4,644	4,870
	Court Cases	2,851	2,774	2,804	2,756	4,752	5,136	5,393
	Alarms	923	972	920	848	672	682	693
	Investigation/Youth	154	170	183	207	146	140	147
	Traffic Enforcement	4,022	4,007	7,301	7,287	6,594	7,158	7,515
	Crime prevention events	317	538	659	854	822	908	953
	Training hours	10,000	9,112	10,102	10,548	9,142	13,456	14,129
	Part I & II arrests	1,282	865	836	792	571	829	869
	FOIA Requests	1,258	1,349	1,636	1,649	1,246	1,380	1,449

POLICE PENSION SUMMARY

		2016/17	2017/18	Actual 2018/19	2019/20	2020/21	Estimate 2021/22	Budget 2022/23
Budget	Personnel Services	\$ 1,363,752	\$ 1,631,945	\$ 1,767,984	\$ 2,111,748	\$ 2,295,105	\$ 2,842,098	\$ 3,247,535
	Contractual Services	143,436	153,059	171,939	191,036	212,398	220,087	230,200
	Commodities	0	0	0	0	0	0	0
	Other Charges	5,038	8,631	6,740	7,423	4,138	6,706	9,795
	Capital Outlay	0	0	0	0	0	0	0
	Total Police Pension	\$ 1,512,226	\$ 1,793,636	\$ 1,946,663	\$ 2,310,207	\$ 2,511,641	\$ 3,068,892	\$ 3,487,530
Activity Measures	Number of pensioners							
	Duty disability	3	3	4	4	4	5	5
	Nonduty disability	4	4	4	5	4	4	4
	Retirement	17	17	20	22	23	29	35
	Survivor	2	2	2	2	3	3	3
	Total pensioners	26	26	30	33	34	41	47
	Number of refunds	0	1	0	0	1	2	0
	Employer normal cost as % of payroll	23.70%	26.20%	28.90%	35.20%	38.00%	36.70%	N/A
Actuarial funding percent	80.40%	78.50%	77.00%	72.90%	72.60%	75.20%	N/A	

GENERAL GOVERNMENT EXPENDITURES

Most of the remaining village departments are combined under the category of **GENERAL GOVERNMENT**, which represents 8% of total expenditures. The budget for 2022/23 is \$7.9 million.

The General Government expenditures encompass the following: Administration, Professional Services, Liability Insurance, Finance, Planning and Development, and the TIF municipal accounts.

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.

Total General Government Expenditures by Program





VILLAGE OF BARTLETT | ADMINISTRATION DEPARTMENT



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.



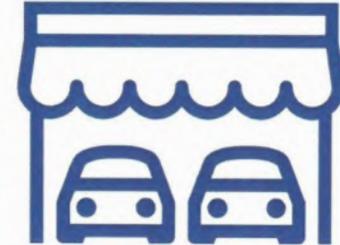
COMMUNITY SURVEY

Administration staff will be conducting a community survey as this is an off year for strategic planning and will provide the board and staff with valuable data for our next strategic planning session.

VROOM!

DEALERSHIP COMING

A developer has purchased and is redeveloping the RV dealership on Route 20. They are redeveloping the current site into a Hyundai dealership with a service center and a separate Genesis dealership with its own service center.



41,103
NEW POPULATION



OVER 3,000 VACCINES

In the winter and spring of 2021, staff worked with the park district and Jewel Osco to create and host a vaccine event in response to the COVID pandemic.



BRANDING ACTION

Economic Development staff has plans to put out a RFP for a branding consultant.



SITE E: APPROVED

Perhaps the most important TOD goal was to increase density in the downtown. This can happen from mixed use developments like the chiropractic clinic with apartments above, that was built a few years ago or with standalone apartments and other high-density living spaces.

ALL-TIME LOW VACANCY

The retail vacancy rate in the village is near an all-time low currently and staff's goals this year will be to hopefully expand our retail footprint. Physically adding more store fronts through development of land sites and redevelopment of existing retail centers like the Streets of Bartlett for example, is the next step in improving retail business in Bartlett.



NEW MUSEUM EXHIBIT



In 2022, the Bartlett History Museum will open its new exhibit, "I'll Drink to That!, From Temperance to Tolerance, Bartlett's Libation History." Programming for both museums are being put in place for the upcoming year with fun learning opportunities for children and adults.

128 PASSED
ORDINANCES



MERRY & BRIGHT

Merry and Bright in Bartlett was a successful collaboration which enhanced the annual tree lighting event in Bartlett Park. This event was the largest tree lighting in Bartlett's history and staff, along with our partners, will take lessons learned from this event into next year's planning process.

THE GREAT RESIGNATION

25 full-time employees either resigned, retired or were terminated in the past year. Staff evaluated each vacancy and conducted recruitment & selection for new employees or restructured positions within departments.



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), 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.

2022/23 Budget Highlights

Through the pandemic, the village has continued to see strong investment and development from our downtown to the Route 20 corridor and from the Route 59 commercial thoroughfare out to our business parks in the west. Every corner of Bartlett is in the midst of significant investment. Developments on the way or recently completed include More Brewing and the Residences of Bartlett Station in the downtown, a Hyundai/Genesis dealership along Route 20. Route 59 developments include the potential for a new senior living facility just north of Army Trail and housing subdivision on the northwest corner of Route 59 and W. Bartlett. Blue Heron Business Park has several prospects that may come to fruition this next year and there is another development looking to come to the Southwind area of the Bluff City TIF. Brewster Creek Business Park continues to see growth with two of the largest buildings in the village recently being built and room for one more in the Cook County portion as well as some fill in spots on the DuPage side.

About two years after the completion of the Route 59 and Stearns Rd. intersection, IDOT will be starting the Route 59 and W. Bartlett Rd. intersection work. This intersection will look similar with double left turn lanes and a single right turn lane on all four legs of the intersection. This will go a long way to help improve the safety of this intersection and limit rush hour backups for vehicles turning north onto Route 59 from eastbound W. Bartlett Rd.

VILLAGE BOARD/ADMINISTRATION

In 2022, the Bartlett History Museum will open its new exhibit, "I'll Drink to That!, From Temperance to Tolerance, Bartlett's Libation History." Programming for both museums are being put in place for the upcoming year with fun learning opportunities for children and adults.

Human Resources will be working on a village-wide training for all supervisory staff and shifting all files into digital versions to cut down on storage and increase efficiencies.

The village has continued to look for ways to cut operating costs in terms of employee health insurance. This past year was no exception, as we implemented a high deductible PPO plan with a health savings account attached to this option. The enrollment in this plan was not as high as anticipated and we have experienced some very large claims that have driven up the premiums for our plans. This year we have had the largest number of employees opt out of our insurance plans, which will lessen our costs. At the end of this plan year, we will again re-evaluate the options for plan re-design and other changes that will affect our bottom line.

Administration staff will be conducting a community survey as this is an off year for strategic planning and will provide the board and staff with valuable data for our next strategic planning session.

Economic Development staff has plans to put out a RFP for a branding consultant as well as research the possibility of new TIF Districts as outlined in the strategic plan, both in an effort to spur more development.

Strategic Plan – 2022/23 SHORT TERM GOALS

Routine

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

STATUS:

On the heels of the worst of the pandemic and entering Phase 5 of the Restore Illinois Plan, the village continues to be a resource for updates from the governor's office and IDPH.

Staff is looking at adding a formal electronic newsletter to our communications mix that will allow for more timely communications with our residents.

During the early stages of the pandemic, the business email blast allowed staff to inform our businesses of state mandates, COVID related funding opportunities and other important information. We continue to dole out this information when relevant, but have begun using it to advertise our local village events in an effort to increase business participation and foster more commerce in town.

The Economic Development Commission and staff have started discussions around developing a community brand plan and this project will really start to take shape early next fiscal year.

VILLAGE BOARD/ADMINISTRATION

2. Enhance community events

STATUS:

This year, all of our major events were back in-person. Additionally, our civic groups and businesses worked together to host some new and some longstanding events during the fall. Those events included Scarecrows & Shenanigans at the Streets of Bartlett, the Pet Event, previously held during Heritage Days and the Halloween Parade downtown.

The 4th of July Committee requested and was granted an additional \$25,000 from the village to help mitigate their potential risk with uncertainty of where COVID guidelines would be. The 4th of July festival had a record year during a time when there still were not a significant number of large in-person events. This will go a long way to helping drive people to Bartlett again next year.

The National Night Out (NNO) events were once again a huge success. The Party in the Park was attended by thousands and coupled with the Dog Walker Watch, Touch a Truck Event, Family Fun Night, Block Parties and Chip, Putt and Drive at Bartlett Hills. The village was awarded 1st place for its 2021 NNO celebration from the National Association of Town Watch.

Coming off of last year's hit Boo-Drive Thru event that involved significant collaboration and was a major success, the village decided to turn its focus on the December holiday season. With involvement from the Park District, Chamber of Commerce, Lions Club and Library District, the village created a new brand for the holiday season in Bartlett, "Merry and Bright."

Merry and Bright in Bartlett was a successful collaboration which enhanced the annual tree lighting event in Bartlett Park to include horse and wagon rides, a visit from Anna, Elsa and Olaf from Disney's Frozen, carolers from Arts in Bartlett, free hot dogs from the Dogfather, free cookies from Rebecca's Cakes by Design, and holiday light up cars, as well as some of our favorites including a visit from Santa, hot cocoa and jolly songs from the South Elgin Choir. This event was the largest tree lighting in Bartlett's history and staff, along with our partners, will take lessons learned from this event into next year's planning process.

Not only was the tree lighting enhanced, but the village also added a holiday decorating contest for our residents and businesses, created branded marketing materials to help make residents aware of all the events happening in Bartlett during the month of December, and created the Cocoa Crawl.

The Cocoa Crawl is an event to help get residents in the holiday spirit and get feet in the doors of our local businesses. 25 businesses signed up and made their own cocoa concoction for residents to "crawl" around to. Crawlers received a souvenir mug and belly full of cocoa.

On the morning of the Cocoa Crawl, residents were welcomed into the Village Hall for the "Merry Meet-Up with Maverick." This event, hosted by the history museum, allowed kids and their families to take pictures with Maverick and each child received a cocoa mug ornament craft kit and candy cane.

VILLAGE BOARD/ADMINISTRATION

The museum continues to Zoom with elementary schools where local history is studied in second grade. This virtual classroom proves to be an effective tool to get into the classroom during the pandemic.

The online artifact database has increased to 1,845 images as of December, up from 1,598 this time last year and allows history buffs to learn about Bartlett at their leisure.

3. Maintain or enhance village standards for service delivery

STATUS:

Staff is in the process of reconfiguring the business license process to increase efficiency and reduce the complexity of the application process. The reconfiguration will limit the number of categories businesses fall into and moving renewals onto the permit tracking software will allow for a much simpler renewal process for both our businesses and staff.

The village also contracted with NIU to complete a village-wide IT Plan which includes staff surveys and in person interviews to determine technology needs, employee training, cyber security and the integration of systems.

Complex

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

STATUS:

This goal is a top priority for our residents and will continue to be a top priority for staff. We will continue to reach out to developers via our email database and more so in person in the next fiscal year. BEDA incentives will be used to entice developers and staff will work with Cook County on potential incentives.

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

STATUS:

At the tail end of FY 2021, the Streets of Bartlett reached 100% capacity which includes eight eating establishments and a bowling alley. MORE Brewing has submitted foundation plans and our staff is close to issuing a building permit for a new modern brew pub.

In an effort to help foster our downtown businesses, the Village Board approved the Residences of Bartlett Station apartment building on Site E of the TOD plan. This will be the largest investment downtown in nearly two decades and will bring an additional 90 luxury apartment units right in the downtown. This project will put feet in the streets and be an additional building block to attracting developers to our downtown.

Moving forward, as COVID subsides, staff anticipates attending more trade shows next year like National ICSC, Chicago ICSC and other conventions where staff can meet face to face with developers and brokers.

VILLAGE BOARD/ADMINISTRATION

The BEDA program is expected to play a large role next year as well, with a couple more projects downtown staff hopes come to fruition.

Business spotlight videos have been rolled out and will continue through next year to highlight some of our businesses that opened during the height of COVID and flashback to some of the businesses we highlighted in previous years.

3. Continue to act on strategies for developing Railroad Avenue vacancies.

STATUS:

Staff anticipates attending national and local tradeshow and conventions in the next fiscal year as these events start to take place.

Additionally, we will continue to send eblasts to brokers and developers regarding vacancies and land sites along Railroad Avenue and other portions of the village.

The BEDA program will be vital to investors looking at some of the sites along Railroad Avenue.

As the apartment complex gets built on Opportunity Site E and MORE Brewing breaks ground, staff anticipates Railroad Avenue will become significantly more attractive for investors and we plan to use those developments to help market Railroad Avenue and the downtown as a whole.

4. Develop community branding plan.

STATUS:

The Economic Development Commission first discussed a new community branding plan in January 2021 and they determined that our current brand “Never Far Away” was out of date and did not accurately reflect Bartlett today. A new community brand will give the village a reset and allow us to better communicate our strengths to attract new residents and businesses and perhaps more importantly, keep the current residents and businesses that call Bartlett home, here. The village will be contracting with a branding consultant to help us determine what makes Bartlett, Bartlett and put a plan in place to utilize that to our fullest extent. This project will begin to take shape early in FY 2023.

5. Work to improve retail business profile in the Village of Bartlett.

STATUS:

The retail vacancy rate in the village is near an all-time low currently and staff’s goal in attending more trade shows and conventions this year will hopefully expand our retail footprint. Physically adding more store fronts through development of land sites and redevelopment of existing retail centers like the Streets of Bartlett for example, is the next step in improving retail business in Bartlett.

In addition to trade shows, staff will continue to utilize the broker database to remain in contact with developers and brokers and push out opportunities in the village they may not otherwise be aware of.

VILLAGE BOARD/ADMINISTRATION

Business spotlight videos will once again come to the forefront and more businesses will be featured next year including new restaurants and previously featured businesses.

Staff intends to offer BEDA grants and sales tax rebate incentive programs to perspective businesses who the board feels would be a good fit for the village.

6. Revisit, refine and execute the village's overall economic development incentives.

STATUS:

The BEDA grant has been a very helpful tool and incentive for attracting new businesses and helping current Bartlett businesses expand or enhance their services.

In addition, the village also uses the Cook County Class 6B incentive which offers industrial users property tax breaks to make developing in Cook County more similar to developing an industrial site in DuPage County. This has contributed considerably to the Brewster Creek Business Park expanding into Cook County.

The Culver's Restaurant received a sales tax incentive similar to the Ace Hardware incentive and included a 50% rebate for a period of ten years, not to exceed \$125,000.

While the Hyundai/Genesis dealership plans to locate on Route 20, they will be receiving a combination of these incentives. They will receive a Cook County Class 7C, which will be the first of its kind in Bartlett, as well as an 18-year sales tax rebate for 50% of the sales

tax collected from the new car dealership. Sales tax rebates are common for new car dealerships because of the volume of sales.

Bartlett Economic Development staff continue to find new ways to attract business to Bartlett and will pursue new and unique incentives going forward.

7. Develop strategy to connect east and west sides of Bartlett.

STATUS:

As part of this goal, the Cocoa Crawl invited all businesses to participate in the event and we have a number of businesses from the Route 59/Stearns Road corridor that joined.

The holiday lights decorating contest invites all homes and businesses to join in the event. Residents are encouraged to drive by all homes they can, to vote for their favorites. This event involves the whole community and is not centered in one area.

8. Determine the need for a TIF District in a portion of the .
downtown and along Lake Street.

STATUS:

This was a goal that was added in the most recent iteration of the strategic plan earlier this year. This goal will begin to take more shape in the next fiscal year as staff will initiate the data collection process and come to the board with further direction. If directed by the board, staff will go out for RFP to contract with a TIF consultant.

VILLAGE BOARD/ADMINISTRATION

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

The IT survey/interviews will go a long way to increase efficiencies internally and help to provide better service to our residents. Staff will begin implementing suggestions as soon as NIU's report is finalized and reviewed by the board.

The improvements made to the business license code will streamline the process for our local businesses, make the fee schedule easier to understand and provide for an easier yearly renewal process.

2. Maintain positive relationships with all taxing bodies.

STATUS:

In the winter and spring of 2021, staff worked with the park district and Jewel Osco to create and host a vaccine event in response to the COVID pandemic. Leading up to the event, staff toured a couple of potential locations around the village and determined that the community center was the best option based on space required, parking, and access. All taxing bodies helped with this event. The counties, Hanover Township, and Wayne Township all assisted with lists of names of those who were at risk so we could make sure we targeted those individual residents with the first wave of

registration. The Park District and Fire Department were there with their personnel that we needed to run a successful event, and the Library District also chipped in with volunteers as well. Finally, every single village department was a part of the process, even Bartlett Hills Golf Course was able to provide golf carts for valet rides for those who had trouble walking. The event was met with great feedback, and is a perfect example of maintaining a positive relationship with all our taxing bodies.

The Merry and Bright collaboration involved the park and library districts as well as two civic organizations. Events like this give staff much needed face to face interactions with our fellow taxing districts, both leading up to the event, and on the day of. Maintaining these relationships allows us to work together to solve problems and sometimes create a bit of fun.

Additionally, staff continues to participate in joint taxing body meetings to update others and stay informed about what is happening around the village.

Complex

1. Redevelop/revitalize open lot and other sites along Lake Street, Route 59 and Route 25.

STATUS:

A developer is in the process of purchasing and redeveloping the RV dealership on Route 20. They plan to redevelop the current site into a Hyundai dealership with a service center and a separate Genesis dealership with its own service center. As part of this plan, the

VILLAGE BOARD/ADMINISTRATION

developer would also purchase the village owned property further east on Route 20, near Route 59. This land is currently vacant, but will be used for vehicle storage for the dealership.

The owners of the land on the corner of Route 59 and W. Bartlett Rd. are pushing hard for a new developer to purchase their land for a new housing subdivision with the corner reserved for desirable commercial uses. Staff continues to work with them to complete this goal.

Not only is Brewster Creek Business Park receiving attention, but our Blue Heron Business Park along Route 25 is also seeing a lot of notice from developers. True North service station is nearing completion on their development just south of the Blue Heron Business Park, as well. Staff continues to push information out to developers about both of our business parks and we anticipate further development in this park over the course of the next few years.

2. Further implementation of TOD Plan.

STATUS:

Perhaps the most important TOD goal was to increase density in the downtown. This can happen from mixed use developments like the chiropractic clinic with apartments above, that was built a few years ago or with standalone apartments and other high-density living spaces. When built, the Residences of Bartlett Station will sit on Opportunity Site E of the TOD plan and house 90 luxury apartments. These apartments will be a mix of one and two-bedroom units, just steps from the Bartlett train station.

MORE Brewing is anticipated to break ground this year on their new brewery along Railroad Avenue. MORE has applied for a foundation permit and PDS staff is working to approve a building permit shortly. The brand-new building will provide expansive outdoor seating and become Bartlett's first brewery.

Metra awarded the village \$150,000 in cost sharing to go towards a sidewalk project around the Metra lots and station. The sidewalk pavers would be replaced with concrete and the sidewalk would be extended for the safety of commuters. The project also includes adding more green space near the track where there is currently concrete.

With Site E being developed, the next site identified as ripe for development is Site D, which is just east of Site E. It is currently owned by Metra in case more parking was needed in the future. With there being ample parking in our downtown, staff will be working with Metra in the coming year to create a plan to allow for development on the site.

3. Develop a strategy for development along Bartlett Avenue.

STATUS:

Bartlett Avenue sees no long-term vacant units, but it is a center point of the downtown and has a lot of potential for development due to the significant amount of wasted space used by parking and low density uses.

VILLAGE BOARD/ADMINISTRATION

2021-22 Highlights

As part of our pandemic response, in April 2021, Bartlett partnered with Jewel Osco and the Bartlett Park District to hold a vaccination event which was at the Bartlett Community Center. Approximately 3,150 vaccines were administered at the event and 3 weeks later another event was held in the same location for the second shot. Staff is thankful for all of the volunteers who showed up to work the event and help check residents in, make copies of documents, provide assistance to the elderly and maintain safety at the event.

The COVID-19 pandemic continued to challenge staff on a daily basis, but there were various processes and procedures put into place to ensure consistent handling of all COVID-related issues. Human Resources communicated with the DuPage County Health department for guidance in dealing with each exposure. Every case was handled through HR to keep a consistent tracking system. Policies, procedures and processes in dealing with COVID were monitored through various resources including IRMA, IPELRA, IML and DMMC. Communication with all village employees was continuously developed and issued on all village procedures and policies and updated when appropriate. The village takes employee safety and health very seriously and continues to monitor the pandemic as new issues arise.

Staff continues to make progress on improving the business license process and make changes to the code to reduce the complexity and number of categories.

A Penny Push Tax was passed in October which is a \$.01 tax, per play on a gaming machine. This tax is one way to increase operating revenue for the village that is not on the backs of our businesses or residents who do not participate in video gambling.

