



Village of  
**Oswego**

**BUDGET**

**FISCAL YEAR MAY 1, 2017 – APRIL 30, 2018**



**VILLAGE OF OSWEGO, IL**



# Principal Officials

---

## VILLAGE PRESIDENT

**Gail Johnson**

(Term Expires April 2019)

## VILLAGE TRUSTEES

**Pam Parr**

(Term Expires April 2021)

**Ryan Kauffman**

(Term Expires April 2019)

**Luis Perez**

(Term Expires April 2021)

**Karen McCarthy-Lange**

(Term Expires April 2019)

**Judy Sollinger**

(Term Expires April 2021)

**Joe West**

(Term Expires April 2019)

## MANAGEMENT STAFF

**Dan Di Santo**

Village Administrator

**Rod Zenner**

Community Development Director

**Christina Burns**

Assistant Village Administrator/  
Human Resource Director

**Corinna Cole**

Economic Development Director

**Tina Touchette**

Village Clerk

**Jennifer Hughes**

Public Works Director

**Mark Horton**

Finance Director/Village Treasurer

**Michele Brown**

Community Relations Manager

**Joe Renzetti**

IT/GIS Manager

**Jeff Burgner**

Police Chief

Officials and Staff may be contacted at:  
[village@oswegoil.org](mailto:village@oswegoil.org) or 630/554-3618



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Village of Oswego**

**Illinois**

For the Fiscal Year Beginning

**May 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Village of Oswego, Illinois** for its annual budget for the fiscal year beginning **May 1, 2016**. 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 communications 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.

## **READER'S GUIDE TO UNDERSTANDING THE BUDGET**

The various sections of the budget are described here to assist the reader in understanding this complex budget document.

### **BUDGET MESSAGE**

This is a message about the challenges, opportunities and uncertainties the Village faces in preparing the annual budget. The message highlights the Village's budget priorities and the principles adhered to in developing the budget.

### **GOALS AND PLANS**

This section contains a copy of the Village's long-term, entity-wide goals and the current Strategic Plan.

### **VILLAGE OVERVIEW**

The Village Overview section gives general information about the Village of Oswego, including location, history, demographics, community economics, and organizational charts.

### **BUDGET OVERVIEW**

The Budget Overview section includes descriptions of the Village's fund structure and basis of accounting, summarizes the financial management policies, details the overall budget process and gives a basic understanding of how the Village creates and presents a budget and provides detailed explanations of the major revenue sources and financial trends of the Village.

### **BUDGET SUMMARIES**

The Budget Summaries present the Village's Budget in table and chart form. The Village presents this financial information in several different ways and compares current year information to prior years in order to gain a better understanding of the flow of funds and to note significant changes year after year. This section contains information on staffing levels and changes in fund balances for each of the Village's funds.

### **CAPITAL PLANNING & DEBT**

A summary of the Capital Improvement Program (CIP) is included within this section. A summary of the first five years of capital projects is listed by project category. Each capital project that is categorized as significant and non-routine will have a detailed explanation of the project by fund and will specify its impact on the Operating Budget. The budget for the Capital Improvements Program is developed and presented separate from the Operating Budget. The section also includes financial details on current debt obligations, including the effects of existing debt on current operations.

### **FUNDS & DEPARTMENTAL BUDGETS**

Budget Narratives are included by fund, then department, then division, if applicable. Each fund, as well as each department/division within each fund, will have a budget narrative. These narratives start with a description of the department/division, historical staffing levels, analysis of the upcoming Budget, current challenges/issues, prior year accomplishments, goals and objectives for the current year budget. It also shows performance measures for the specific department. The goals for each division will reflect the linkage to the Village's strategic goals, if applicable.

### **APPENDIX**

The Appendix of this document includes a copy of the Ordinance Adopting the Village Budget, the annual compensation disclosure required by State Statute and a statistical section, a glossary, a list of common acronyms used in this document.