Staff will be researching rolling out an electronic newsletter for more timely communications to compliment the bi-monthly newsletter.

The village received the first of two disbursements from the American Rescue Plan funding which will total \$2.7 million over the course of two years. This funding is designated mostly for water and wastewater projects.

On the former village owned "Site E" designated by the TOD plan, the village board approved its first apartment complex in 40 years, right in downtown Bartlett. This development will be a welcomed addition to Bartlett's growing downtown and promises to bring much needed "feet in the streets" when the project is complete.

The Streets of Bartlett welcomed a couple new restaurants and Bartlett's only bowling alley, "Midway Lanes." Midway is conjoined with the new O'Hare's Pub and Restaurant location inside a large portion of the old Bartlett Fresh Market. The Streets of Bartlett is now at 100% capacity.

The museums' response to the continuing COVID-19 pandemic has taken on several new ways to serve the community and beyond. The Depot Museum, which is currently closed for inside visits, has continued to educate and entertain visitors from the outside looking in. Educational exhibits included, "Here's Looking at You" featuring

VILLAGE BOARD/ADMINISTRATION

life-size cutouts of past Bartlett residents in the windows, looking out, along with their stories of how they used the 1873 depot. "Chickens at the Depot," the summer exhibit, highlighted the many aspects of Bartlett's chicken history through images and objects; and yes, at one time real chickens could be found inside the depot. Story time's for families were held outside the depot in summer with books being read and a craft being made. Two entertaining displays included the "Haunted Depot" and "All Aboard for Gingerbread!" where the depot was transformed with holiday spirit. Throughout the year, free craft kits were made available for families to pick-up from the now popular red tote outside the door. Crafts for Mom's Day, Dad's Day, Chicken craft, and Diwali are just a few examples.

The Bartlett History Museum added a new Lunch & Learn Zoom program with the tagline, "Enjoy your lunch and learn some history too." Topics included Bartlett trivia, early history of Bartlett Hills, Bartlett Cemetery and more. These Zoom presentations have been recorded to be posted to the museums' webpage. The popular walking tours were offered again this year and were enjoyed by all who participated. The History Museum continues to do programs with outside presenters, via Zoom. This format has been popular with attendees, especially those from out of the area who can now have the chance to join in. In 2021, 70 donors gifted the museum with Bartlett images and objects. These donations ranged in quantity from one item to more than 50 in a single gift. The collection continues to grow thanks to people like this.

The village welcomed our newest Trustee in May, Trustee Gunsteen and thanked Trustee Carbonaro for his 8 years of service.

The village recognized Trustee Ray Deyne for 40 years of service to the Village of Bartlett.

VILLAGE BOARD/ADMINISTRATION SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 977,378	\$ 902,318	\$ 1,332,508	\$ 1,445,508	\$ 1,503,497	\$ 1,616,965	\$ 1,686,510
	Contractual Services	4,460	2,195	13,791	24,970	13,955	14,610	37,950
	Commodities	9,124	8,352	7,244	5,485	7,729	5,105	5,350
	Other Charges	149,008	179,004	137,524	305,073	323,933	186,806	423,940
	Capital Outlay	0	0	971	0	0	0	0
	Subtotal Net of Transfers	1,139,970	1,091,869	1,492,038	1,781,036	1,849,114	1,823,486	2,153,750
	Central Service Allocation	69,427	69,427	69,440	78,658	78,658	103,326	103,326
	Vehicle Replacement Allocation	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Village Board/Admin		\$ 1,213,397	\$ 1,165,296	\$ 1,565,478	\$ 1,863,694	\$ 1,931,772	\$ 1,930,812	\$ 2,261,076
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	0.00	1.00	0.00	1.00	1.00	1.00	1.00
	Human Resources Director	0.00	0.00	1.00	1.00	1.00	1.00	1.00
	Benefits Coordinator	0.00	0.00	1.00	1.00	1.00	1.00	1.00
	Economic Development Coordinator	0.00	0.00	1.00	1.00	1.00	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	0.00	0.00	0.00	0.00	0.00
	History Museum Director	0.50	0.50	1.00	1.00	1.00	1.00	1.00
	Management Analyst	1.00	0.00	1.00	1.00	1.00	1.00	1.00
	History Museum Intern	0.12	0.12	0.12	0.12	0.12	0.12	0.12
	Administrative Intern	0.50	0.50	0.50	0.00	0.00	0.00	0.00
	Total Full Time Equivalents		7.12	7.12	9.62	10.12	10.12	10.12
Activity Measures	Social Media Followers	N/A	6,142	19,750	23,242	24,337	25,500	27,000
	Website Page Visits	449,828	470,252	494,147	495,965	521,379	550,000	575,000
	Ordinances/Resolutions Passed	102	163	124	109	128	115	125
	History Museum events	22	25	25	25	18	33	25
	Number of FOIA's Assigned/Closed Out				185	351	320	330
	Number of GoGOV requests	2,106	1,542	2,161	1,854	1,773	2,000	2,100

FINANCE



VILLAGE OF BARTLETT | FINANCE DEPARTMENT



The Finance Department includes Accounting, Utility Billing, Information Technology (IT), Geographic Information Systems (GIS), 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, Annual Comprehensive Financial Report (ACFR), and the annual update of the 5-year Capital Improvements Plan.

WATER BILL RELIEF

Utility billing continued to work with residents having trouble keeping up on their payments. The village has partnered with DuPage and Cook Counties to work with their Low Income Housing Water Assistance Program. This is a new program started with COVID relief funds from the counties.



\$830,000 SAVED

The 2016 GO Bonds to construct the new police station were refinanced to take advantage of the low interest rates. At the same time, the 2014 IEPA sewer project loan was refinanced. Total debt service savings was over \$830,000



ANOTHER POINT OF VIEW

The department will be looking for an audit firm to audit the 22/23 fiscal year which will provide for a different perspective of the village's financial reporting.



ANNUAL BUDGET AWARD

The Finance department received the GFOA Certificate of Achievement Award in Financial Reporting for the 39th year and the GFOA's Budget Presentation Award for the 29th year.



GOING DIGITAL

Email billing for utility bills has increased to over 350 per month. The department will continue to promote participation in the email program as the mail service delivery times have increased.



COVID RELIEF FUNDS

The department is tracking the first distribution of American Rescue Plan Act funds that we received. These funds have been incorporated into the Capital Improvement Plan to provide for water and sewer infrastructure improvements.

RESPONDING TO NATURAL DISASTERS

GIS worked with the police department and public works to create, test, and implement an application to help the village respond to natural disasters. The application enables staff to identify, respond, and track things like flooding, downed trees and power lines and display on a dashboard in the EOC a map and status of each incident.



INCREASING EFFICIENCY

The Main Office began using the online permitting system to collect and verify contractor licenses allowing for them to be verified and issued in a timelier manner.



431

**BUSINESS
LICENSES
ISSUED**



DIGITAL SECURITY

IT will be implementing a managed threat response system. One of the challenges organizations face with security is how to remain vigilant of security threats 24/7/365. Hackers don't tend to choose the middle of a work day to conduct an attack. The village will be taking advantage of a new program offered through the Center for Internet Security (a non-profit funded through the Department of Homeland Security) that provides a Security Operations Center (SOC) that will monitor the activity of all of the village's computers for potential threats. If a threat is detected, they will contact us and, if necessary, act to isolate and remediate the threat.

FINANCE

Department Description

The Finance Department includes Accounting, Utility Billing, Information Technology (IT), Geographic Information Systems (GIS), 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, Annual Comprehensive Financial Report (ACFR), 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 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.

2022/23 Budget Highlights

The Finance Department budget has increased 3% from FY 2021/22. Excludes transfer to Municipal Building Fund. The increase is mainly due to personnel and an increase in auditing services including additional reporting for COVID-19 related grants.

GIS staff will continue to expand the use of the Geographic Information System (GIS) in the Public Works department to assist planning of future improvements and maintaining current assets.

Staff will also look for new opportunities to use GIS to aid the other village departments to better serve the village's residents and businesses.

IT will be implementing a managed threat response system. One of the challenges organizations face with security is how to remain vigilant of security threats 24/7/365. Hackers don't tend to choose the middle of a work day to conduct an attack. The village will be taking advantage of a new program offered through the Center for Internet Security (a non-profit funded through the Department of Homeland Security) that provides a Security Operations Center (SOC) that will monitor the activity of all of the village's computers for potential threats. If a threat is detected, they will contact us and, if necessary, act to isolate and remediate the threat.

FINANCE

Strategic Plan – 2022/23 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 department included a message on the utility bill to promote the new brush pickup program. Budgets, annual financial reports, and other financial information are maintained on the transparency page of the village's website.

GIS staff continue to maintain interactive web maps like current development, public works projects, bikeways map and Capital Improvements Plan, to help better inform residents.

2. Maintain checks and balances to ensure financial stewardship.

STATUS:

The department filled the accountant position that had been vacant for two years at the end of fiscal 20/21. The additional person has allowed for more separation of duties and has also allowed the staff to be cross-trained in more areas including accounts payable, payroll, cash receipts, and account reconciliations.

The 21/22 fiscal year is the last year to be audited in our current auditor's agreement. The department will be looking for an audit firm to audit the 22/23 fiscal year which will provide for a different perspective of the village's financial reporting.

3. Maintain or enhance village standards for service delivery.

STATUS:

The Main Office began using the online permitting system to collect and verify contractor licenses allowing for them to be verified and issued in a timelier manner.

Email billing for utility bills has increased to over 350 per month. The department will continue to promote participation in the email program as the mail service delivery times have increased.

GIS worked with the police department and public works to create, test, and implement an application to help the village respond to natural disasters. The application enables staff to identify, respond, and track things like flooding, downed trees and power lines and display on a dashboard in the EOC a map and status of each incident.

Complex

1. Revisit, refine and execute the village's overall economic development incentives.

FINANCE

STATUS:

The department worked to implement a new sales tax incentive with Culver's. The first rebate payment will be made in early spring of 2022.

2. Determine the need for a TIF District in a portion of the downtown and along Lake Street.

STATUS:

In the year to come, the department will work with the economic development team to evaluate areas that could benefit from creating a TIF district.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches

STATUS:

The utility billing staff has begun to deliver service orders and to schedule appointments digitally with water maintenance staff. The appointment calendar is also being shared with the public works department to coordinate service times.

GIS staff conducted a sidewalk inventory of the downtown area to map out any potential issues such as vertical faults, cracking,

ponding, etc. The data was used by public works to plan and conduct repairs.

GIS staff also worked with public works and their contractor to develop a backflow tracking app to improve the village's ability to track backflow device registration and inspection compliance.

2021/22 Highlights

The finance department received the GFOA Certificate of Achievement Award in Financial Reporting for the 39th year and the GFOA's Budget Presentation Award for the 29th year.

The department is tracking the first distribution of American Rescue Plan Act funds that we received. These funds have been incorporated into the Capital Improvement Plan to provide for water and sewer infrastructure improvements.

The 2016 GO Bonds to construct the new police station were refinanced to take advantage of the low interest rates. Total debt service savings from this refinance was \$833,521.

Utility billing continued to work with residents having trouble keeping up on their payments. The village has partnered with DuPage and Cook Counties to work with their Low Income Housing Water Assistance Program. This is a new program started with COVID relief funds.

FINANCE

The Main Office along with Planning and Development and the IT departments worked on the development of Open Gov. This enabled contractors to register pertinent information and pay online. Once verified, their license could be issued via e-mail immediately, thus eliminating the need for licenses to be sent out by mail, a saving of postage.

Main Office has worked with Administration to review the business license code. Throughout the review, current license fees and category structure were reviewed to line up with current needs of businesses in the village today. Business licensing will be incorporated into the Open Gov application during the coming fiscal year.

IT staff continued to look for ways of enhancing the security of the village's networks and systems. IT continued to participate in the Multi-State Information Sharing & Analysis Center (MS-ISAC) briefings and take advantage of new security programs offered through the Cybersecurity & Infrastructure Security Agency (CISA), and the Center for Internet Security. These programs include the Cyber Hygiene Assessment Service, which provides weekly scans of our external facing servers looking for any possible vulnerabilities, and the Malicious Domain Blocking and Reporting (MDBR) service that checks the domains of web sites our computers attempt to connect to and block any that might be attempting to access a malicious site. We also took advantage of newly offered remote penetration test by CISA. CISA "hackers" attempt to infiltrate our network to identify if any vulnerabilities exist.

The GIS staff assisted with the planning of numerous public events including, 4th of July parade, Halloween parade, tree lighting, carriage rides and Cocoa Crawl. The also developed web apps for the village-wide garage sale, holiday house lighting contest, and app for residents to share their favorite natural space in Bartlett.

GIS staff also continued working with Planning & Development Services staff on maintain the "Current Developments" web app. This interactive app provides information on the various projects that are happening in the village with information on status and next steps including links to related ordinances.

FINANCE SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 1,144,457	\$ 1,087,352	\$ 814,710	\$ 830,211	\$ 861,776	\$ 964,348	\$ 1,017,933
	Contractual Services	56,189	57,265	51,916	56,146	57,123	61,278	68,575
	Commodities	33,858	34,872	34,749	35,282	32,829	34,410	40,205
	Other Charges	140,540	66,478	4,397	(2,092)	139,138	4,805	7,205
	Capital Outlay	0	5,051	0	0	0	0	0
	Subtotal Net of Transfers	1,375,044	1,251,018	905,772	919,547	1,090,866	1,064,841	1,133,918
	Central Service Allocation	76,951	76,951	76,964	87,719	87,719	87,719	87,719
	Transfer to Municipal Building	500,000	300,000	1,011,250	0	0	0	2,000,000
	Total Finance	\$ 1,951,995	\$ 1,627,969	\$ 1,993,986	\$ 1,007,266	\$ 1,178,585	\$ 1,152,560	\$ 3,221,637
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	0.00	0.00	1.00	1.00	1.00
	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	0.00	0.00	0.00	0.00	0.00
	Benefits Coordinator	1.00	1.00	0.00	0.00	0.00	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
	Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	GIS Specialist	0.00	0.00	0.00	1.00	1.00	1.00	1.00
	GIS/IT Tech	0.00	0.00	0.00	1.00	1.00	1.00	1.00
	GIS Interns	0.00	0.00	0.50	0.50	0.50	0.50	0.50
Total Full Time Equivalents	12.50	12.50	10.00	12.00	13.00	13.00	13.00	
Activity Measures	Transfer stamps issued	1,248	1,277	1,217	1,122	1,296	1,306	1,325
	Business/Liquor licenses	450	432	450	467	431	450	475
	Contractor licenses	900	926	930	945	990	1,015	1,200
	Parking Ticket Payments	3,548	3,132	3,173	1,770	1,366	1,407	1,450
	Checks issued	12,916	13,000	13,100	10,454	9,231	10,550	11,000
	Utility bills issued	160,605	160,960	161,330	162,066	161,347	161,500	162,100
	Utility shutoff and past due letters	12,000	12,028	11,660	11,927	11,029	12,000	12,360

PLANNING & DEVELOPMENT SERVICES



VILLAGE OF BARTLETT | PLANNING & DEVELOPMENT SERVICES



The Planning & Development Services (PDS) department provides guidance to residents, developers and business owners regarding all development and permitting activities occurring in the village. The department enforces the Zoning Ordinance, Subdivision Regulations and Building Code and is responsible for all code compliance, including enforcement of the property maintenance code, the health and sanitation code, plumbing and electrical codes. The PDS staff also handles all current and long range planning throughout the village, as well as inspections for vacant buildings, foreclosures, weed violations, signs, restaurant and temporary food establishments, and landscaping.

\$85 MILLION WORTH OF IMPROVEMENTS

Once again, PDS was extremely busy with homeowners making improvements to their properties and the construction of several large industrial projects. This past year over \$85 million worth of improvements were reviewed by our staff with over \$1.7 million collected in permit fees.



ONLINE PERMITTING SYSTEM

The online permitting system went live in April and has been well received. This new system provides transparency for contractors and homeowners to view the status of their building permit application, the plan reviews, the inspections that are required and the real time results of those inspections. As part of this system, staff created a new express permit that expedites and streamlines the permit process for smaller projects (i.e., roofs, windows, siding). These express permits are typically issued in 1-3 days with most being issued in one day. This new system has literally eliminated piles of paper and provided our entire staff the ability to view each and every permit that is currently active in the village.



MORE PLANS

MoRE Brewing recently resubmitted foundation plans for the staff to review. At the time of budget preparation, staff is close to issuing the permit.

RECORD INSPECTIONS

PDS is estimating a record year for inspections with over 8,374. This is an increase of 529 inspections over last year and 1,085 higher than two years ago, before the pandemic.



DEALERSHIP ZONING

The Bartlett Automotive Mall was expeditiously reviewed and forwarded through the zoning process with the Village Board approving of the project in December.



HOUSING DEVELOPMENT

The Grasslands development project went through the zoning process with the Village Board approving the preliminary plans, rezoning and development agreement. This plan also included the proposed bike path system that would allow pedestrians to travel under Rt. 59 and through this development without having to access the busy intersection at W. Bartlett Road.

COMBINING COMMISSIONS

Staff worked with the village attorney to draft the proposed Zoning Ordinance text amendment for Chapter 13: Administration and Enforcement, which would create the new Planning and Zoning Commission. At the time of budget preparation, this proposed amendment had been referred to the Zoning Board of Appeals for their review and to conduct the required public hearing.



INDUSTRIAL ADDITIONS

The second 400,000 sq. ft. building in the Cook County portion of the Brewster Creek Business Park was constructed this year. The property owner Conor Global has leased the entire space to one entity.



3,000+ PERMITS



OUTDOOR DINING

The code and health inspectors continually monitored, inspected and provided guidance to all restaurant owners regarding their continued use of their outdoor dining areas.



CODE CHANGE

Staff proposed updates to the 2020 Building Code incorporating the Swimming Pool and Spa Code, as well as several small amendments that mirror the International Residential Code (IRC). These updates were presented to the Village Board.



PLANNING & DEVELOPMENT SERVICES

Department Description

The Planning & Development Services (PDS) department provides guidance to residents, developers and business owners regarding all development and permitting activities occurring in the village. The department enforces the Zoning Ordinance, Subdivision Regulations and Building Code and is responsible for all code compliance, including enforcement of the property maintenance code, the health and sanitation code, plumbing and electrical codes. The PDS staff also handles all current and long-range planning throughout the village, as well as inspections for vacant buildings, foreclosures, weed violations, signs, restaurant and temporary food establishments, and landscaping.

Permits and licenses are issued by the PDS department for all new construction, remodeling improvements and accessory structures, including but not limited to, warehouse and industrial buildings, commercial/retail establishments, residential, solar panels, amplifiers, chicken coops, bee hives, home occupations, signs and native planting lots. The department assigns new addresses, records documents and reviews building plans for compliance with adopted ordinances, and engages in 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 TIF property. Staff support is provided to the Village Board, Plan Commission, Zoning Board of Appeals, and the Bike and Run Plan Advisory Committee.

2022/23 Budget Highlights

The budget for the Planning & Development Services department is proposed to increase by 5%. The staff is requesting one new position: Plan Reviewer.

The PDS department's primary goal is to move development forward. In order to continue to deliver services to the community in a timely manner, a plan reviewer position is being requested for the building division. Over the past two years the number of permits issued increased by 772 and the number of inspections conducted increased by 1,085. With the potential for two residential projects that are expected to commence this year (Grasslands – 231 units and Residences of Bartlett Station – 90 units) and development picking up in both the Blue Heron and Southwind Business Parks (concept plans have been discussed with the staff), a plan reviewer to aid in continuing to process, review and issue permits efficiently is needed.

This position would also co-manage the online permitting system with the Building and Code Enforcement Division Manager; shifting this role from the planners and allowing them to focus on planning related items.

PLANNING & DEVELOPMENT SERVICES

Strategic Plan – 2022/23 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 PDS department went “live” with our online permitting system in April; and staff promoted the new system on the village’s website, in the Bartletter and at the PDS counter. Staff has updated the building division webpage to guide residents to our new system and has provided direct links to the permit applications for each type of construction activity. Express permits have also been introduced with the implementation of this online system; reducing the turn-around time on the majority of the permits that are issued (typically 1-3 days). The improved transparency of the system has drastically reduced the number of phone calls to the department; however, the number of permits issued and the inspections conducted has increased over the past nine (9) months. This is due, in part, to the applicant’s now being able to view all of the inspections that are required with their permit application and as such, are completing all of the necessary steps to receive their certificate of completion or certificate of occupancy.

The *Current Developments Map* continues to provide transparency and updates to the community on all construction activity taking place within the village. This successful tool is updated monthly and allows residents and developers to view the status of projects

currently in the zoning review process, any upcoming public hearings, projects that have been approved by the Village Board or development that is currently under construction.

Agendas, minutes and the entire meeting packet for the Plan Commission, Zoning Board of Appeals and the Bike and Run Plan Advisory Committee are published on the village’s website for complete transparency prior to an upcoming meeting.

Public hearing notices for the Zoning Board of Appeals and Plan Commission meetings are also published on the village’s website. These notices 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. By placing this information on our webpage, the proposed plans can be viewed anytime rather than having someone travel to village hall to view paper plans.

Staff annually drafts articles in the Bartletter regarding property maintenance regulations reminding residents when to remove garbage cans and RV’s, the height requirements of grass/weeds, and who they should contact for drainage issues.

The GO Request system continues to be utilized within the department whereby complaints are logged in as soon as a call or email is received and can be tracked for responsive completion by our code/health officers and building inspectors.

Staff also continues to update our handouts for construction projects (decks, pools, fences) to guide contractors and

PLANNING & DEVELOPMENT SERVICES

homeowners with the requirements necessary to successfully complete their permit application.

2. Enhance community events.

STATUS:

The virtual kick-off meeting for the Bartlett and Streamwood Bicycle and Pedestrian Plan was promoted in the Bartletter, on the village's website and Facebook page.

Staff continues to promote the availability of free parking throughout the downtown area that begins at 11:00 a.m. to accommodate parking during the lunch hour.

Home Improvement Day, usually scheduled in the spring, was cancelled again this year due to COVID.

The health inspector coordinated with Hanover Township organizers and conducted inspections at their community food truck event.

3. Maintain checks and balances to ensure financial stewardship.

STATUS:

PDS staff continues to implement strategies for cost saving measures within the department. The online permitting system has substantially reduced the number of paper copies and documents being reproduced. In addition, paper permit applications submitted at the window are scanned and immediately uploaded to the system with staff handing the paper back to the applicant for their

records. The older building permit paper files, including the large documents, are being scanned into Laserfiche allowing staff to access these plans digitally and attach to FOIA requests. Finally, the previous purchase and utilization of eco-friendly hybrid vehicles has also reduced fuel purchases for the department.

The Chromebooks used by our commissioners, continue to reduce costs with paper packets no longer being produced for our PC and ZBA meetings.

Staff continues to move forward, when possible, with the review of large plans in a digital format to avoid printing and having to distribute these paper documents.

4. Maintain or enhance village standards for service delivery.

STATUS:

Over the last six months, the online permitting system has improved the efficiency in the department, and the overall transparency to our customers. The review process has been expedited, especially with the creation of our express permits, which are issued within 1-3 days. In addition, inspection results are uploaded in real time which enables applicants to view comments and/or pictures related to the inspection. Staff will continue to look at ways to improve the system based upon feedback from applicants.

Technical staff meetings continue to be held virtually both internally and with developers. It has been a useful tool over the past two years and has improved staff's time and efficiency.

PLANNING & DEVELOPMENT SERVICES

Complex

1. Continue the business recruitment strategy to attract developers to invest in the downtown area and provide options for businesses to locate to Bartlett.

STATUS:

With the adoption of the Downtown Overlay District (form based code) staff encourages developers to utilize this code to fast track their development through the review process.

PDS staff continues to work with Administration to encourage developers and property owners to take advantage of the BEDA program.

2. Continue to act on strategies for developing Railroad Avenue vacancies.

STATUS:

Zoning approval was completed for the 90 unit apartment complex known as the Residences of Bartlett Station for the vacant Site E parcel.

MoRE Brewing closed on the property at 121 W. Railroad and submitted building plans for the staff's review. Revised plans were recently submitted and staff hopes to issue the foundation permit in the near future.

3. Improve village bike and pedestrian pathways and routes.

STATUS:

Construction was completed on the West Bartlett Road/Devon Avenue bike path in front of the Village Church of Bartlett.

Two of the projects recommended by the Bike and Run Advisory Committee have been completed. Bike route signage was installed to connect the Route 59 bike path to downtown Bartlett and Mayflower Lane was striped for parking lanes and bike route signs were installed.

The bike shelter and six (6) bike racks have been installed on the south side of the Metra Station. The additional 11 bike racks will be installed at Glen Koehler Fields, Ruzicka Park and throughout downtown.

After holding virtual steering committee meetings and a virtual open house, the Existing Conditions Report has been completed for the Bartlett and Streamwood Bicycle and Pedestrian Plan. The plan is currently in the Vision Phase with the final plan expected to be completed in July 2022.

4. Determine the need for a TIF District in a portion of the downtown and on Lake Street.

STATUS:

The TIF evaluation process would require the village to hire a consultant and could take up to a year to review. However, if adopted in the downtown, it would aid in the implementation of the

PLANNING & DEVELOPMENT SERVICES

TOD Plan; specifically, the development/redevelopment of key sites A, B, C & D. The redevelopment would increase the number of residential units overall in the downtown which would then fuel commercial growth.

The commercial center at Oak and Lake, is one of the older commercial developments in Bartlett. Over the years, the PDS staff has had numerous property maintenance issues associated with this center and its continuous upkeep has become quite expensive for the property owner. A Lake Street Corridor TIF would not only aid the property owner with updating the building's façade, but would also enable substantial improvements to be made to the parking lot and landscaping. In addition, staff would propose expanding the TIF Corridor to the east to include the redevelopment of the properties in unincorporated Cook County and the extension of water and sewer to these properties.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

Staff will continue to monitor the new online permitting system and make improvements where needed for increased transparency and efficiency. In addition, staff has begun reviewing companies that provide an online system for the review of large format documents that would allow comments to be written digitally on the plans

which would then be formatted into a comprehensive list of all of the staff's comments for each reviewer to see as well as the applicant. Staff has reached out to one firm for a demonstration of their product and will interview others to compare services and costs.

The scanning of planning and building permit files, as well as the large building/engineering plans, continue in the department. Digital scans improve accessibility for the staff and allow faster turnaround times for fulfilling FOIA requests.

Staff has begun preparing an RFP seeking consultants to aid the planning staff in the creation of a Unified Development Code (UDC) that would combine both the Zoning Ordinance and the Subdivision Ordinance into one document. Developers, builders and residents would then search for information in one document, thereby streamlining the initial research and plan preparation process and reducing redundancy in the village's ordinances.

Complex

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

STATUS:

PDS, together with Administration, Public Works and the Police department, provided Cook County with wayfinding signage along W. Bartlett Road to direct drivers of tractor trailers to utilize the

PLANNING & DEVELOPMENT SERVICES

designated state truck routes. These signs and their locations were approved by Cook County for installation in early 2022.

All three major intersections along Rt. 59 (Army Trail, Stearns and West Bartlett) will have improvements completed for significant safety and efficiency by 2023.

Staff will continue to reach out to IDOT regarding future improvements for the Rt. 25/W. Bartlett intersection.

2. Redevelop/revitalize open lots and other sites along Lake Street, Route 59 and Route 25.

STATUS:

Bartlett Automotive Mall proposed at the southwest corner of Rt. 59 and Lake Street was expeditiously reviewed and forwarded through the zoning process.

Construction for True North has been completed and is now open for business. Staff believes the adjacent parcels to the east and south will also attract development in the very near future.

Staff continues to work with the owner of the Blue Heron Business Park to develop the remaining vacant parcels.

3. Evaluate bike/pedestrian connectivity under/over and along Route 59.

STATUS:

The Grasslands Subdivision received preliminary approval for their PUD Plan for a mixed-use development at the northwest corner of Route 59 and West Bartlett Road. The plans include a 10-foot wide bike path that meanders through the subdivision, continues under the Route 59 bridge, adjacent to the railroad tracks, and through a site that will be dedicated to the Park District and connects to the existing path on W. Bartlett Road near the Maryville Academy entrance. The plans also include a crosswalk on the west leg of West Bartlett Road to connect to the existing bike path and the proposed sidewalk along the north side of West Bartlett Road.

4. Further implementation of TOD Plan.

STATUS:

The redevelopment of the Streets of Bartlett has been completed and is fully occupied.

The Residences of Bartlett Station, a 90 unit apartment complex, was approved by the Board on the former Site E property. This project was the first to be reviewed under our adopted Form Based Code.

Landscape Improvements for the beautification and modernization of the Metra lots and the History Museum are under review by the staff and will be partially funded through a grant.

Staff has also been working with Metra to extend the sidewalk north of the tracks as recommended in the TOD plan. This extension will provide commuters a safe walkway to the train station.

PLANNING & DEVELOPMENT SERVICES

A grant has also been awarded to the village for a bike shelter adjacent to the Metra train station which will fulfill a TOD recommendation to expand bike parking throughout downtown.

2021-2022 Highlights

The **online permitting system** went live in April and has been well received. This new system provides transparency for contractors and homeowners to view the status of their building permit application, the plan reviews, the inspections that are required and the real time results of those inspections. As part of this system, staff created a new express permit that expedites and streamlines the permit process for smaller projects (i.e. roofs, windows, siding). These express permits are typically issued in 1-3 days with most being issued in one day. This new system has literally eliminated piles of paper and provided our entire staff the ability to view each and every permit that is currently active in the village.

Once again, PDS was extremely busy with homeowners making improvements to their properties and the construction of several large industrial projects. **This past year over \$85 million worth of improvements were reviewed by our staff with over \$1.7 million collected in permit fees.**

MoRE Brewing recently resubmitted foundation plans for the staff to review. At the time of budget preparation, staff is close to issuing the permit.

The second **400,000 sq. ft. building in the Cook County** portion of the Brewster Creek Business Park was constructed this year. The

property owner Conor Global has **leased** the entire space to one entity.

The **Grasslands** development project went through the zoning process with the Village Board approving the preliminary plans, rezoning and development agreement. This plan also included the proposed bike path system that would allow pedestrians to travel under Rt. 59 and through this development without having to access the busy intersection at W. Bartlett Road.

The Pulte single family development known as **Eastfield** was approved and construction continues at a rapid pace. All 27 lots have been sold.

PDS is estimating a **record year for inspections** with over **8,374**. This is an increase of 529 inspections over last year and 1085 higher than two years ago (pre-COVID).

The **Residences of Bartlett Station**, a 90-unit apartment complex, went through the zoning process and was approved by the Village Board.

The **Bartlett Automotive Mall** was expeditiously reviewed and forwarded through the zoning process with the Village Board approving of the project in December.

Adjudication cases doubled from two years ago to 119 this year.

The **temporary uses/outdoor dining** text amendment was approved.

PLANNING & DEVELOPMENT SERVICES

Staff drafted the proposed text amendment to the Zoning Ordinance for **massage establishments** and presented it to the Village Board for discussion.

The Building Division webpage was completely revamped to promote and direct users to the new online permitting system and the appropriate permit application links.

The **Zoning Verification Fees Ordinance** passed.

The **Residential Tenant Landlord Ordinance** passed.

The code and health inspectors continually monitored, inspected and provided guidance to all restaurant owners regarding their continued use of their outdoor dining areas.

Staff proposed **updates to the 2020 Building Code** incorporating the Swimming Pool and Spa Code, as well as several small amendments that mirror the International Residential Code (IRC). These updates were presented to the Village Board.

Staff worked with the village attorney to draft the proposed Zoning ordinance text amendment for Chapter 13: Administration and Enforcement, which would create the new **Planning and Zoning Commission**. At the time of budget preparation, this proposed amendment had been referred to the Zoning Board of Appeals for their review and to conduct the required public hearing.

PLANNING & DEVELOPMENT SERVICES SUMMARY

		Actual					Estimate	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 1,496,775	\$ 1,664,043	\$ 1,660,405	\$ 1,542,022	\$ 1,546,224	\$ 1,625,150	\$ 1,811,038
	Contractual Services	196,330	191,545	65,684	186,947	125,119	115,700	166,200
	Commodities	12,315	15,944	13,022	12,478	7,353	11,800	15,500
	Other Charges	21,311	30,081	18,201	7,804	3,844	19,900	31,940
	Capital Outlay	0	2,003	5,891	5,738	58,619	0	0
	Subtotal Net of Transfers	1,726,731	1,903,616	1,763,203	1,754,989	1,741,159	1,772,550	2,024,678
	Central Service Allocation	125,744	125,744	117,948	132,510	132,510	132,510	132,510
	Vehicle Replacement Allocation	31,374	31,374	31,374	31,374	31,374	31,374	31,374
	Total Planning & Development	\$ 1,883,849	\$ 2,060,734	\$ 1,912,525	\$ 1,918,873	\$ 1,905,043	\$ 1,936,434	\$ 2,188,562
Authorized Staffing	Planning & Development Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Asst Plan & Dev Director	1.00	1.00	1.00	0.00	0.00	0.00	0.00
	Village Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Associate Planner	0.00	0.00	0.00	1.00	1.00	1.00	1.00
	Building & Code Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Asst Building Director	1.00	1.00	1.00	0.00	0.00	0.00	0.00
	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	0.00	0.50	0.50	1.50	1.50	1.50	1.50
	Plan Reviewer	0.00	0.00	0.00	0.00	0.00	0.00	1.00
	Permit Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Health/Code Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Code Enforcement Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Secretary	3.00	3.00	3.00	3.00	3.00	3.00	3.00
	Data Entry	0.00	0.00	0.50	0.50	0.50	0.50	0.50
	Management Analysis	0.00	0.50	0.50	0.00	0.00	0.00	0.00
	GIS Specialist	1.00	1.00	1.00	0.00	0.00	0.00	0.00
GIS Technician	1.00	1.00	1.00	0.00	0.00	0.00	0.00	
Intern (Summer)	0.00	0.00	0.00	0.30	0.30	0.30	0.30	
Total Full Time Equivalent	16.00	17.00	17.50	15.30	15.30	15.30	16.30	

PLANNING & DEVELOPMENT SERVICES SUMMARY

	Actual					Estimate	Budget
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Plan Commission reviews	14	18	10	8	11	9	12
ZBA reviews	7	11	8	14	11	5	9
Plan Reviews	70	66	79	150	195	225	240
Code complaints	423	542	347	477	542	528	545
Code compliance	344	472	330	463	503	449	510
Food Service Inspections	-	-	97	104	104	53	87
Weed Complaints	-	124	135	146	122	172	142
Go Request responses	102	91	159	210	132	114	127
FOIA's processed	1,295	1,325	1,047	286	272	287	275
Sign, Amp, HO Permits	127	121	148	108	126	160	142
Foreclosure Inspections	334	247	273	197	230	145	150
Adjudication Cases	-	27	58	54	109	119	131
New residential permits	19	26	12	15	13	25	75
New com/industrial permits	5	7	5	6	4	4	5
Miscellaneous permits	3,151	2,943	2,789	2,858	2,943	3,622	3,800
Inspections	5,505	5,770	6,040	7,289	7,845	8,374	8,400
Vacant Building Registry	53	18	31	16	13	16	18

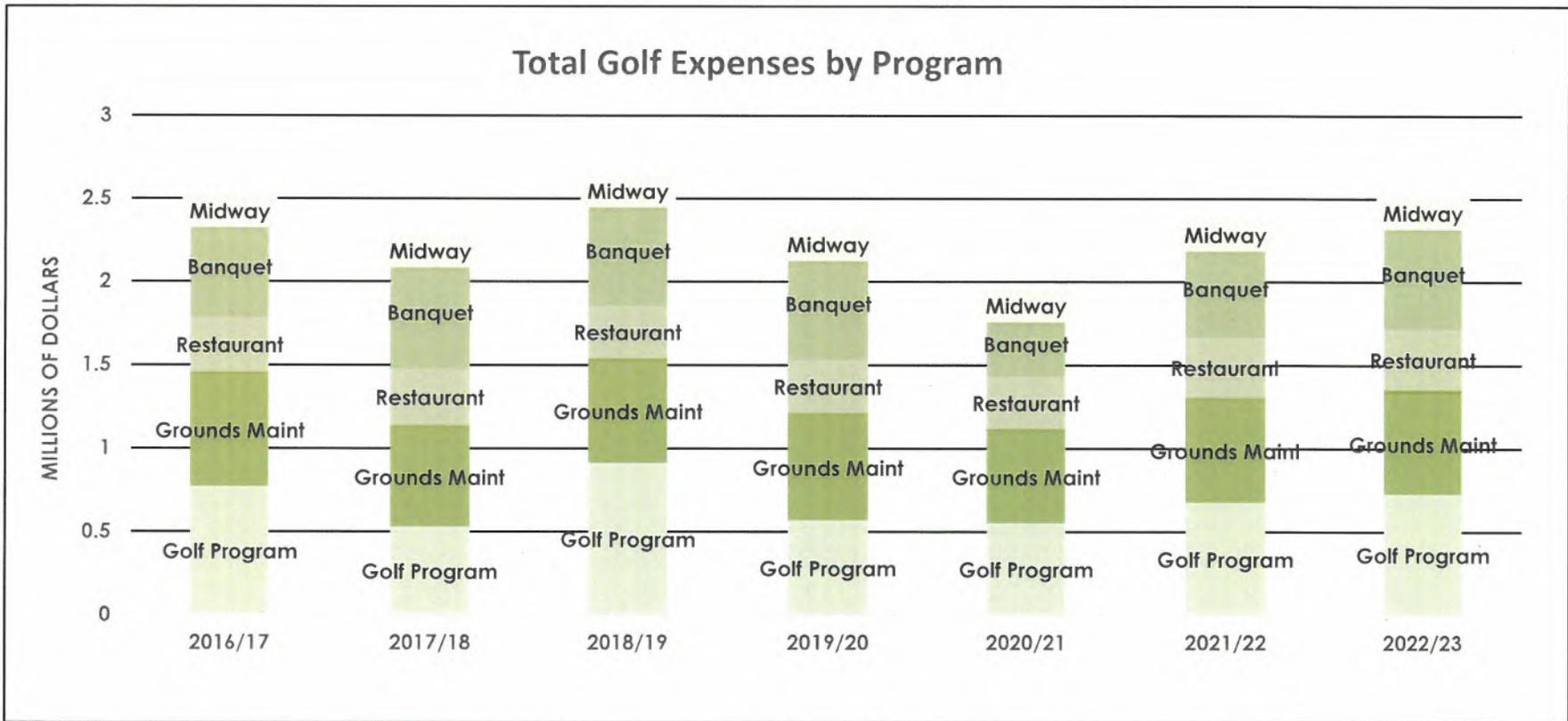
GOLF EXPENSES

BARTLETT HILLS GOLF COURSE expenses comprise almost 3% of all expenditures for a total of approximately \$2.4 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.



GOLF



VILLAGE OF BARTLETT | GOLF



Bartlett Hills is an 18-hole golf course purchased by the village in 1978. An average of 32,000 rounds annually have been played over the last five years. The course serves as host to several community-based golf events, corporate golf outings and leagues. Bartlett Hills also serves as the home golf course for the golf team at Bartlett, South Elgin and Elgin High Schools.

GOLF, FOOD AND BEVERAGE, BANQUET AND MIDWAY REVENUES UP

Golf is projecting a 6% increase in revenues over last season. Food and Beverage revenues are projected to be 2% ahead of budget and 15.3% ahead of 21/22 estimates. A 21.5% increase in banquet sales over 21/22 is anticipated. Record Midway and beverage cart sales are expected to continue.



HOLIDAY EVENTS

Staff hosted Easter and Mother's Day curbside delivery during the end of pandemic restrictions. The Girl's Night Out and Mrs. Claus Tea Party both set attendance records with lots of canned and paper goods for the Hanover Township Food Pantry.



COMMUNITY EVENTS

Once again, we were able to host several Bartlett community events and outings including the Bartlett Rotary Club, Bartlett Lions Club, and the Bartlett Chamber of Commerce.



NEW PARTNER

Staff came to an agreement with Adidas golf to become our primary clothing vendor. They provide us with discounts on product and shipping costs as well as providing display material for the shop at no cost.



BEST OF "THE KNOT"

We received the "Best of the Knot" Award for the 4th year in a row. We also qualified for the Knot "Hall of Fame Award" for the 2nd year in a row putting us in the top 1% of reception venues nationwide.



IN HOUSE SIMULATOR

The golf shop went under renovation in order to create an inviting space for the new golf simulator. Construction costs were minimal as our Public Works department was able to complete the build out.

WEDDINGS ARE UP

Forty-four weddings are on the books for 2022, twelve more than last year with increased attendance at each event. Successfully transitioned from Covid protocol to hosting full capacity events in banquets. Navigated the unprecedented lack of staff and supply chain issues along with soaring food and beverage costs.



MONITORING COMPETITORS

Golf course staff will continue to closely monitor the rates and offerings of its competitors in order to ensure the village is receiving revenues that appropriately reflect the quality of our facilities as well as offering great value to our patrons.

**12,000
RESIDENT
ROUNDS**



ALWAYS BUSY

Successfully built on the theme "There's always something happening at Bartlett Hills" whether it's a special event, private party, or a casual lunch or dinner on the verandah overlooking the golf course.

GOLF

Department Description

Bartlett Hills is an 18-hole golf course purchased by the village in 1978. An average of 32,000 rounds annually have been played over the last five years. The course serves as host to several community-based golf events, corporate golf outings and leagues. Bartlett Hills also serves as the home golf course for the golf team at Bartlett, South Elgin and Elgin high schools. During the winter months the golf course stays open for play when weather and ground conditions permit. 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 signature 18th hole. Also offered year-round is use of a Tru Golf golf simulator featuring 100 famous golf courses from around the world. When snow cover is sufficient, staff grooms trails for cross-country skiing for those who have their own equipment. The clubhouse includes amenities such as a full-service golf shop, cart storage, lounge, grille room, 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.

The grounds maintenance division is responsible for the daily upkeep and seasonal maintenance of all aspects of the golf course grounds, equipment and buildings.

2022/23 Budget Highlights

Golf is projecting a 6% increase in revenues over last season.

Staff estimates 12,000 rounds to be played by village residents this season.

Food and Beverage revenues are projected to be 2% ahead of budget and 15.3% ahead of 21/22 estimates. A 21.5% increase in banquet sales over 21/22 is anticipated. Record Midway and beverage cart sales are expected to continue.

Forty-four weddings are on the books for 2022, twelve more than last year with increased attendance at each event.

Strategic Plan – 2022/23 SHORT TERM GOALS

Routine

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

STATUS:

Increased use of social media platforms to keep residents aware of happenings at Bartlett Hills.

GOLF

Bartlett Hills will introduce a new mobile app to streamline the online booking process.

2. Enhance community events.

STATUS:

Participated again in Bartlett National Night Out festivities by hosting the annual “Pitch, Putt, and Drive” competition.

Once again, we were able to host several Bartlett community events and outings including the Bartlett Rotary Club, Bartlett Lions Club, and the Bartlett Chamber of Commerce.

Staff hosted Easter and Mother’s Day curbside delivery during the end of pandemic restrictions. The Girl’s Night Out and Mrs. Claus Tea Party both set attendance records with lots of canned and paper goods for the Hanover Township Food Pantry.

3. Maintain checks and balances to ensure financial stewardship.

STATUS:

Golf course staff will continue to closely monitor the rates and offerings of its competitors in order to ensure the village is receiving revenues that appropriately reflect the quality of our facilities as well as offering great value to our patrons.

We will continue to negotiate with our service providers and vendors to make certain the village is receiving maximum value.

Constantly review menus, vendor pricing, employee productivity and food and liquor costs to maximize profit potential.

Strategic Plan – 2022/23 LONG TERM GOALS

Routine

1. Examine service delivery methods and approaches.

STATUS:

Bartlett Hills prides itself on its guest focused initiatives to enhance the golfer and guest experience each and every day. Service standards will be addressed with all staff to ensure that everything that can be done for patrons will be flawlessly executed.

2021-22 Highlights

Village completed the purchase of our own Tru Golf golf simulator for year-round use.

The golf shop went underwent a renovation in order to create an inviting space for the new golf simulator. Construction costs were minimal as our public works department was able to complete the build out.

Staff came to an agreement with Adidas Golf to become our primary clothing vendor. The company provides us with discounts on product and shipping costs as well as providing display material for the shop at no cost.

GOLF

Golf outings returned to Bartlett Hills as pandemic restrictions were loosened.

We received the “Best of the Knot” Award for the 4th year in a row. We also qualified for the Knot “Hall of Fame Award” for the 2nd year in a row putting us in the top 1% of reception venues nationwide.

Successfully transitioned from COVID protocol to hosting full capacity events in banquets. Navigated the unprecedented lack of staff and supply chain issues along with soaring food and beverage costs.

Successfully built on the theme “There’s always something happening at Bartlett Hills” whether it’s a special event, private party, or a casual lunch or dinner on the verandah overlooking the golf course.

Record Midway and Beverage Cart revenues for the past two years with a 24% total increase due to expanded food, beer and liquor selections.

GOLF SUMMARY

		Actual					Estimated	Budget
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Budget	Personnel Services	\$ 1,443,678	\$ 1,394,878	\$ 1,400,066	\$ 1,361,347	\$ 1,294,964	\$ 1,436,884	\$ 1,547,698
	Contractual Services	178,202	196,859	194,516	174,635	154,885	226,664	239,777
	Commodities	486,829	489,957	455,178	463,280	326,553	459,650	505,680
	Other Charges	64,254	50,259	55,584	58,408	65,665	67,450	83,015
	Capital Outlay	229,268	24,468	386,978	86,326	11,744	42,932	52,500
	Subtotal Net of Transfers	2,402,231	2,156,421	2,492,322	2,143,996	1,853,811	2,233,580	2,428,670
	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		\$ 2,470,481	\$ 2,224,671	\$ 2,560,572	\$ 2,212,246	\$ 1,922,061	\$ 2,301,830	\$ 2,496,920
Authorized Staffing	Head Golf Professional	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Golf Pro	1.00	1.00	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	1.00	1.00	1.00	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	0.00	0.00	0.00	0.00	0.00	0.00
	Food & Beverage Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Event Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Asst Event Coordinator	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00	1.00
	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	12.23
	Total Full Time Equivalents		35.55	34.55	33.55	33.55	34.55	34.55
Activity Measures	Total golf rounds	33,150	32,216	29,793	26,541	33,182	32,950	32,500
	Total resident rounds	4,500	4,977	4,748	10,000	12,000	12,000	12,000
	Season Passes	50	45	41	29	74	74	74
	Leagues	9	9	9	8	8	8	8
	Golf outings	75	72	70	2	60	60	60
	Non-golf banquet functions	119	121	124	94	115	125	124
	Junior Golf participants	45	25	25	0	20	0	30

GENERAL OBLIGATION DEBT SERVICE EXPENDITURES

DEBT SERVICE expenditures comprise 7% of all expenditures for a total of approximately \$6.7 million in 2022/23. 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 to follow shows the total annual debt service for existing general obligation debt. The majority of the village's bonded debt is financed through property taxes. About \$72,000 per year is from other sources for the 2017 GO refunding bonds, \$550,000 from the Sewer Fund for the 2019 bonds, and \$1,130,000 from the Water Fund for the 2021A bonds. The village's bond rating was maintained at Aa1 by Moody's in 2022.

As of April 30, 2022, the village has six outstanding GO debt issues including the unrefunded 2016 bonds for total indebtedness of \$53,155,000. This represents 4.4% of equalized assessed value. Following is more detailed information on each of the outstanding debt issues.

2022A Refunding Bonds: The bonds refinanced the 2016 Bonds due after January 2028, which were used to construct the new Police Station.

Issue Date: February 24, 2022
Final Maturity Date: December 1, 2036
Net Interest Rate: 2.6399%
Funding Source: Property Tax

2021A Bonds: The bonds were used to refinance the loan with the DuPage Water Commission for the construction of connection facilities.

Issue Date: January 21, 2021
Final Maturity Date: December 1, 2039
Net Interest Rate: 1.6456%
Funding Source: Water Fund

2021B Refunding Bonds: The bonds refinanced the 2012 Bonds which were used to resurfacing approximately 40 miles of road and to provide stormwater drainage improvement in the village.

Issue Date: January 21, 2021
Final Maturity Date: December 1, 2031
Net Interest Rate: 1.3060%
Funding Source: Property Tax

2019 Refunding: A portion of these bonds refinanced the 2009 bond issue and the new money will finance the Devon Avenue excess flow facility and force main.

Issue Date: December 16, 2019
Final Maturity Date: December 1, 2039
Net Interest Rate: 2.6680%
Funding Source: Property Tax
Sewer Fund

GENERAL OBLIGATION DEBT SERVICE EXPENDITURES

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

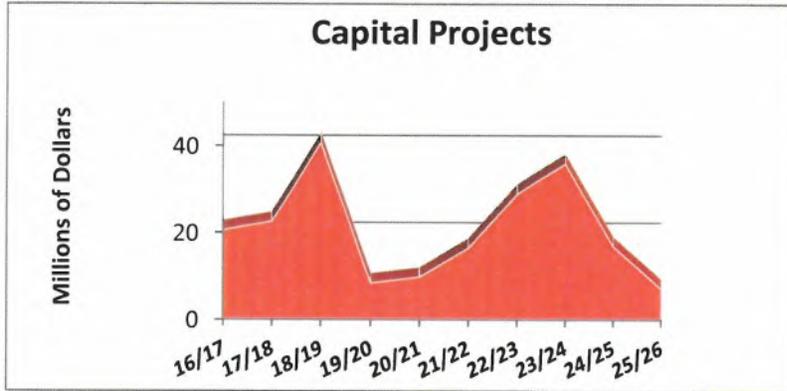
Other debt includes Illinois EPA low interest loans for water and sewer projects, and tax increment financing and special service area debt for economic development.

DEBT SERVICE PAYMENTS TO MATURITY
(Excluding Paying Agents Fees)

Fiscal Year	2016 GO		2017 GO		2019 GO		2021A GO		2021B GO		2022A GO		Grand Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2022/23	640,000	124,975	275,000	43,650	1,065,000	465,650	610,000	520,400	340,000	194,608	185,000	179,184	4,643,467
2023/24	660,000	105,775	280,000	35,400	1,130,000	412,400	640,000	489,900	345,000	187,808	135,000	231,673	4,652,956
2024/25	675,000	85,975	290,000	27,000	755,000	355,900	675,000	457,900	780,000	180,908	135,000	230,188	4,647,871
2025/26	700,000	65,725	300,000	18,300	585,000	318,150	705,000	424,150	995,000	165,308	135,000	228,365	4,639,998
2026/27	720,000	44,725	310,000	9,300	630,000	288,900	740,000	388,900	1,010,000	145,408	140,000	226,340	4,653,573
2027/28	740,000	23,125			670,000	257,400	780,000	351,900	1,375,000	125,208	140,000	223,890	4,686,523
2028/29					715,000	223,900	820,000	312,900	1,385,000	97,708	910,000	221,230	4,685,738
2029/30					760,000	188,150	860,000	271,900	1,400,000	70,008	925,000	203,030	4,678,088
2030/31					405,000	150,150	895,000	237,500	1,845,000	52,508	945,000	183,605	4,713,763
2031/32					425,000	129,900	930,000	201,700	1,840,000	27,600	965,000	162,815	4,682,015
2032/33					440,000	117,150	955,000	173,800			990,000	140,620	2,816,570
2033/34					450,000	103,950	985,000	145,150			1,015,000	116,860	2,815,960
2034/35					465,000	90,450	1,015,000	115,600			1,040,000	91,485	2,817,535
2035/36					480,000	76,500	1,035,000	95,300			1,070,000	61,845	2,818,645
2036/37					495,000	62,100	1,055,000	74,600			1,100,000	31,350	2,818,050
2037/38					510,000	47,250	1,075,000	53,500					1,685,750
2038/39					525,000	31,950	1,100,000	32,000					1,688,950
2039/40					540,000	16,200	500,000	10,000					1,066,200
Total	4,135,000	450,300	1,455,000	133,650	11,045,000	3,336,050	15,375,000	4,357,100	11,315,000	1,247,068	9,830,000	2,532,480	65,211,648

2022/23 CAPITAL PROJECTS EXPENDITURES

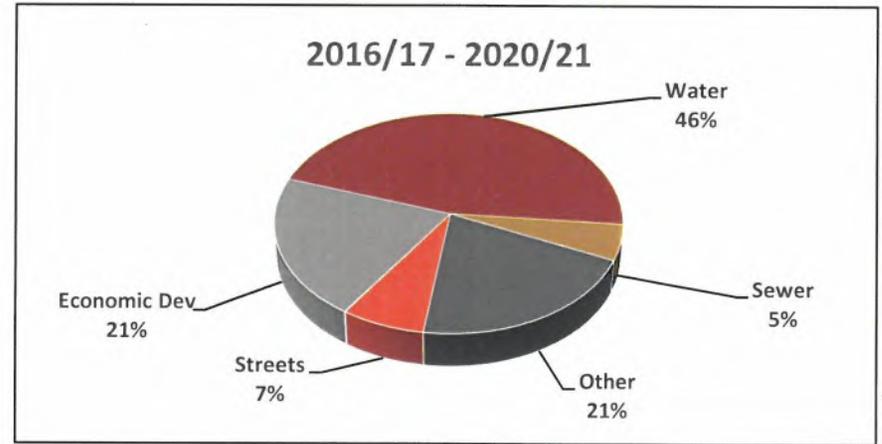
CAPITAL PROJECTS include the purchase, construction, replacement, addition, or major repair of public facilities. Expenditures can vary significantly from year to year. The chart below shows actual, estimated, budgeted, and proposed expenditures over ten years.



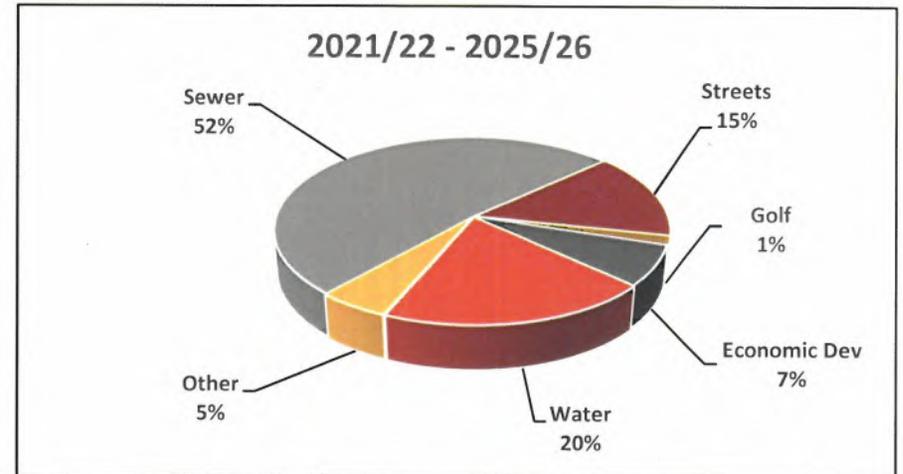
The village maintains a 5-year Capital Improvements Program that is updated annually. This planning process precedes the operating budget development to allow more time for discussion. It also allows early preparation of plans and specifications for bid prior to the construction season. This results 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 2022/23 total \$28,783,530, 32% of total expenditures.



The next three pages have charts itemizing the capital projects included in the 2022/23 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.



2022/23 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
WATER				
Water Main Replacement	1,200,000	Water	Replace 6,200 linear feet of water main	Less main break repairs
Water Tower Painting	805,000	Water	Sandblasting/Painting Stearns Road Tank	None
Water Transition Infrastructure Improvements	500,000	Water	Stearns Road Pump Station Improvements	None
Water Meter Changeout	1,000,000	Water	Multi Year Project Replacing Entire Meter System to a Fixed Network System	Reduced meter reading costs
Watermain Leak Survey and Repairs	100,000	Water	Implement the leak monitoring system for the distribution system	Reduced water costs, better pumped to billed ratio
Lead Service Replacement	50,000	Water	Replace Lead Service Lines with Copper Service Lines	None
Water Infrastructure Removal	370,000	Water	Abandon/Remove Water Infrastructure that is no longer needed	Reduced maintenance costs
Hydrant Painting Program	25,000	Water	Multi Year Project to Maintain Fire Hydrants	None
Total Water Projects	4,050,000			

SEWER				
Phosphorous Removal System	77,530	Sewer	Update of the Phosphorous Removal System to be utilized at the Bittersweet Treatment Plant	None
Sanitary Sewer System Rehabilitation	1,000,000	Sewer ARPA Funds	Evaluate and rehabilitate condition of the Sanitary Sewer System	Reduction of excess stormwater flows
Lift Station Upgrades and Rehab.	1,400,000	Sewer	Improve condition and safety of lift stations	None
Bittersweet WWTP Facility Improvements	16,000,000	IEPA Loan	Equipment replacement for compliance of NPDES permit	Possible Increase to chemical and utilities costs
Total Sewer Projects	18,477,530			

2022/23 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
STREETS				
Annual Maintenance Program	1,875,000	MFT Rebuild IL	Asphalt paving of various streets throughout the village	None
IDOT Intersection Improvements	425,000	MFT	Intersection Improvements at Rt. 59 & W. Bartlett Road and Rt. 25 & W. Bartlett Road	None
Bike Path Maintenance	100,000	General Fund Park District	Maintenance on S. Bartlett Rd. Trail/Newport Trail	None
Parking Lot Improvements	170,000	MFT	Patching and sealcoating of cemetery curb/drive, Oneida, and Oak St. Lot	Increase size of parking lot
Downtown Crosswalk and Curb Reno.	131,000	Grant	Renovation of crosswalks and curbs for ADA compliance	None
South Oak Avenue Parking Lot	450,000	Municipal Building	Construction of a public parking lot on Oak Avenue south of the Banbury Fair parking lot	None
Metra Area Landscaping/Sidewalk Improvements	405,000	General Grants	Replace concrete with additional landscaping to create improved space & safer walkways	None
Total Street Projects	3,556,000			

ECONOMIC DEVELOPMENT				
Brewster Creek Public Improvements	950,000	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	1,200,000	Bluff City TIF	Site preparation/land reclamation/soil remediations to fill quarry site, Complete Southwind Blvd, water distribution, sewers, etc.	Village expenditures are funded by the village's Bluff City TIF Municipal Fund
Total Economic Development Projects	2,150,000			

2022/23 CAPITAL PROJECTS EXPENDITURES

PROJECT	BUDGET	FUND	DESCRIPTION	OPERATING BUDGET IMPACTS
OTHER				
Stormwater System Improvements	400,000	General	Maintenance of storm sewer system	None
Schick Rd/West Branch DuPage River Bridge Engineering Study	150,000	MFT	Engineering study or structural investigation of the Schick Rd-West Branch DuPage River Bridge	None
Total Other Projects	550,000			

TOTAL CAPITAL PROJECTS	28,783,530			
-------------------------------	-------------------	--	--	--

CURRENT FIVE-YEAR CAPITAL IMPROVEMENTS PLAN SUMMARY

	Project	Year					Five Year
		2021/22	2022/23	2023/24	2024/25	2025/26	Total
Water	Water Main Replacement	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
	Water Tower Painting		805,000	1,205,000			2,010,000
	Infrastructure Improvements with Transition	500,000	500,000		3,500,000		4,500,000
	Watermain Leak Survey and Repairs	37,000	100,000	125,000	125,000	125,000	512,000
	Water Meter Changeout		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
	Lead Service Replacement	100,000	50,000		2,600,000		2,750,000
	Infrastructure Removals	80,000	370,000		250,000		700,000
	Hydrant Painting Program	25,000	25,000	25,000	25,000	25,000	125,000
	Total Water Projects	1,942,000	4,050,000	3,555,000	8,700,000	2,350,000	20,597,000
Sewer	Facility Plan Update/Phosphorous Removal	75,273	77,530	79,857			232,660
	Sanitary Sewer System Rehabilitation	500,000	1,000,000	1,000,000	1,000,000	1,000,000	4,500,000
	Devon Excess Flow Plant Rehabilitation	150,000		8,250,000			8,400,000
	Lift Station Upgrades and Rehabilitation	225,000	1,400,000	300,000	300,000	300,000	2,525,000
	Bittersweet WWTP Improvements	6,550,000	16,000,000	16,000,000			38,550,000
	Total Sewer Projects	7,500,273	18,477,530	25,629,857	1,300,000	1,300,000	54,207,660
Streets	MFT Maintenance Program	1,820,000	1,875,000	2,000,000	2,500,000	3,075,000	11,270,000
	IDOT Intersection Improvements		425,000		400,000		825,000
	North Avenue Resurfacing			775,000			775,000
	Bike Path Maintenance	40,000	100,000	100,000	40,000	40,000	320,000
	Parking Lot Improvements	60,000	170,000	965,000	250,000		1,445,000
	Downtown Crosswalk/Curb Renovation		131,000				131,000
	South Oak Avenue Parking Lot	25,000	450,000				475,000
	Metra Area Landscaping / Sidewalks	15,000	405,000				420,000
	Total Street Projects	1,960,000	3,556,000	3,840,000	3,190,000	3,115,000	15,661,000
Econ. Dev.	Brewster Creek Public Improvements	2,950,000	950,000				3,900,000
	Bluff City/Blue Heron Public Improvements	1,460,000	1,200,000	800,000			3,460,000
	Total Economic Development Projects	4,410,000	2,150,000	800,000	0	0	7,360,000
Golf	Irrigation System Replacement	20,000		1,600,000			1,620,000
	Total Golf Projects	20,000	0	1,600,000	0	0	1,620,000
Other	W. Bartlett/Devon Drainage Swale and Path	262,000					262,000
	Stormwater System Improvements	220,000	400,000	155,000	1,675,000	275,000	2,725,000
	Schick Road/West Branch Bridge Study	50,000	150,000	200,000	1,950,000		2,350,000
	Total Other Projects	532,000	550,000	355,000	3,625,000	275,000	5,337,000
Total All Projects		\$16,364,273	\$28,783,530	\$35,779,857	\$16,815,000	\$7,040,000	\$104,782,660

Complete descriptions, location maps, and explanation of funding sources for each project can be found in the "Village of Bartlett Capital Improvements Program 2022-2026". Copies are available at Village Hall or via the Village of Bartlett website.

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
100 - General Fund								
410100	Property Tax	6,538,287	6,486,179	6,412,161	6,529,094	6,529,094	6,529,094	0%
410101	Road & Bridge Tax	163,392	157,916	145,178	155,000	160,000	160,000	0%
410103	Police Pension Tax	1,413,847	1,645,808	1,758,605	2,067,903	2,067,903	2,203,621	7%
410104	State Replacement Tax	43,657	51,912	52,742	70,000	40,000	50,000	25%
410105	Sales Tax	2,382,094	2,515,007	2,648,117	3,400,000	3,400,000	3,400,000	0%
410106	State Income Tax	4,000,843	4,466,301	4,723,974	5,500,000	4,560,000	5,400,000	18%
410107	Telecommunications Tax	753,858	604,963	465,513	435,000	480,000	410,000	-15%
410108	HR Sales Tax	1,369,189	1,745,646	1,868,796	2,500,000	2,380,000	2,500,000	5%
410109	Local Use Tax	1,274,855	1,479,590	1,874,045	1,600,000	900,000	1,600,000	78%
410110	Real Estate Transfer Tax	800,899	872,854	1,262,497	1,200,000	850,000	850,000	0%
410112	Utility Gas Tax	16,435	0	0	0	0	0	0%
410113	Utility Electric Tax	8,854	0	0	0	0	0	0%
410114	Gaming Tax	215,019	246,522	204,414	325,000	250,000	325,000	30%
	Total Tax Income	18,981,229	20,272,698	21,416,042	23,781,997	21,616,997	23,427,715	8%
420200	Business Licenses	94,390	46,350	115,244	75,000	75,000	75,000	0%
420210	Contractors Licenses	60,490	58,408	72,200	60,000	60,000	60,000	0%
420215	Liquor/Bar Licenses	48,190	27,670	55,375	40,000	30,000	40,000	33%
420220	Dog Licenses	232	34	0	0	0	0	0%
420230	Building Permits	494,634	742,586	839,301	750,000	650,000	650,000	0%
420231	Erosion Control Permits	2,975	3,850	2,450	5,700	3,500	3,500	0%
420625	Antenna License Fees	291,792	288,344	301,132	308,117	290,000	300,000	3%
	Total License Fees	992,703	1,167,242	1,385,702	1,238,817	1,108,500	1,128,500	2%
430235	Plan Review Fees	115,552	152,729	143,266	120,000	120,000	120,000	0%
430236	Elevator Inspections	0	0	0	0	2,000	2,000	0%
430260	Cable TV Franchise Fees	670,897	638,262	599,277	610,000	600,000	600,000	0%
430263	Natural Gas Franchise Fees	40,555	42,528	39,264	40,000	40,000	40,000	0%
430275	Small Cell Wireless Permit	650	900	500	500	0	500	100%
430280	Garbage Franchise Fees	145,521	152,477	140,231	144,000	140,000	140,000	0%
430300	Village Fines	123,151	113,766	51,345	55,000	115,000	55,000	-52%
430305	County Fines	107,881	95,002	112,787	154,385	90,000	110,000	22%
430310	Towing/Impound Fines	66,500	63,500	49,500	50,000	65,000	50,000	-23%
	Total Fees & Fines	1,270,707	1,259,164	1,136,170	1,173,885	1,172,000	1,117,500	-5%
440405	General Operating Grants	0	3,000	2,500	0	0	0	0%
440406	Public Works Operating	0	96,000	3,000	4,100	0	150,000	100%
440407	Public Safety Operating	30,583	26,806	1,456,997	30,000	20,000	20,000	0%
440540	FOIA Requests	7,783	8,029	4,563	5,500	6,000	6,000	0%
	Total Grants & Reimbursements	38,366	133,835	1,467,060	39,600	26,000	176,000	577%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
100 - General Fund								
480100	Mining Royalties	122,194	157,851	122,338	120,000	135,000	120,000	-11%
480200	Sale of Cemetery Lots	4,100	6,400	4,200	2,000	1,000	2,000	100%
480600	Interest Income	249,765	248,316	39,823	7,500	30,000	10,000	-67%
480601	Miscellaneous Income	365,789	460,345	592,548	300,000	350,000	350,000	0%
480602	IRMA Reimbursements	53,135	55,133	162,551	40,000	30,000	30,000	0%
480603	Liaison Officer Reimbursement	155,280	178,276	135,844	157,405	145,000	150,000	3%
480666	Yard Waste Bags	9,085	6,736	3,516	5,500	6,000	5,500	-8%
	Total Miscellaneous Income	959,348	1,113,057	1,060,820	632,405	697,000	667,500	-4%
490220	Transfer from MFT	0	0	0	0	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	343,250	343,250	343,250	593,250	593,250	0%
Total General Fund Revenues		\$22,585,603	\$24,289,246	\$26,809,044	\$27,209,954	\$25,213,747	\$27,110,465	8%
220 - Motor Fuel Tax (MFT) Fund								
410111	MFT Allotments	1,082,958	1,531,423	1,564,763	1,700,000	1,620,000	1,650,000	2%
	Total Tax Income	1,082,958	1,531,423	1,564,763	1,700,000	1,620,000	1,650,000	2%
440406	Grant Income	0	0	1,357,929	905,256	905,256	452,628	-50%
	Total Grant & Reimbursements	0	0	1,357,929	905,256	905,256	452,628	-50%
480600	Interest Income	62,650	57,678	5,594	1,200	5,000	2,500	-50%
	Total Miscellaneous Income	62,650	57,678	5,594	1,200	5,000	2,500	-50%
Total Motor Fuel Tax Revenues		\$1,145,608	\$1,589,101	\$2,928,286	\$2,606,456	\$2,530,256	\$2,105,128	-17%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
300 - Debt Service Fund								
410100	Property Tax	3,188,195	3,184,468	3,104,240	2,944,649	2,944,649	2,896,822	-2%
	Total Tax Income	3,188,195	3,184,468	3,104,240	2,944,649	2,944,649	2,896,822	-2%
480300	Bond Proceeds	0	5,100,000	11,395,000	9,830,000	0	0	0%
480301	Debt Issue Premium	0	718,234	402,556	0	0	0	0%
480600	Interest Income	21,536	23,542	2,663	200	1,000	500	-50%
480601	Miscellaneous Income	42,952	40,783	41,118	40,634	39,704	39,608	0%
	Total Miscellaneous Income	64,488	5,882,559	11,841,337	9,870,834	40,704	40,108	-1%
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		\$3,282,563	\$9,096,907	\$14,975,457	\$12,845,363	\$3,015,233	\$2,966,810	-2%
400 - Capital Projects Fund								
440406	Grants	0	0	0	2,765,716	0	2,762,862	100%
	Total Grants & Reimbursements	0	0	0	2,765,716	0	2,762,862	100%
480300	Bond Proceeds	0	0	0	0	0	0	0%
480301	Debt Issue Premium	0	0	0	0	0	0	0%
480600	Interest Income	752	738	873	400	100	600	500%
480601	Miscellaneous Income	0	0	0	0	0	0	0%
	Total Miscellaneous Income	752	738	873	400	100	600	500%
490430	Transfer from Developer Deposits	0	0	0	0	0	0	0%
	Total Transfers In	0	0	0	0	0	0	0%
Total Capital Projects Fund Revenues		\$752	\$738	\$873	\$2,766,116	\$100	\$2,763,462	100%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
420 - Municipal Building Fund								
440510	Contributions	10,328	287,655	6,115	3,500	4,000	4,000	0%
	Total Grants & Reimbursements	10,328	287,655	6,115	3,500	4,000	4,000	0%
480300	Bond Proceeds	0	0	0	0	0	0	0%
480600	Interest Income	71,266	22,394	3,878	100	1,000	200	-80%
	Total Miscellaneous Income	71,266	22,394	3,878	100	1,000	200	-80%
490100	Transfer from General	1,111,250	0	0	0	0	2,000,000	100%
490430	Transfer from Developer Deposits	1,300,000	0	0	0	0	0	0%
	Total Transfers In	2,411,250	0	0	0	0	2,000,000	100%
Total Municipal Building Fund Revenues		\$2,492,844	\$310,049	\$9,993	\$3,600	\$5,000	\$2,004,200	39984%
430 - Developer Deposits Fund								
440406	Grants	0	0	0	85,000	258,000	131,000	-49%
440510	Contributions	50,683	60,426	38,972	105,000	115,000	40,000	-65%
	Total Grants & Reimbursements	50,683	60,426	38,972	190,000	373,000	171,000	-54%
480600	Interest Income	105,435	89,215	23,442	900	2,000	1,500	-25%
480601	Miscellaneous Income	0	0	0	0	0	0	0%
	Total Miscellaneous Income	105,435	89,215	23,442	900	2,000	1,500	-25%
Total Developer Deposit Fund Revenues		\$156,118	\$149,641	\$62,414	\$190,900	\$375,000	\$172,500	-54%
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	58,699	75,672	73,719	2,591	61,000	61,000	0%
	Total Transfers In	58,699	75,672	73,719	2,591	61,000	61,000	0%
Total Rte 59 & Lake TIF Fund Revenues		\$58,699	\$75,672	\$73,719	\$2,591	\$61,000	\$61,000	0%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
443 - Bluff City TIF Municipal Fund								
410100	Property Tax - Current	29,463	29,819	35,084	52,000	35,000	60,000	71%
	Total Tax Income	29,463	29,819	35,084	52,000	35,000	60,000	71%
480600	Interest Income	860	1,374	297	100	100	100	0%
	Total Miscellaneous Income	860	1,374	297	100	100	100	0%
Total Bluff City TIF Municipal Revenues		\$30,323	\$31,193	\$35,381	\$52,100	\$35,100	\$60,100	71%
444 - Bluff City TIF Project Fund								
410100	Property Tax	461,594	467,169	549,656	817,454	570,000	900,000	58%
	Total Tax Income	461,594	467,169	549,656	817,454	570,000	900,000	58%
480350	Note Proceeds	6,218,210	663,300	0	1,369,200	1,460,000	1,200,000	-18%
480600	Interest Income	2,974	3,774	827	100	500	500	0%
	Total Miscellaneous Income	6,221,184	667,074	827	1,369,300	1,460,500	1,200,500	-18%
Total Bluff City TIF Project Fund Revenues		\$6,682,778	\$1,134,243	\$550,483	\$2,186,754	\$2,030,500	\$2,100,500	3%
480 - Brewster Creek TIF Municipal Account Fund								
410100	Property Tax - Current	691,330	768,340	845,427	938,000	875,000	1,015,000	16%
	Total Tax Income	691,330	768,340	845,427	938,000	875,000	1,015,000	16%
480600	Interest Income	13,554	16,820	3,230	150	500	500	0%
	Total Miscellaneous Income	13,554	16,820	3,230	150	500	500	0%
Total BCTIF Municipal Account Revenues		\$704,884	\$785,160	\$848,657	\$938,150	\$875,500	\$1,015,500	16%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
481 - Brewster Creek TIF Project Fund								
410100	Property Tax	4,839,304	5,378,382	5,917,991	6,561,872	6,125,000	7,090,000	16%
410105	Sales Tax	4,499	11,698	15,285	10,000	12,000	12,000	0%
	Total Tax Income	4,843,803	5,390,080	5,933,276	6,571,872	6,137,000	7,102,000	16%
480300	Bond Proceeds	0	0	0	0	0	0	0%
480350	Note Proceeds	2,683,300	1,284,800	3,224,700	1,706,000	2,950,000	950,000	-68%
480600	Interest Income	119,997	115,317	2,088	1,000	3,000	3,000	0%
	Total Miscellaneous Income	2,803,297	1,400,117	3,226,788	1,707,000	2,953,000	953,000	-68%
Total BCTIF Project Fund Revenues		\$7,647,100	\$6,790,197	\$9,160,064	\$8,278,872	\$9,090,000	\$8,055,000	-11%
500 - Water Fund								
440406	Grants	485,000	0	0	0	0	0	0%
	Total Grants & Reimbursements	485,000	0	0	0	0	0	0%
450100	Water Sales	9,943,228	11,567,795	12,314,713	12,140,000	12,000,000	12,600,000	5%
450105	Late Payment Fees	117,951	120,906	113,723	125,000	120,000	120,000	0%
450110	Meter Sales	11,132	16,995	10,651	16,000	10,000	10,000	0%
450120	Water Connection Charges	103,007	180,695	123,356	40,000	80,000	80,000	0%
	Total Charges For Services	10,175,318	11,886,391	12,562,443	12,321,000	12,210,000	12,810,000	5%
480600	Interest Income	42,289	55,634	10,848	500	1,500	1,500	0%
480601	Miscellaneous Income	3,229	132,050	1,191	79,500	1,000	1,000	0%
480650	Developer Contributions	299,258	129,250	229,200	0	0	0	0%
480652	IEPA Loan Program	5,540,520	1,940,812	211,536	0	25,000	0	-100%
	Total Miscellaneous Income	5,885,296	2,257,746	452,775	80,000	27,500	2,500	-91%
Total Water Fund Revenues		\$16,545,614	\$14,144,137	\$13,015,218	\$12,401,000	\$12,237,500	\$12,812,500	5%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
510 - Sewer Fund								
440406	Grants	0	0	0	0	0	0	0%
	Total Grants & Reimbursements	0	0	0	0	0	0	0%
450100	Sewer Charges	5,049,887	6,040,411	6,271,407	6,200,000	6,075,000	6,550,000	8%
450105	Late Payment Fees	57,687	65,255	58,021	65,000	60,000	60,000	0%
450120	Sewer Connection Charges	106,237	170,872	59,735	43,000	80,000	80,000	0%
	Total Charges For Services	5,213,811	6,276,538	6,389,163	6,308,000	6,215,000	6,690,000	8%
480600	Interest Income	50,759	123,842	16,362	65,000	2,000	20,000	900%
480601	Miscellaneous Income	0	90,479	0	14,000	0	0	0%
480650	Developer Contributions	368,963	588,531	59,750	0	0	0	0%
480300	Bond Proceeds	0	7,870,000	0	0	0	0	0%
480652	IEPA Loan Program	0	0	0	5,000,000	16,750,000	16,000,000	-4%
	Total Miscellaneous Income	419,722	8,672,852	76,112	5,079,000	16,752,000	16,020,000	-4%
Total Sewer Fund Revenues		\$5,633,533	\$14,949,390	\$6,465,275	\$11,387,000	\$22,967,000	\$22,710,000	-1%
520 - Parking Fund								
420200	Metra Station Bus. License Fee	3,100	2,400	0	0	0	0	0%
	Total License Fee	3,100	2,400	0	0	0	0	0%
450200	Parking Meter Revenue	227,390	211,768	19,123	35,000	100,000	50,000	-50%
	Total Charges For Services	227,390	211,768	19,123	35,000	100,000	50,000	-50%
480600	Interest Income	1,325	1,504	48	0	0	0	0%
	Total Miscellaneous Income	1,325	1,504	48	0	0	0	0%
Total Parking Fund Revenues		\$231,815	\$215,672	\$19,171	\$35,000	\$100,000	\$50,000	-50%

REVENUE DETAIL

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
550 - Golf Fund								
460000	Green Fees - 18 holes	567,870	531,301	835,340	695,000	675,000	705,100	4%
460010	Twilight Fees	86,839	76,758	143,813	105,000	118,750	115,000	-3%
460020	Green Fees - 9 holes	36,631	37,985	57,327	76,000	45,000	75,000	67%
460030	Permanent Tee Time Fee	150	0	0	0	0	0	0%
460040	Season Passes	55,385	10,335	85,013	40,000	60,000	50,000	-17%
460050	Handicapping Fees	2,565	1,680	2,410	2,000	2,500	2,500	0%
460060	Range Balls	25,555	24,283	29,312	28,000	28,000	33,000	18%
460070	Pull Cart Rentals	195	282	117	500	300	500	67%
460080	Motorized Cart Rentals	293,555	262,036	272,384	280,000	260,000	290,000	12%
460090	Club Rentals	1,520	990	405	1,200	1,000	1,500	50%
460100	Locker Rentals	0	0	0	0	0	0	0%
	Total Golf Course Revenues	1,070,265	945,650	1,426,121	1,227,700	1,190,550	1,272,600	7%
461000	Bags/Head Covers	1,379	678	580	1,000	1,250	1,000	-20%
461010	Golf Shoes	2,975	4,173	3,176	4,700	4,500	5,000	11%
461020	Golf Balls	20,617	19,219	19,482	26,000	24,000	26,000	8%
461030	Golf Clubs	10,926	12,076	8,351	3,000	10,000	4,000	-60%
461040	Golf Gloves	5,412	4,519	4,402	5,500	4,500	5,000	11%
461050	Miscellaneous Golf Merchandise	27,565	27,163	9,001	22,000	27,500	28,000	2%
461060	Miscellaneous Non-Taxable Sales	14,172	11,456	2,107	9,000	15,000	12,000	-20%
	Total Golf Pro Shop Sales	83,046	79,284	47,099	71,200	86,750	81,000	-7%
470000	Restaurant Sales	153,184	132,709	102,761	146,000	150,000	149,000	-1%
470010	Banquet Sales	620,962	659,017	67,719	642,000	765,000	780,000	2%
470020	Midway Sales	118,375	97,786	127,435	146,000	136,000	148,000	9%
	Total Food & Beverage Revs	892,521	889,512	297,915	934,000	1,051,000	1,077,000	2%
480520	Sale of Equipment	163,400	0	0	0	0	0	0%
480600	Interest Income	0	0	0	0	0	0	0%
480601	Miscellaneous Income	299	73	960	0	1,000	1,000	0%
480650	Developer Contributions	0	0	0	0	0	0	0%
	Total Miscellaneous Income	163,699	73	960	0	1,000	1,000	0%
490420	Transfer from Municipal Building	22,865	0	0	0	0	26,000	0%
490430	Transfer from Developer Deposits	0	0	49,958	84,958	84,958	49,958	-41%
	Total Transfers In	22,865	0	49,958	84,958	84,958	75,958	-11%
	Total Golf Fund Revenues	\$2,232,396	\$1,914,519	\$1,822,053	\$2,317,858	\$2,414,258	\$2,507,558	4%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
600 - Central Services Fund								
480600	Interest Income	5,805	6,207	1,103	55	500	250	-50%
480601	Miscellaneous Income	1,658	3,673	0	0	0	0	0%
	Total Miscellaneous Income	7,463	9,880	1,103	55	500	250	-50%
490100	Transfer from General	848,041	1,005,550	1,005,550	1,072,082	1,072,082	1,072,082	0%
490500	Transfer from Water	156,361	187,107	187,107	191,911	191,911	191,911	0%
490510	Transfer from Sewer	156,361	187,106	187,106	191,911	191,911	191,911	0%
490550	Transfer from Golf	0	0	0	0	0	0	0%
	Total Transfers In	1,160,763	1,379,763	1,379,763	1,455,904	1,455,904	1,455,904	0%
Total Central Services Fund Revenues		\$1,168,226	\$1,389,643	\$1,380,866	\$1,455,959	\$1,456,404	\$1,456,154	0%
610 - Vehicle Replacement Fund								
480520	Sale of Equipment	93,608	8,292	32,812	20,000	10,000	10,000	0%
480600	Interest Income	21,467	25,347	4,178	175	2,000	750	-63%
480601	Miscellaneous	0	18,075	27,925	0	0	0	0%
	Total Miscellaneous Income	115,075	51,714	64,915	20,175	12,000	10,750	-10%
490100	Transfer from General	570,195	561,180	586,854	516,902	516,902	617,374	19%
490500	Transfer from Water	20,879	20,879	20,879	20,879	20,879	20,879	0%
490510	Transfer from Sewer	48,879	77,661	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	647,063	666,830	663,722	593,770	593,770	694,242	-14%
Total Vehicle Replacement Fund Revenues		\$762,138	\$718,544	\$728,637	\$613,945	\$605,770	\$704,992	16%

REVENUE DETAIL								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
700 - Police Pension Fund								
480500	Pension Member Contributions	522,540	527,561	560,161	568,000	575,000	595,000	3%
480510	Pension Service Credit	0	0	0	50,933	0	0	0%
480600	Investment Income	3,696,347	2,064,812	11,965,598	5,000,000	3,690,000	4,262,500	16%
480601	Miscellaneous Income	35	97	45	290	500	500	0%
	Total Miscellaneous Income	4,218,922	2,592,470	12,525,804	5,619,223	4,265,500	4,858,000	14%
490100	Village Contribution (from General)	1,457,503	1,897,720	1,811,346	2,067,903	2,067,903	2,203,621	7%
	Total Transfers In	1,457,503	1,897,720	1,811,346	2,067,903	2,067,903	2,203,621	7%
Total Police Pension Fund Revenues		\$5,676,425	\$4,490,190	\$14,337,150	\$7,687,126	\$6,333,403	\$7,061,621	11%
720 - Bluff City SSA Debt Service Fund								
410100	Property Taxes	1,000,349	1,272,515	923,262	923,483	923,483	947,259	3%
	Total Tax Income	1,000,349	1,272,515	923,262	923,483	923,483	947,259	3%
480300	Bond Proceeds	5,435,000	0	0	0	0	0	0%
480600	Interest Income	13,174	11,336	1,019	100	500	250	-50%
	Total Miscellaneous Income	5,448,174	11,336	1,019	100	500	250	-50%
Total Bluff City SSA Debt Svc Fund Revenues		\$6,448,523	\$1,283,851	\$924,281	\$923,583	\$923,983	\$947,509	3%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1800 - Street Maintenance								
511000	Regular Salaries	1,437,815	1,479,941	1,611,190	1,611,268	1,611,268	1,602,884	-1%
511100	Overtime Salaries	86,713	49,773	89,661	55,000	55,000	55,000	0%
511200	Temporary Salaries	10,618	1,120	0	13,000	24,200	28,700	19%
514000	Employee Retirement Contributions	291,591	288,824	348,190	370,241	370,241	337,395	-9%
515000	Employee Group Insurance	396,147	376,040	371,884	431,005	431,005	425,881	-1%
	Total Personnel Services	2,222,884	2,195,698	2,420,925	2,480,514	2,491,714	2,449,860	-2%
522300	Uniform Rentals	0	0	0	0	0	0	0%
522500	Equipment Rental	32,070	34,310	41,434	35,000	37,000	37,000	0%
523100	Advertising	0	0	213	450	1,300	1,300	0%
524120	Utilities	109,984	119,429	112,926	120,000	130,000	130,000	0%
524230	Snow Plowing Contracts	178,200	61,920	173,880	130,000	140,000	140,000	0%
526000	Vehicle Maintenance	37,421	71,917	51,404	40,000	45,000	45,000	0%
527100	Services to Maintain Streets	4,799	17,612	16,015	17,000	20,000	20,000	0%
527110	Services to Maintain Traffic Signals	29,787	37,651	40,367	40,000	50,000	50,000	0%
527112	Services to Maintain Street Lights	26,812	27,142	28,266	27,500	25,000	25,000	0%
527113	Services to Maintain Grounds	77,172	97,863	123,966	98,000	95,000	130,000	37%
527130	Bike Path and Sidewalk Replacement	95,278	145,138	8,070	75,000	95,000	430,000	353%
527140	Tree and Landscaping Maintenance	13,529	10,060	35,000	41,000	35,000	205,000	486%
527150	Brush Collection	0	0	0	89,400	86,000	89,400	4%
527160	Street Sweeping	0	0	0	0	0	110,000	100%
	Total Contractual Services	605,052	623,042	631,541	713,350	759,300	1,412,700	86%
530100	Materials & Supplies	30,605	33,361	40,111	30,000	35,000	40,000	14%
530110	Uniforms	14,402	4,147	8,778	9,000	10,000	10,000	0%
530115	Subscriptions/Publications	43	95	41	50	100	100	0%
530150	Small Tools	8,382	3,385	4,914	5,000	5,500	5,500	0%
530160	Safety Equipment	2,845	4,322	2,404	2,800	3,000	3,000	0%
532000	Automotive Supplies	0	0	0	0	0	0	0%
532010	Fuel Purchases	75,002	66,398	68,979	70,000	70,000	75,000	7%
532200	Office Supplies	4,969	5,508	4,704	4,000	4,500	4,500	0%
532300	Postage	620	638	1,158	750	750	800	7%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1800 - Street Maintenance								
534230	Snow Plowing Salt	114,901	157,209	92,685	130,000	165,000	165,000	0%
534300	Equipment Maintenance Materials	98,729	72,504	65,029	55,000	60,000	60,000	0%
534400	Street Maintenance Materials	81,135	70,805	50,026	50,000	60,000	60,000	0%
534500	Grounds Maintenance Materials	16,391	18,497	16,978	20,000	27,000	27,000	0%
534600	Building Maintenance Materials	3,769	7,933	7,339	5,000	7,000	7,000	0%
534800	Street Light Maintenance Materials	40,230	30,082	31,869	32,000	35,500	35,500	0%
	Total Commodities	492,023	474,884	395,015	413,600	483,350	493,400	2%
541600	Professional Development	5,884	5,707	2,443	8,500	8,900	8,900	0%
543101	Dues	1,346	1,528	1,144	1,600	1,755	1,755	0%
543800	Storm Water Facilities Maintenance	81,149	77,204	105,718	285,000	305,000	400,000	31%
546900	Contingencies	8,250	5,264	6,754	8,000	10,000	10,000	0%
	Total Other Charges	96,629	89,703	116,059	303,100	325,655	420,655	29%
570100	Machinery & Equipment	3,089	19,684	72,477	75,500	75,500	85,000	13%
574800	Tree Purchases	35,825	72,178	23,779	46,000	50,000	50,000	0%
	Total Capital Outlay	38,914	91,862	96,256	121,500	125,500	135,000	8%
590420	Transfer to Municipal Building	100,000	0	0	0	0	0	0%
590600	Transfer to Central Services	125,361	156,107	156,107	160,115	160,115	160,115	0%
590610	Transfer to Vehicle Replacement	302,821	293,806	249,528	249,528	249,528	350,000	40%
	Total Transfers Out	528,182	449,913	405,635	409,643	409,643	510,115	25%
Total Street Maintenance Expenditures		\$3,983,684	\$3,925,102	\$4,065,431	\$4,441,707	\$4,595,162	\$5,421,730	18%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5000 - Water Operating								
511000	Regular Salaries	849,503	819,366	889,587	911,949	911,949	941,879	3%
511100	Overtime Salaries	40,817	47,860	67,400	40,000	40,000	40,000	0%
511200	Temporary Salaries	0	0	0	0	0	4,000	100%
514000	Employee Retirement Contributions	170,369	171,548	195,720	209,727	209,727	198,019	-6%
515000	Employee Group Insurance	208,620	175,316	185,651	216,980	216,980	225,440	4%
	Total Personnel Services	1,269,309	1,214,090	1,338,358	1,378,656	1,378,656	1,409,338	2%
520025	DWC Water Agreement	5,140,739	5,564,940	5,677,420	5,505,349	5,805,000	5,900,000	2%
522400	Service Agreements	171,530	195,943	215,341	222,968	338,800	338,800	0%
522500	Equipment Rental	2,868	2,877	8,389	6,286	5,000	7,000	40%
522720	Printing Services	6,105	13,953	9,342	7,378	9,500	9,500	0%
522800	Analytical Testing	17,337	24,916	20,825	22,848	20,000	23,000	15%
523100	Advertising	168	0	229	0	200	200	0%
523401	Engineering Services	0	16,553	41,068	40,000	15,000	20,000	33%
524000	Bond Issuance Costs	0	0	162,218	0	0	0	0%
524120	Utilities	197,256	56,461	99,084	90,000	198,000	100,000	-49%
526000	Vehicle Maintenance	11,543	4,356	9,932	1,500	5,000	5,000	0%
527120	Services to Maintain Mains	64,962	62,741	83,026	65,000	65,000	65,000	0%
	Total Contractual Services	5,612,508	5,942,740	6,326,874	5,961,329	6,461,500	6,468,500	0%
530100	Materials & Supplies	43,481	20,441	60,820	54,700	42,000	72,000	71%
530110	Uniforms	4,281	1,905	3,143	4,200	4,200	4,200	0%
530115	Subscriptions/Publications	43	95	110	0	200	200	0%
530120	Chemical Supplies	2,734	1,554	5,875	12,300	7,000	10,800	54%
530150	Small Tools	3,254	749	1,761	2,500	2,500	2,500	0%
530160	Safety Equipment	442	2,290	2,489	2,602	2,000	3,000	50%
532000	Automotive Supplies	11,789	10,316	10,268	11,280	14,100	14,100	0%
532200	Office Supplies	3,276	3,574	4,147	4,000	5,000	5,000	0%
532300	Postage	25,953	36,351	33,865	34,800	33,000	34,000	3%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5000 - Water Operating								
534300	Equipment Maintenance Materials	33,852	64,673	22,140	11,000	50,000	20,000	-60%
534500	Grounds Maintenance Materials	6,090	(59)	1,502	1,300	5,200	5,200	0%
534600	Building Maintenance Materials	2,854	4,481	5,348	3,600	4,500	4,500	0%
534810	Meter Maintenance Materials	36,065	40,120	39,441	45,000	37,500	40,000	7%
	Total Commodities	174,114	186,490	190,909	187,282	207,200	215,500	4%
541600	Professional Development	1,752	2,204	930	4,345	4,345	4,345	0%
543101	Dues	519	558	619	680	815	815	0%
546300	Bank Charges	5,544	5,568	5,594	5,622	6,100	6,100	0%
546900	Contingencies	2,395	7,622	3,576	20,000	25,000	25,000	0%
547047	IEPA Loan Interest	0	148,495	135,187	132,674	132,674	126,495	-5%
547048	IEPA Loan Principal	0	0	0	334,276	334,276	340,455	2%
547072	DWC Buy-In (\$13M)	0	434,354	434,354	434,354	434,354	434,354	0%
547073	DWC TR Line Principal(\$19M)	0	601,330	527,816	0	0	0	0%
547074	DWC TR Line Interest (\$19M)	0	548,243	444,129	0	0	0	0%
547079	2021A GO Bond Interest	0	0	149,504	468,143	468,143	520,400	11%
547080	2021A GO Bond Principal	0	0	0	465,000	465,000	610,000	31%
	Total Other Charges	10,210	1,748,374	1,701,709	1,865,094	1,870,707	2,067,964	11%
570100	Machinery & Equipment	9,366	0	13,297	3,675	15,500	28,000	81%
	Total Capital Outlay	9,366	0	13,297	3,675	15,500	28,000	81%
590100	Transfer to General	130,000	130,000	130,000	130,000	130,000	130,000	0%
590600	Transfer to Central Services	156,361	187,107	187,107	191,911	191,911	191,911	0%
590610	Transfer to Vehicle Replacement	20,879	20,879	20,879	20,879	20,879	20,879	0%
	Total Transfers Out	307,240	337,986	337,986	342,790	342,790	342,790	0%
Total Water Operating Expenses		\$7,382,747	\$9,429,680	\$9,909,133	\$9,738,826	\$10,276,353	\$10,532,092	2%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5100 - Sewer Operating								
511000	Regular Salaries	1,410,356	1,301,937	1,392,178	1,478,153	1,478,153	1,504,367	2%
511100	Overtime Salaries	69,953	67,435	63,516	40,000	40,000	40,000	0%
511200	Temporary Salaries	0	3,588	0	0	4,000	4,000	0%
514000	Employee Retirement Contributions	283,469	266,031	300,910	334,000	334,000	311,007	-7%
515000	Employee Group Insurance	325,047	299,410	312,913	344,044	344,044	357,459	4%
	Total Personnel Services	2,088,825	1,938,401	2,069,517	2,196,197	2,200,197	2,216,833	1%
522300	Uniform Rentals	0	0	0	0	0	0	0%
522400	Service Agreements	21,081	33,681	12,688	30,000	42,110	42,000	0%
522500	Equipment Rental	8,550	2,520	3,797	2,800	3,000	3,000	0%
522720	Printing Services	6,105	10,104	8,871	9,000	9,500	9,500	0%
522800	Analytical Testing	7,576	11,442	7,694	10,000	12,500	12,500	0%
523100	Advertising	127	179	172	470	500	500	0%
523401	Engineering Services	0	7,515	17,245	12,000	15,000	15,000	0%
524000	Bond Issuance Costs	0	164,153	0	0	0	0	0%
524120	Utilities	446,561	470,902	426,890	375,000	375,000	375,000	0%
524210	Sludge Removal	56,304	54,092	164,481	300,486	60,000	100,000	67%
526000	Vehicle Maintenance	19,060	3,650	14,768	14,000	15,000	15,000	0%
527120	Services to Maintain Mains	21,648	29,942	46,519	45,000	50,000	50,000	0%
	Total Contractual Services	587,012	788,180	703,125	798,756	582,610	622,500	7%
530100	Materials & Supplies	35,328	29,156	31,286	31,000	32,000	32,000	0%
530110	Uniforms	8,747	3,372	6,038	8,000	9,000	9,000	0%
530120	Chemical Supplies	138,919	158,940	151,569	150,000	150,000	215,000	43%
530150	Small Tools	2,419	1,568	469	2,800	3,000	3,000	0%
530160	Safety Equipment	1,879	5,633	5,085	5,000	5,000	5,000	0%
532000	Automotive Supplies	15,057	13,759	17,400	18,000	20,000	20,000	0%
532200	Office Supplies	5,648	4,685	2,684	6,000	6,500	6,000	-8%
532300	Postage	25,858	33,878	33,908	33,900	32,500	33,900	4%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5100 - Sewer Operating								
534300	Equipment Maintenance Materials	152,251	204,949	175,661	180,000	200,000	200,000	0%
534500	Grounds Maintenance Materials	11,075	991	3,176	5,000	6,000	6,000	0%
534600	Building Maintenance Materials	10,567	16,423	18,452	15,000	15,000	15,000	0%
	Total Commodities	407,748	473,354	445,728	454,700	479,000	544,900	14%
541600	Professional Development	3,375	4,131	654	4,000	7,120	7,120	0%
534101	Dues	11,722	12,106	12,474	13,637	13,637	13,637	0%
546200	Permit Fees	18,000	15,000	18,000	18,000	18,000	18,000	0%
546300	Bank Charges	5,544	5,568	5,594	5,600	5,000	5,600	12%
546900	Contingencies	24,999	15,807	107,778	25,000	25,000	25,000	0%
547047	IEPA Loan Interest	40,776	38,552	36,276	34,621	34,621	32,255	-7%
547048	IEPA Loan Principal	95,745	97,955	100,216	102,529	102,529	104,896	2%
547075	2019 Bond Interest	0	114,235	301,519	293,900	293,900	280,900	-4%
547076	2019 Bond Principal	0	0	0	260,000	260,000	275,000	6%
	Total Other Charges	200,161	303,354	582,511	757,287	759,807	762,408	0%
570100	Machinery & Equipment	110,713	21,935	54,064	11,000	211,000	228,000	8%
	Total Capital Outlay	110,713	21,935	54,064	11,000	211,000	228,000	8%
590100	Transfer to General	130,000	130,000	130,000	130,000	130,000	130,000	0%
590600	Transfer to Central Services	156,361	187,106	187,106	191,911	191,911	191,911	0%
590610	Transfer to Vehicle Replacement	48,879	77,661	48,879	48,879	48,879	48,879	0%
	Total Transfers Out	335,240	394,767	365,985	370,790	370,790	370,790	0%
Total Sewer Operating Expenses		\$3,729,699	\$3,919,991	\$4,220,930	\$4,588,730	\$4,603,404	\$4,745,431	3%

PUBLIC WORKS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5200 - Parking Operating								
511000	Regular Salaries	65,269	65,121	68,389	64,076	70,917	65,236	-8%
511100	Overtime Salaries	259	157	220	200	0	0	0%
514000	Employee Retirement Contributions	11,690	11,797	13,127	12,355	14,260	11,956	-16%
	Total Personnel Services	77,218	77,075	81,736	76,631	85,177	77,192	-9%
522400	Service Agreements	29,034	30,196	9,093	9,000	27,000	9,600	-64%
523800	Rent to Railroad	6,362	5,742	861	2,750	7,000	4,000	-43%
524120	Utilities	12,582	14,480	13,478	15,830	14,000	16,000	14%
529000	Other Contractual Services	13,708	10,853	572	12,450	16,000	14,000	-13%
	Total Contractual Services	61,686	61,271	24,004	40,030	64,000	43,600	-32%
530100	Materials and Supplies	8,670	6,941	931	600	6,500	2,000	-69%
	Total Commodities	8,670	6,941	931	600	6,500	2,000	-69%
546900	Contingencies	0	0	0	0	0	0	0%
	Total Other Charges	0	0	0	0	0	0	0%
570100	Machinery & Equipment	8,149	9,479	0	0	20,000	20,000	0%
570200	Building & Grounds Improvements	27,793	42,675	21,714	1,000	75,000	75,000	0%
	Total Capital Outlay	35,942	52,154	21,714	1,000	95,000	95,000	0%
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		\$205,626	\$219,551	\$150,495	\$140,371	\$272,787	\$239,902	-12%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1700 - Police								
511000	Regular Salaries	6,411,683	6,528,451	6,887,741	7,225,129	7,325,129	7,638,712	4%
511100	Overtime Salaries	554,044	535,838	395,710	550,000	550,000	550,000	0%
511201	Crossing Guard Salaries	100,924	89,714	34,198	107,591	125,000	125,000	0%
514000	Employee Retirement Contributions	616,834	622,118	655,533	702,828	788,971	794,025	1%
515000	Employee Group Insurance	1,421,584	1,326,905	1,351,711	1,604,132	1,604,132	1,754,400	9%
	Total Personnel Services	9,105,069	9,103,026	9,324,893	10,189,680	10,393,232	10,862,137	5%
522400	Service Agreements	69,210	62,157	65,452	79,000	90,037	90,733	1%
522500	Equipment Rentals	21,314	22,813	15,566	19,000	25,500	26,540	4%
522700	Computer Services	22,823	29,678	26,476	37,498	37,498	39,990	7%
523100	Advertising	1,039	1,750	64	1,800	1,800	1,800	0%
524220	Towing	0	0	0	0	1,000	1,000	0%
524240	Impounding Animals	1,276	1,095	1,141	1,500	1,500	1,500	0%
525400	Communications - DuComm	653,372	672,792	517,372	713,502	713,502	736,954	3%
526000	Vehicle Maintenance	45,015	48,189	58,427	70,108	63,000	65,000	3%
526050	Vehicle Setup	13,651	2,997	38,838	45,500	45,500	30,000	-34%
526100	Auto Body Repairs	13,676	8,440	8,918	1,688	7,500	7,500	0%
	Total Contractual Services	841,376	849,911	732,254	969,596	986,837	1,001,017	1%
530100	Materials & Supplies	36,974	40,961	39,031	47,376	55,850	55,850	0%
530110	Uniforms	60,849	64,414	66,488	92,671	84,800	77,500	-9%
530115	Subscriptions/Publications	8,125	7,883	9,735	8,500	8,588	6,835	-20%
530125	Shooting Range Supplies	22,002	18,131	29,972	37,125	40,125	44,650	11%
532000	Automotive Supplies	100,493	94,842	86,647	102,934	132,000	132,000	0%
532200	Office Supplies	12,982	13,039	7,865	12,084	15,000	15,000	0%
532300	Postage	4,111	4,350	3,266	6,000	15,000	6,000	-60%
534300	Equipment Maintenance Materials	3,950	5,267	4,152	5,918	9,500	9,500	0%
	Total Commodities	249,486	248,887	247,156	312,608	360,863	347,335	-4%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1700 - Police								
541600	Professional Development	77,471	68,526	44,091	106,764	107,643	115,630	7%
542000	Planning & Research	10,904	10,244	8,121	11,185	11,185	11,905	6%
542810	Safety Program Expenses	4,376	8,416	17,744	13,500	15,830	20,000	26%
543101	Dues	23,215	26,108	25,383	29,000	30,150	32,405	7%
543900	Community Relations	32,996	34,801	18,544	40,000	42,400	42,400	0%
544001	Prisoner Detention	1,289	657	254	500	1,250	750	-40%
545100	Emergency Management	4,557	4,187	1,609	3,000	4,000	4,000	0%
545200	Police/Fire Commission	19,993	8,908	28,949	23,100	23,100	30,100	30%
546900	Contingencies	5,540	5,237	5,403	5,500	10,000	20,000	100%
547015	Capital Lease Payment	11,732	1,898	0	0	0	0	0%
	Total Other Charges	192,073	168,982	150,098	232,549	245,558	277,190	13%
570100	Machinery & Equipment	39,719	53,993	26,908	38,136	38,350	53,080	38%
570105	Equitable Sharing	15,591	75,066	68,188	122,900	141,900	65,500	-54%
	Total Capital Outlay	55,310	129,059	95,096	161,036	180,250	118,580	-34%
590600	Transfer to Central Services	458,319	550,556	550,556	588,412	588,412	588,412	0%
590610	Transfer to Vehicle Replacement	232,000	232,000	301,952	232,000	232,000	232,000	0%
590700	Transfer to Police Pension	1,457,503	1,897,720	1,811,346	2,067,903	2,067,903	2,203,621	7%
	Total Transfers Out	2,147,822	2,680,276	2,663,854	2,888,315	2,888,315	3,024,033	5%
Total Police Expenditures								
		\$12,591,136	\$13,180,141	\$13,213,351	\$14,753,784	\$15,055,055	\$15,630,292	4%

PUBLIC SAFETY EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
7000 - Police Pension Fund								
511500	Payments to Pensioners	1,767,984	2,111,748	2,243,902	2,726,183	2,850,130	3,237,535	14%
511600	Refunds to Participants	0	0	51,203	115,915	10,000	10,000	0%
	Total Personnel Services	1,767,984	2,111,748	2,295,105	2,842,098	2,860,130	3,247,535	14%
521000	Financial Consultant	143,147	149,844	157,022	178,362	191,200	194,500	2%
523001	Personnel Testing	5,496	11,580	18,195	12,000	6,000	6,000	0%
523400	Legal Services	6,129	12,014	14,520	11,000	9,000	9,000	0%
529000	Other Contractual Services	17,167	17,598	22,661	18,725	23,100	20,700	-10%
	Total Contractual Services	171,939	191,036	212,398	220,087	229,300	230,200	0%
541600	Professional Development	4,294	4,814	1,430	4,000	5,795	5,795	0%
546300	Bank Charges	2,446	2,609	2,708	2,675	3,360	3,000	-11%
546900	Contingencies	0	0	0	31	1,000	1,000	0%
	Total Other Charges	6,740	7,423	4,138	6,706	10,155	9,795	-4%
Total Police Pension Fund Expenses		\$1,946,663	\$2,310,207	\$2,511,641	\$3,068,891	\$3,099,585	\$3,487,530	13%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1100 - Village Board/Administration								
511000	Regular Salaries	943,390	1,066,071	1,101,794	1,168,327	1,163,918	1,224,014	5%
511100	Overtime Salaries	3,934	3,543	2,371	3,400	4,000	4,000	0%
511200	Temporary Salaries	30,105	(259)	0	0	0	0	0%
514000	Employee Retirement Contributions	179,546	196,718	217,744	234,168	249,238	239,196	-4%
515000	Employee Group Insurance	175,533	179,435	181,588	211,070	211,070	219,300	4%
	Total Personnel Services	1,332,508	1,445,508	1,503,497	1,616,965	1,628,226	1,686,510	4%
522400	Service Agreements	2,311	6,994	7,753	7,660	7,800	7,950	2%
523100	Advertising	11,480	17,976	6,202	6,950	20,000	30,000	50%
529000	Other Contractual Services	0	0	0	0	0	0	0%
	Total Contractual Services	13,791	24,970	13,955	14,610	27,800	37,950	37%
530115	Subscriptions/Publications	961	1,214	1,845	1,640	1,000	650	-35%
532000	Automotive Supplies	713	381	131	225	500	300	-40%
532200	Office Supplies	3,321	2,247	4,426	2,050	3,000	2,800	-7%
532300	Postage	2,249	1,643	1,327	1,190	2,000	1,600	-20%
	Total Commodities	7,244	5,485	7,729	5,105	6,500	5,350	-18%
541600	Professional Development	4,058	16,065	2,704	11,050	26,273	12,800	-51%
542100	Economic Incentives	25,000	172,664	203,985	33,736	255,000	266,500	5%
543101	Dues	53,718	55,842	44,371	58,653	62,558	62,990	1%
543900	Community Relations	36,910	39,783	18,563	63,450	58,500	61,650	5%
543910	Historical Society Expenses	8,882	8,046	9,085	9,117	10,000	10,000	0%
546900	Contingencies	8,956	12,673	45,225	10,800	10,000	10,000	0%
	Total Other Charges	137,524	305,073	323,933	186,806	422,331	423,940	0%
570100	Machinery & Equipment	971	0	0	0	0	0	0%
	Total Capital Outlay	971	0	0	0	0	0	0%
590600	Transfer to Central Services	69,440	78,658	78,658	103,326	103,326	103,326	0%
590610	Transfer to Vehicle Replacement	4,000	4,000	4,000	4,000	4,000	4,000	0%
	Total Transfers Out	73,440	82,658	82,658	107,326	107,326	107,326	0%
Total Village Board/Administration Exp		\$1,565,478	\$1,863,694	\$1,931,772	\$1,930,812	\$2,192,183	\$2,261,076	3%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1200 - Professional Services								
521000	Actuarial Consultant	3,236	3,333	4,333	3,536	4,500	4,000	-11%
522900	Professional Planners	0	0	0	0	56,250	56,250	0%
523400	Legal Services	328,828	359,784	324,531	356,600	374,800	374,550	0%
523401	Engineering Services	56,499	18,940	36,932	40,000	60,000	100,000	67%
523600	Social Services	0	0	0	9,800	30,000	55,450	85%
	Total Contractual Services	388,563	382,057	365,796	409,936	525,550	590,250	12%
546900	Contingencies	80,743	140,379	105,504	125,789	20,000	20,000	0%
	Total Other Charges	80,743	140,379	105,504	125,789	20,000	20,000	0%
Total Professional Services Expenditures		\$469,306	\$522,436	\$471,300	\$535,725	\$545,550	\$610,250	12%
1210- Liability Insurance								
544100	IRMA Premiums	440,943	492,667	463,590	600,000	500,000	600,000	20%
544200	IRMA Deductible Payments	122,008	179,271	237,138	150,000	140,000	150,000	7%
	Other Charges	562,951	671,938	700,728	750,000	640,000	750,000	17%
Total Liability Insurance Expenditures		\$562,951	\$671,938	\$700,728	\$750,000	\$640,000	\$750,000	17%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1400 - Finance								
511000	Regular Salaries	553,145	586,503	599,815	666,595	667,383	696,601	4%
511100	Overtime Salaries	4,306	3,816	2,338	3,000	5,500	5,500	0%
514000	Employee Retirement Contributions	111,199	112,627	124,271	125,897	147,382	140,392	-5%
515000	Employee Group Insurance	146,060	127,265	135,352	168,856	168,856	175,440	4%
	Total Personnel Services	814,710	830,211	861,776	964,348	989,121	1,017,933	3%
522400	Service Agreements	3,218	2,414	2,522	3,118	3,900	3,900	0%
522950	Ordinance Codification	5,659	3,206	9,440	4,000	9,500	11,000	16%
523100	Advertising	202	0	250	0	250	250	0%
523110	Legal Publications	1,012	323	0	310	500	500	0%
523500	Audit Services	40,685	49,196	44,178	52,700	47,000	51,675	10%
529000	Other Contractual Services	1,140	1,007	733	1,150	1,740	1,250	-28%
	Total Contractual Services	51,916	56,146	57,123	61,278	62,890	68,575	9%
530115	Subscriptions/Publications	1,664	1,676	1,642	1,660	1,800	1,700	-6%
530135	Leaf Bag Stickers	10,000	8,250	6,250	6,500	10,500	8,750	-17%
532200	Office Supplies	6,698	8,306	6,368	7,250	10,000	8,500	-15%
532300	Postage	16,387	17,050	18,569	19,000	25,400	21,255	-16%
	Total Commodities	34,749	35,282	32,829	34,410	47,700	40,205	-16%
541600	Professional Development	1,201	1,170	520	1,000	2,200	2,700	23%
542100	Rebates	(1,350)	60	0	0	0	0	0%
543101	Dues	750	417	750	805	850	905	6%
546900	Contingencies	3,796	(3,739)	137,868	3,000	3,600	3,600	0%
	Total Other Charges	4,397	(2,092)	139,138	4,805	6,650	7,205	8%
570100	Machinery & Equipment	0	0	0	0	0	0	0%
	Total Capital Outlay	0	0	0	0	0	0	0%
590420	Transfer to Municipal Building	1,011,250	0	0	0	0	2,000,000	100%
590600	Transfer to Central Services	76,964	87,719	87,719	87,719	87,719	87,719	0%
	Total Transfers Out	1,088,214	87,719	87,719	87,719	87,719	2,087,719	2280%
Total Finance Expenditures		\$1,993,986	\$1,007,266	\$1,178,585	\$1,152,560	\$1,194,080	\$3,221,637	170%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
1500 - Planning & Development								
511000	Regular Salaries	1,142,070	1,078,934	1,085,236	1,100,902	1,153,682	1,226,420	6%
511100	Overtime Salaries	600	1,038	1,396	1,200	3,000	3,000	0%
511200	Temporary Salaries	0	4,843	0	5,376	5,500	5,500	0%
514000	Employee Retirement Contributions	225,191	202,611	213,123	222,174	253,690	247,168	-3%
515000	Employee Group Insurance	292,544	254,596	246,469	295,498	295,498	328,950	11%
	Total Personnel Services	1,660,405	1,542,022	1,546,224	1,625,150	1,711,370	1,811,038	6%
522400	Service Agreements	8,098	2,414	2,909	35,000	33,310	35,000	5%
522501	Document Imaging Services	3,321	3,500	4,000	4,000	4,000	4,000	0%
523010	Elevator Inspections	923	405	164	200	3,000	3,000	0%
523100	Advertising	891	50	0	0	0	0	0%
523110	Legal Notices	0	2,529	2,904	2,800	3,200	3,200	0%
526000	Vehicle Maintenance	3,948	4,270	753	2,200	6,000	6,000	0%
526005	Plan Review Services	47,483	172,789	113,864	65,000	110,000	110,000	0%
526006	Plan Dev Inspectional Services	1,020	990	525	6,500	5,000	5,000	0%
	Total Contractual Services	65,684	186,947	125,119	115,700	164,510	166,200	1%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
530100	Materials & Supplies	2,038	3,375	590	2,700	3,750	3,500	-7%
530115	Subscriptions/Publications	2,210	1,545	347	400	1,000	800	-20%
532000	Automotive Supplies	3,097	3,677	3,060	4,800	5,800	5,800	0%
532200	Office Supplies	4,882	3,114	2,666	3,100	5,000	4,200	-16%
532300	Postage	795	767	690	800	1,500	1,200	-20%
	Total Commodities	13,022	12,478	7,353	11,800	17,050	15,500	-9%
541600	Professional Development	5,784	4,495	683	2,100	11,170	12,770	14%
542100	Rebates	6,520	0	0	0	0	0	0%
543101	Dues	5,179	2,314	2,642	2,800	3,295	4,170	27%
546900	Contingencies	718	995	519	15,000	5,000	15,000	200%
	Total Other Charges	18,201	7,804	3,844	19,900	19,465	31,940	64%
570100	Machinery & Equipment	5,891	5,738	58,619	0	0	0	0%
	Total Capital Outlay	5,891	5,738	58,619	0	0	0	0%
590600	Transfer to Central Services	117,948	132,510	132,510	132,510	132,510	132,510	0%
590610	Transfer to Vehicle Replacement	31,374	31,374	31,374	31,374	31,374	31,374	0%
	Total Transfers Out	149,322	163,884	163,884	163,884	163,884	163,884	0%
Total Planning & Development Expenditures		\$1,912,525	\$1,918,873	\$1,905,043	\$1,936,434	\$2,076,279	\$2,188,562	5%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
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	5,000	5,000	0%
524000	Bond Issuance Costs	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	5,000	5,000	0%
541600	Professional Development	0	0	0	0	0	0	0%
542100	Economic Incentives	0	0	0	0	50,000	50,000	0%
546900	Contingencies	0	0	0	0	50,000	50,000	0%
	Total Other Charges	0	0	0	0	100,000	100,000	0%
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	\$105,000	\$105,000	0%

GENERAL GOVERNMENT EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
4800 - Brewster Creek Business Park TIF Municipal Acct Fund								
511000	Regular Salaries	497,531	474,886	484,335	485,000	502,999	497,132	-1%
514000	Employee Retirement Contributions	86,991	77,713	83,989	85,000	95,238	87,592	-8%
515000	Employee Group Insurance	0	0	0	0	0	0	0%
	Total Personnel Services	584,522	552,599	568,324	570,000	598,237	584,724	-2%
522900	Professional Planners	0	0	0	0	43,750	43,750	0%
523100	Advertising	5,648	3,142	0	2,000	6,000	6,000	0%
523400	Legal Services	0	0	9,997	5,000	5,000	10,000	100%
523401	Engineering Services	0	0	0	20,000	20,000	20,000	0%
	Total Contractual Services	5,648	3,142	9,997	27,000	74,750	79,750	7%
541600	Professional Development	818	1,057	1,223	200	5,000	5,000	0%
542100	Economic Incentives	0	0	50,000	50,000	250,000	250,000	0%
546900	Contingencies	0	0	0	0	250,000	1,170,000	368%
	Total Other Charges	818	1,057	51,223	50,200	505,000	1,425,000	182%
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								
		\$620,868	\$586,678	\$659,424	\$677,080	\$1,207,867	\$2,119,354	75%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5500 - Golf Program								
511000	Regular Salaries	165,593	169,732	184,464	189,058	189,058	203,345	8%
511100	Overtime Salaries	4,444	3,850	2,576	3,500	3,000	3,500	17%
511200	Temporary Salaries	64,990	58,841	69,939	80,000	80,000	88,000	10%
514000	Employee Retirement Contribution	36,738	37,456	44,155	41,515	48,622	48,630	0%
515000	Employee Group Insurance	47,810	45,438	45,479	52,768	52,768	54,825	4%
	Total Personnel Services	319,575	315,317	346,613	366,841	373,448	398,300	7%
522400	Service Agreements	40,957	41,589	27,290	29,000	42,000	33,000	-21%
523100	Advertising	2,820	6,055	553	8,000	8,000	8,000	0%
523425	Handicapping Services	0	0	0	1,500	1,500	1,500	0%
524100	Building Maintenance Services	41,093	24,617	37,423	32,000	35,000	35,000	0%
524120	Utilities	35,060	31,825	31,772	36,000	35,000	38,000	9%
529000	Other Contractual Services	2,675	2,475	2,475	52,633	52,633	52,633	0%
	Total Contractual Services	122,605	106,561	99,513	159,133	174,133	168,133	-3%
530100	Materials & Supplies	4,952	7,142	6,262	7,000	7,500	7,000	-7%
530110	Uniforms	0	566	556	1,200	1,200	1,500	25%
532000	Automotive Supplies	9,186	7,100	9,378	9,000	7,500	8,600	15%
532200	Office Supplies	367	238	73	300	1,000	1,000	0%
532300	Postage	125	0	142	0	100	100	0%
534200	Golf Cart Maintenance Materials	4,267	2,760	3,219	8,000	4,000	8,000	100%
534300	Equipment Maintenance Materials	274	0	240	0	500	1,000	100%
534330	Purchases - Bags/Head Covers	1,216	736	(613)	500	1,000	1,500	50%
534331	Purchases - Golf Shoes	1,814	6,948	2,502	3,000	3,000	3,000	0%
534332	Purchases - Golf Balls	13,359	16,613	13,269	18,000	15,000	20,000	33%
534333	Purchases - Golf Clubs	10,856	16,281	7,884	3,000	5,000	5,000	0%
534334	Purchases - Golf Gloves	264	3,206	3,940	2,200	2,500	3,000	20%
534335	Purchases - Misc Golf Merchandise	20,898	20,936	6,987	14,000	17,000	15,000	-12%
534336	Purchases - Rental Golf Clubs	0	0	0	0	500	2,500	400%
534600	Building Maintenance Materials	1,828	2,097	371	300	2,500	2,500	0%
	Total Commodities	69,406	84,623	54,210	66,500	68,300	79,700	17%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5500 - Golf Program								
541600	Professional Development	1,756	0	0	1,000	1,350	2,600	93%
543101	Dues	1,149	1,566	2,290	1,000	2,105	2,105	0%
546300	Bank Charges	19,294	18,956	41,230	40,000	36,000	40,000	11%
546900	Contingencies	3,009	4,220	836	7,500	10,000	10,000	0%
547030	Interest Expense	7,179	7,383	4,792	0	0	0	0%
	Total Other Charges	32,387	32,125	49,148	49,500	49,455	54,705	11%
570100	Machinery & Equipment	363,725	27,933	764	33,500	35,000	26,000	-26%
	Total Capital Outlay	363,725	27,933	764	33,500	35,000	26,000	-26%
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								
		\$975,948	\$634,809	\$618,498	\$743,724	\$768,586	\$795,088	3%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5510 - Golf Grounds Maintenance								
511000	Regular Salaries	217,217	226,865	213,376	187,287	187,287	195,535	4%
511100	Overtime Salaries	791	511	257	0	1,500	1,500	0%
511200	Temporary Salaries	89,163	82,761	97,382	110,000	120,000	120,000	0%
514000	Employee Retirement Contribution	50,064	50,090	58,955	45,605	50,958	49,060	-4%
515000	Employee Group Insurance	53,398	45,322	42,573	52,768	52,768	54,825	4%
	Total Personnel Services	410,633	405,549	412,543	395,660	412,513	420,920	2%
522300	Uniform Rentals	1,300	1,325	1,300	1,500	1,500	1,500	0%
522500	Equipment Rental	427	897	531	531	1,000	1,000	0%
524120	Utilities	13,371	11,636	11,433	12,000	12,420	12,144	-2%
526000	Vehicle Maintenance	587	1,357	545	1,000	1,500	1,000	-33%
	Total Contractual Services	15,685	15,215	13,809	15,031	16,420	15,644	-5%
530100	Materials & Supplies	38,569	46,992	38,759	43,000	43,555	44,410	2%
530150	Small Tools	1,189	472	130	2,000	2,000	2,000	0%
532000	Automotive Supplies	15,587	14,134	13,085	18,000	17,750	20,350	15%
532200	Office Supplies	17	0	209	250	250	250	0%
534300	Equipment Maintenance Materials	19,344	18,254	16,848	18,000	18,980	19,418	2%
534500	Grounds Maintenance Materials	19,426	15,239	13,631	21,000	21,095	21,335	1%
534600	Building Maintenance Materials	7,562	7,730	4,260	6,000	6,170	6,517	6%
534700	Tree Maintenance Materials	5,400	2,000	3,145	9,600	9,600	12,000	25%
	Total Commodities	107,094	104,821	90,067	117,850	119,400	126,280	6%
541600	Professional Development	3,370	3,629	710	750	3,350	3,310	-1%
543101	Dues	1,150	1,191	1,194	1,200	1,200	1,200	0%
546900	Contingencies	50	2,000	0	0	3,500	3,500	0%
	Total Other Charges	4,570	6,820	1,904	1,950	8,050	8,010	0%
570100	Machinery & Equipment	9,443	1,709	71	7,432	7,799	0	-100%
572000	Building & Grounds Improvements	0	275	2,417	2,000	2,500	12,500	400%
574800	Tree Purchases	0	0	0	0	0	0	0%
	Total Capital Outlay	9,443	1,984	2,488	9,432	10,299	12,500	21%
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		\$547,425	\$534,389	\$520,811	\$539,923	\$566,682	\$583,354	3%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5520 - Golf Driving Range								
511200	Temporary Salaries	3,707	3,532	4,685	4,000	4,000	4,500	13%
514000	Employee Retirement Contribution	284	270	359	300	300	344	15%
	Total Personnel Services	3,991	3,802	5,044	4,300	4,300	4,844	13%
530100	Materials & Supplies	750	369	2,602	500	600	500	-17%
	Total Commodities	750	369	2,602	500	600	500	-17%
570100	Machinery & Equipment	0	0	0	0	0	14,000	100%
	Total Capital Outlay	0	0	0	0	0	14,000	100%
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								
		\$4,741	\$4,171	\$7,646	\$4,800	\$4,900	\$19,344	295%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5560 - Golf Restaurant								
511000	Regular Salaries	104,657	119,021	128,241	135,000	119,255	142,629	20%
511100	Overtime Salaries	1,264	1,492	0	900	1,000	1,000	0%
511200	Temporary Salaries	73,708	62,814	63,749	60,000	70,000	50,000	-29%
514000	Employee Retirement Contributions	28,459	30,637	34,890	34,294	31,968	32,815	3%
515000	Employee Group Insurance	23,754	22,861	22,724	31,661	31,661	38,378	21%
	Total Personnel Services	231,842	236,825	249,604	261,855	253,884	264,822	4%
522400	Service Agreements	5,725	3,369	4,057	4,500	5,000	4,500	-10%
523100	Advertising	0	40	105	500	100	500	400%
524100	Building Maintenance Services	1,788	1,303	2,674	1,200	1,500	1,500	0%
524120	Utilities	5,721	4,875	4,581	5,000	5,000	5,000	0%
	Total Contractual Services	13,234	9,587	11,417	11,200	11,600	11,500	-1%
530100	Materials & Supplies	4,733	5,901	11,286	12,000	6,500	12,000	85%
530110	Uniforms	309	282	0	200	300	300	0%
532200	Office Supplies	112	130	170	200	300	200	-33%
534300	Equipment Maintenance Materials	61	52	0	100	1,000	200	-80%
534320	Food & Beverage Purchases	58,217	62,672	33,673	72,000	53,000	70,000	32%
	Total Commodities	63,432	69,037	45,129	84,500	61,100	82,700	35%
541600	Professional Development	0	142	88	100	100	200	100%
546300	Bank Charges	4,296	3,477	2,966	3,800	6,000	3,900	-35%
546900	Contingencies	2,006	2,622	4,249	2,000	2,500	2,500	0%
	Total Other Charges	6,302	6,241	7,303	5,900	8,600	6,600	-23%
Total Golf Restaurant Expenses		\$314,810	\$321,690	\$313,453	\$363,455	\$335,184	\$365,622	9%

GOLF EXPENSES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5570 - Golf Banquet								
511000	Regular Salaries	177,575	162,076	162,487	178,848	158,496	218,016	38%
511100	Overtime Salaries	6,347	5,003	1,504	7,000	6,000	5,000	-17%
511200	Temporary Salaries	121,852	135,263	29,622	100,000	140,000	90,000	-36%
514000	Employee Retirement Contributions	49,667	48,433	37,450	47,113	47,113	52,023	10%
515000	Employee Group Insurance	54,746	31,875	31,833	52,767	52,767	71,273	35%
	Total Personnel Services	410,187	382,650	262,896	385,728	404,376	436,312	8%
522400	Service Agreements	20,050	17,623	6,199	14,000	20,000	16,000	-20%
522500	Equipment Rentals	1,851	4,638	0	2,500	3,000	3,000	0%
523100	Advertising	13,174	15,013	16,284	19,000	19,000	19,000	0%
524100	Building Maintenance Services	2,195	1,123	3,010	1,000	1,500	1,500	0%
524120	Utilities	5,722	4,875	4,619	4,800	5,000	5,000	0%
	Total Contractual Services	42,992	43,272	30,112	41,300	48,500	44,500	-8%
530100	Materials & Supplies	13,353	16,547	14,982	15,000	15,000	15,000	0%
530110	Uniforms	430	307	251	300	325	300	-8%
532200	Office Supplies	1,257	730	622	800	1,400	900	-36%
534300	Equipment Maintenance Materials	61	0	0	0	1,000	100	-90%
534320	Food & Beverage Purchases	158,816	156,706	70,028	133,000	175,000	157,000	-10%
	Total Commodities	173,917	174,290	85,883	149,100	192,725	173,300	-10%
541600	Professional Development	83	134	84	100	150	200	33%
546300	Bank Charges	8,693	9,820	3,163	8,000	11,500	10,000	-13%
546900	Contingencies	3,549	3,268	4,061	2,000	4,000	3,500	-13%
	Total Other Charges	12,325	13,222	7,308	10,100	15,650	13,700	-12%
570100	Machinery & Equipment	13,810	56,409	8,492	0	0	0	0%
	Total Capital Outlay	13,810	56,409	8,492	0	0	0	0%
Total Golf Banquet Expenses		\$653,231	\$669,843	\$394,691	\$586,228	\$661,251	\$667,812	1%

GOLF EXPENSES

Account Number	Description	Actual			Estimated	Budget		%
		2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
5580 - Golf Midway								
511200	Temporary Salaries	21,411	15,213	16,107	20,000	20,000	20,000	0%
514000	Employee Retirement Contributions	2,427	1,991	2,158	2,500	2,500	2,500	0%
	Total Personnel Services	23,838	17,204	18,265	22,500	22,500	22,500	0%
524100	Building Maintenance Services	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	0	0	0%
530100	Materials & Supplies	793	912	1,391	1,200	1,000	1,200	20%
534300	Materials To Maintain Other Equip	0	0	0	0	0	0	0%
534320	Food & Beverage Purchases	39,786	29,228	47,272	40,000	41,000	42,000	2%
	Total Commodities	40,579	30,140	48,663	41,200	42,000	43,200	3%
570100	Machinery & Equipment	0	0	0	0	0	0	0%
	Total Capital Outlay	0	0	0	0	0	0	0%
Total Golf Midway Expenses		\$64,417	\$47,344	\$66,928	\$63,700	\$64,500	\$65,700	2%

DEBT SERVICE EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
3000 - Debt Service								
523700	Agent Fees	1,818	2,040	2,161	2,739	5,000	5,000	0%
524000	Bond Issue Costs	0	106,376	198,699	220,000	0	0	0%
	Total Contractual Services	1,818	108,416	200,860	222,739	5,000	5,000	0%
547010	Refunding Escrow	0	5,708,717	11,595,895	9,610,000	0	0	0%
547064	2009 GO Interest	273,456	249,481	0	0	0	0	0%
547065	2009 GO Principal	685,000	715,000	0	0	0	0	0%
547066	2012 GO Interest	430,819	424,819	418,619	7,244	7,244	0	-100%
547067	2012 GO Principal	300,000	310,000	300,000	305,000	305,000	0	-100%
547068	2016 GO Interest	617,325	600,375	582,825	564,825	564,825	124,975	-78%
547069	2016 GO Principal	565,000	585,000	600,000	620,000	620,000	640,000	3%
547070	2017 GO Interest	75,150	67,650	60,000	51,900	51,900	43,650	-16%
547071	2017 GO Principal	250,000	255,000	270,000	275,000	275,000	275,000	0%
547077	2019 GO Interest	0	0	244,375	220,750	220,750	184,750	-16%
547078	2019 GO Principal	0	0	685,000	720,000	720,000	790,000	10%
547081	2021B GO Interest	0	0	0	168,956	168,956	194,608	15%
547082	2021B GO Principal	0	0	0	80,000	80,000	340,000	325%
547083	2022A GO Interest	0	0	0	0	0	179,184	100%
547084	2022A GO Principal	0	0	0	0	0	185,000	100%
	Total Other Charges	3,196,750	8,916,042	14,756,714	12,623,675	3,013,675	2,957,167	-2%
Total Debt Service Fund Expenditures								
		\$3,198,568	\$9,024,458	\$14,957,574	\$12,846,414	\$3,018,675	\$2,962,167	-2%

NON-DEPARTMENTAL EXPENDITURES

Account Number	Description	Actual			Estimated	Budget		% Change
		2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	
6000 - Central Services Fund								
511000	Regular Salaries	320,884	339,169	375,768	388,561	378,512	418,593	11%
511100	Overtime Salaries	678	442	74	0	1,000	1,000	0%
514000	Employee Retirement Contributions	59,672	61,718	73,837	83,000	83,709	83,667	0%
515000	Employee Group Insurance	74,111	72,683	72,740	85,000	84,428	87,720	4%
516500	Unemployment Benefits	0	4,072	10,775	0	10,000	10,000	0%
	Total Personnel Services	455,345	478,084	533,194	556,561	557,649	600,980	8%
522400	Service Agreements	126,057	155,812	175,865	235,000	291,150	235,800	-19%
522700	Computer Services	168,950	151,752	155,008	184,000	197,650	241,200	22%
522720	Printing Services	23,313	22,646	18,685	25,500	25,000	26,000	4%
523001	Personnel Testing	1,365	2,772	2,059	2,200	2,000	2,000	0%
524100	Building Maintenance Services	85,170	102,702	115,749	95,900	122,700	123,600	1%
524110	Telephone	54,150	67,124	63,690	65,000	62,000	63,000	2%
524120	Utilities	24,144	10,713	19,787	23,000	25,000	25,000	0%
	Total Contractual Services	483,149	513,521	550,843	630,600	725,500	716,600	-1%
530100	Materials & Supplies	30,772	31,167	22,221	32,000	32,700	32,700	0%
534600	Building Maintenance Materials	1,692	26,564	8,852	12,000	10,000	5,000	-50%
	Total Commodities	32,464	57,731	31,073	44,000	42,700	37,700	-12%
541600	Professional Development	7,324	6,729	6,798	6,800	9,835	9,835	0%
542810	Safety Program Expenses	0	0	0	0	500	500	0%
543101	Dues	622	115	400	520	520	520	0%
546900	Contingencies	8,119	8,781	12,201	13,000	15,000	15,000	0%
	Total Other Charges	16,065	15,625	19,399	20,320	25,855	25,855	0%
570100	Machinery & Equipment	263,649	171,604	49,119	92,600	99,200	172,000	73%
	Total Capital Outlay	263,649	171,604	49,119	92,600	99,200	172,000	73%
Total Central Services Expenses		\$1,250,672	\$1,236,565	\$1,183,628	\$1,344,081	\$1,450,904	\$1,553,135	7%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
2200 - Motor Fuel Tax (MFT) Fund								
583005	MFT Maintenance Program	959,633	1,435,295	1,826,358	1,820,000	2,820,000	1,875,000	-34%
583040	Parking Lot Improvements	0	0	19,600	0	0	170,000	100%
583059	Schick/Struckman Rd Bridge Repairs	58,689	2,145	17,455	50,000	50,000	150,000	200%
583082	Stearns Rd Country Crk Culvert	142,731	23,280	2,768	0	0	0	0%
583084	Schick and Petersdorf Resurfacing	61,030	52,895	291,590	0	0	0	0%
583085	Downtown Crosswalks and Curbs	280	0	0	0	0	0	0%
583087	Lake St Frontage Road	0	0	0	0	50,000	0	-100%
585045	IDOT Intersection Improvement	0	0	0	0	0	425,000	100%
	Total Capital Improvements	1,222,363	1,513,615	2,157,771	1,870,000	2,920,000	2,620,000	-10%
590100	Transfer to General	0	0	0	0	250,000	250,000	0%
	Total Transfers Out	0	0	0	0	250,000	250,000	0%
Total MFT Capital Projects		\$1,222,363	\$1,513,615	\$2,157,771	\$1,870,000	\$3,170,000	\$2,870,000	-9%
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%
582025	Sanitary Sewer Rehabilitation	0	0	0	0	0	500,000	100%
583072	North Ave and Prospect Stormwater	0	0	0	0	0	0	0%
583077	Street Repair Project	0	0	0	0	0	0	0%
	Total Capital Improvements	0	0	0	0	0	500,000	100%
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		\$0	\$0	\$0	\$0	\$0	\$500,000	100%

CAPITAL PROJECTS EXPENDITURES								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
4200 - Municipal Building Fund								
584022	Parking Lot	0	107,364	0	25,000	375,000	450,000	20%
584023	Golf Course Facility Improvements	0	0	65,032	0	0	0	0%
585030	Salt Dome	0	36,373	0	0	0	0	0%
585058	Police Station	6,080,885	96,058	0	0	0	0	0%
	Total Capital Improvements	6,080,885	239,795	65,032	25,000	375,000	450,000	20%
590550	Transfer to Golf Fund	22,865	0	0	0	0	26,000	100%
	Total Transfers Out	22,865	0	0	0	0	26,000	100%
Total Municipal Building Capital Projects		\$6,103,750	\$239,795	\$65,032	\$25,000	\$375,000	\$476,000	27%
4300 - Developer Deposits Fund								
523401	Architectural/Engineering	0	0	0	0	0	0	0%
	Total Contractual Services	0	0	0	0	0	0	0%
546900	Contingencies	0	0	0	0	0	0	0%
	Total Other Charges	0	0	0	0	0	0	0%
583085	Downtown Crosswalks and Curbs	0	0	0	0	131,000	131,000	0%
585035	Golf Irrigation System	0	0	0	20,000	50,000	0	-100%
585045	IDOT Intersection Improvement	0	16,297	0	0	0	0	0%
585046	West Bartlett/Devon Drainage Swale	0	0	0	85,000	300,000	0	-100%
	Total Capital Improvements	0	16,297	0	105,000	481,000	131,000	-73%
590420	Transfer to Municipal Building	1,300,000	0	0	0	0	0	0%
590442	Transfer to 59 & Lake TIF	58,699	75,672	73,719	2,591	61,000	61,000	0%
590550	Transfer to Golf Fund	0	0	49,958	84,958	84,958	49,958	-41%
	Total Transfers Out	1,358,699	75,672	123,677	87,549	145,958	110,958	-24%
Total Developer Deposits Capital Projects		\$1,358,699	\$91,969	\$123,677	\$192,549	\$626,958	\$241,958	-61%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated	Budget		%
		2018/19	2019/20	2020/21	2021/22	2021/22	2022/23	Change
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	1,750	0	3,000	3,000	0%
	Total Contractual Services	0	0	1,750	0	48,000	48,000	0%
546900	Contingencies	0	0	47,296	0	5,000	5,000	0%
547101	Interest Payment	58,699	75,672	24,673	2,591	8,000	8,000	0%
	Total Other Charges	58,699	75,672	71,969	2,591	13,000	13,000	0%
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		\$58,699	\$75,672	\$73,719	\$2,591	\$61,000	\$61,000	0%
4440 - Bluff City TIF Project Fund								
523401	Engineering	297,761	32,989	0	50,100	100,000	50,000	-50%
524000	Bond Issuance/Costs	183,545	1,569	0	0	0	0	0%
	Total Contractual Services	481,306	34,558	0	50,100	100,000	50,000	0%
546900	Contingencies	0	0	0	0	60,000	50,000	-17%
547006	Developer Note Interest Expense	461,733	467,246	549,669	817,455	570,000	900,000	58%
547007	Developer Note Principal	0	0	0	0	0	0	0%
	Total Other Charges	461,733	467,246	549,669	817,455	630,000	950,000	51%
583002	Streetscape Improvements	46,790	1,943	0	3,611	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	4,068,214	148,519	0	1,125,000	1,100,000	1,000,000	-9%
583076	Road Improvements	695,558	87,004	0	135,000	200,000	100,000	-50%
583078	Public Infrastructure	926,342	391,276	0	55,800	0	0	0%
	Total Capital Improvements	5,736,904	628,742	0	1,319,411	1,300,000	1,100,000	-15%
Total Bluff City TIF Project Fund		\$6,679,943	\$1,130,546	\$549,669	\$2,186,966	\$2,030,000	\$2,100,000	3%

CAPITAL PROJECTS EXPENDITURES

Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
4810 - Brewster Creek Business Park TIF Projects Fund								
524000	Bond Issuance Costs	9,000	9,000	9,000	12,000	10,000	10,000	0%
547006	Developer Note Interest Expense	124,303	194,445	234,252	311,000	360,000	300,000	-17%
547007	Developer Note Principal	1,096,000	1,366,000	1,834,000	2,225,000	1,620,000	600,000	-63%
547061	2007 TIF Bond Interest Expense	706,720	587,720	463,960	315,840	315,840	161,000	-49%
547062	2007 TIF Bond Principal Expense	2,125,000	2,210,000	2,645,000	2,765,000	2,765,000	2,875,000	4%
547068	2016 TIF Bond Interest Expense	368,000	343,600	312,400	287,200	287,200	256,000	-11%
547069	2016 TIF Bond Principal Expense	610,000	780,000	630,000	780,000	780,000	2,900,000	272%
	Total Other Charges	5,039,023	5,490,765	6,128,612	6,696,040	6,138,040	7,102,000	16%
582015	Sanitary Sewer/Water Distribution	16,000	256,000	71,400	0	100,000	0	-100%
582016	Wetland Mitigation	65,200	34,550	91,050	90,000	50,000	50,000	0%
583031	Roadways	245,001	409,400	509,150	1,000	500,000	300,000	-40%
585005	Site Preparation - Earthwork	2,357,099	584,850	2,509,853	1,600,000	2,300,000	500,000	-78%
585006	Signs & Landscaping	0	0	43,247	15,000	0	100,000	100%
	Total Capital Improvements	2,683,300	1,284,800	3,224,700	1,706,000	2,950,000	950,000	-68%
Total Brewster Creek Capital Projects		\$7,722,323	\$6,775,565	\$9,353,312	\$8,402,040	\$9,088,040	\$8,052,000	-11%
5090 - Water Fund								
581020	Water Meter Program	0	0	0	0	0	1,000,000	100%
581024	1,000 GPM Well	46,154	0	0	0	0	0	0%
581026	Well #8 Barium Removal	209,120	0	0	0	0	0	0%
581029	Water Main Replacement	1,242,594	479,294	1,144,437	1,200,000	1,200,000	1,200,000	0%
581030	Water Tower Painting	587,801	2,200	0	0	476,500	805,000	69%
581031	Leak Survey and Repair	0	15,213	21,594	37,000	37,000	100,000	170%
581035	Water System Modeling	44,149	0	0	0	0	0	0%
581036	DWC Transmissions Main	11,913,086	278,117	0	0	0	0	0%
581037	DWC Pump Station, Storage, Land	6,721,743	949,172	101,405	0	0	0	0%
581038	Village System Improvements	3,806,657	1,563,847	93,580	500,000	1,000,000	500,000	-50%
581039	Lead Service Replacement	0	0	16,685	100,000	100,000	50,000	100%
581040	Infrastructure Removals	0	0	0	80,000	150,000	370,000	147%
581041	Hydrant Painting Program	0	0	0	25,000	25,000	25,000	0%
	Total Capital Improvements	24,571,304	3,287,843	1,377,701	1,942,000	2,988,500	4,050,000	36%
Total Water Capital Projects		\$24,571,304	\$3,287,843	\$1,377,701	\$1,942,000	\$2,988,500	\$4,050,000	36%

CAPITAL PROJECTS EXPENDITURES								
Account Number	Description	Actual			Estimated 2021/22	Budget		% Change
		2018/19	2019/20	2020/21		2021/22	2022/23	
5190 - Sewer Fund								
582023	Phosphorous Removal System	41,192	61,034	62,865	75,273	75,273	77,530	3%
582025	Sanitary Sewer Rehabilitation	75,028	528,427	639,792	500,000	1,000,000	500,000	-50%
582026	Lift Station Upgrades and Rehab	31,161	17,106	925,524	225,000	1,080,000	1,400,000	30%
582027	Bittersweet WWTP Facility	0	724,510	1,030,798	6,550,000	16,750,000	16,000,000	-4%
582028	Devon Excess Flow Plant Rehab	68,125	209,495	119,996	150,000	3,750,000	0	-100%
	Total Capital Improvements	215,506	1,540,572	2,778,975	7,500,273	22,655,273	17,977,530	-21%
Total Sewer Capital Projects		\$215,506	\$1,540,572	\$2,778,975	\$7,500,273	\$22,655,273	\$17,977,530	-21%
7200 - Bluff City SSA Debt Service								
547004	SSA Bond Interest Expense	107,228	242,413	144,400	88,075	115,175	76,925	-33%
547005	SSA Bond Principal Payment	6,475,000	900,000	900,000	900,000	900,000	905,000	1%
547102	Bond Issuance Costs	96,686	2,000	0	0	0	0	0%
	Total Other Charges	6,678,914	1,144,413	1,044,400	988,075	1,015,175	981,925	-3%
Total Bluff City SSA Debt Service		\$6,678,914	\$1,144,413	\$1,044,400	\$988,075	\$1,015,175	\$981,925	-3%

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 102, 165 Assessed Valuation 67</p> <p>- B - Bartlett Hills Golf Course 131, 172 Bartlett Location Map 35 Bartlett Land Use Inventory 36 Bluff City TIF Project 52, 60, 149, 184 Bluff City TIF Municipal 52, 61, 149, 170 Borrowings 72 Brewster Creek TIF Municipal Acct. 51, 60, 149, 171 Brewster Creek TIF Project Fund 52, 60, 150, 185 Budget Adoption Resolution 10 Budget Process 23 Budget Calendar 25 Budget Comparison to Prior Year 13 Budget Message 1 Budget Policies 45 Budget Summary 1,11 Building Permits 72</p> <p>- C - Calendar, Budget Development 25 Cash Management Policies 49 Capital Assets Policies 49 Capital Outlay 21 Capital Projects 140 Capital Projects Fund 51, 58, 140, 182 Central Services Fund 48, 65, 153, 180 Community Profile 30</p>	<p>- D - Debt Service Fund 5, 51, 57, 137, 179 Debt Service Overview 137 Debt Policies 48 Debt Service Schedules 139 Developer Deposits Fund 51, 59, 148, 183 Developer Revenues 71</p> <p>- E - Enterprise Funds 2, 52, 62 Expenditure History 28 Expenditure Policies 46</p> <p>- F - Finance Department 114, 167 Financial Policies 45 Financial Reporting Policies 50 Functional Organization Chart 37 Fund Balances & Discussion 16 Fund Descriptions 51 Fund Revenue & Expenditure History 55 Fund Structure 51</p> <p>- G - General Fund 3, 51, 55,145 General Government Expenditures 101 Glossary 187 Golf Fees 71 Golf Fund 3, 52, 63, 132, 152, 172</p> <p>- I - Income Tax 68 Insurance, Liability 166 Interest Income 73 Internal Service Funds 47, 65</p>
---	---

INDEX

- L -	Local Use Tax	68	
	Line Item Detail	145	
- M -	Motor Fuel Tax	68	
	Motor Fuel Tax Fund	51, 56, 146, 182	
	Municipal Building Fund	51, 58, 148, 183	
- N -	Non-departmental Expenditures	180	
- O -	Organization Charts	37	
	Other Taxes	68	
- P -	Parking Fund	47, 63, 91, 151, 161	
	Per Capita Taxes	68	
	Personnel Comparisons	7	
	Personnel History	20	
	Personnel Summary	6	
	Planning & Development Svcs.	120, 168	
	Police Department	93, 162	
	Police Pension Fund	53, 64, 100, 154, 164	
	Professional Services	166	
	Property Tax	67	
	Public Safety Expenditures	92	
	Public Works Expenditures	75	
- R -	Readers Guide	iv-v	
	Real Estate Transfer Tax	69	
	Reserve Policies	45	
	Reserves	46	
	Revenue Detail	72, 152	
	Revenue Policies	45	
	Revenue Trends	67	
	Revenue History	26, 66	
	Route 59 & Lake Street TIF Fund	51, 59, 148, 184	
- S -	Sales Tax	69	
	Service Charges	70	
	Sewer Charges	70	
	Sewer Fund	2, 52, 62, 86, 151, 159, 186	
	Sources & Uses of Funds	12	
	Special Revenue Fund	51	
	Strategic Planning	39	
	Street Maintenance Department	76, 155	
- T -	Table of Contents	iii	
	Tax Rate History	74	
	Telecommunications Tax	69	
- V -	Vehicle Replacement Fund	53, 153, 181	
	Village Board	113, 165	
- W -	Water Fund	2, 52, 62, 81, 150, 157, 185	
	Water Charges	70	