## Table of Contents

### **INTRODUCTION**

Principal Official .....	1
Distinguished Budget Award .....	2
Readers Guide .....	3
Table of Contents .....	4

<b>BUDGET MESSAGE and BUDGET HIGHLIGHTS .....</b>	<b>7</b>
---	----------

### **VILLAGE GOALS AND PLANS**

Long Term Goals and Objectives.....	19
Strategic Plan.....	20

### **VILLAGE OVERVIEW**

History and Community Profile.....	31
Local Economy.....	34
Village Organizational Chart.....	36
Corporate Organizational Chart .....	37
Building and Zoning Organizational Chart.....	38
Community Development Organizational Chart.....	39
Road and Bridge Organizational Chart .....	40
Community Relations Organizational Chart .....	41
Finance Organizational Chart.....	42
Police Organizational Chart .....	43

### **BUDGET OVERVIEW**

Fund Structure and Basis of Accounting and Budgeting .....	45
Financial Management Policies.....	50
Budget Process, Budget Structure .....	58
Major Revenue Descriptions/Analysis.....	60
Revenue and Expenditure Trends.....	62

### **BUDGET SUMMARIES**

Budget Year Comparison Summary-All Funds .....	75
Revenues and Expenditures-All Funds .....	76
Revenues and Expenditures by Type-Across All Funds .....	78
Revenue History by Fund.....	80
Expenditure History by Fund .....	87
Summary of Fund Balances and Unrestricted Net Assets.....	92
Summary of Positions and Personnel Changes .....	96
Summary/History of Staffing by Function Graph.....	97
Summary of Staffing by Full-Time Equivalents .....	98

### **CAPITAL PLANNING AND DEBT**

Capital Improvement Plan (CIP).....	103
Debt Guidelines, Summary of Debt Issuance and Outstanding Debt .....	115

## **FUNDS AND DEPARTMENTAL BUDGETS**

### **General Fund**

Fund Summary .....	119
Revenue Summary .....	120
Expenditure Summary by Department .....	121
Expenditures by Type-All Departments .....	122

### **General Government Expenditures**

#### Corporate

Department Summary .....	123
Department Expenditures .....	127

#### Building and Zoning

Department Summary .....	135
Department Expenditures .....	158

#### Community Development

Department Summary .....	143
Department Expenditures .....	146

#### Road and Bridge

Department Summary .....	151
Department Expenditures .....	157

#### Community Relations

Department Summary .....	165
Department Expenditures .....	167

#### Economic Development

Department Summary .....	171
Department Expenditures .....	173

#### Finance

Department Summary .....	177
Department Expenditures .....	179

#### Information Technology

Department Summary .....	185
Department Expenditures .....	187

#### Police

Department Summary .....	191
Department Expenditures .....	197

### **Motor Fuel Tax Fund**

Organization Summary .....	205
Fund Summary .....	207

### **Tax Increment Financing Fund**

Organization Summary .....	209
Fund Summary .....	210

### **Debt Service Fund**

Organization Summary .....	211
Fund Summary .....	213
Debt Service Expenditures .....	214

<b>Capital Improvement Fund</b>	
Organization Summary.....	215
Fund Summary .....	216
<b>Water and Sewer Fund</b>	
Organization Summary.....	217
Fund Summary .....	222
Revenue Summary .....	223
Expense Summary.....	224
Water and Sewer Expenses .....	225
<b>Water and Sewer Capital Fund</b>	
Organization Summary.....	235
Fund Summary .....	235
<b>Garbage Collection Fund</b>	
Organization Summary.....	237
Fund Summary .....	238
<b>Vehicle Fund</b>	
Organization Summary.....	239
Fund Summary .....	240
<b>Pensions</b>	
<b>Police Officers' Pension Fund</b>	
Organization Summary.....	241
Fund Summary .....	242
<b>APPENDIX</b>	
Budget Adoption Ordinance.....	243
Employee Compensation Disclosure .....	248
Statistical Data.....	251
Assessed Value and Estimated Actual Value of Taxable Property .....	252
Property Tax Rates – Per \$100 of Assessed Valuation .....	253
Principal Property Taxpayers .....	254
Property Tax Levies and Collections .....	255
Direct and Overlapping Sales Tax Rates.....	256
Demographic and Economic Information .....	257
Principal Employers .....	258
Operating Indicators .....	259
Capital Asset Statistics .....	260
Acronyms .....	261
Glossary.....	264



100 Parkers Mill • Oswego, IL. 60543 • (630) 554-3618 • Fax:  
(630) 554-3306

April 18, 2017

Village Residents  
Village President and Village Board of Trustees  
Village Administrator

Staff is pleased to present the Fiscal Year 2018 Village of Oswego Annual Budget. The Annual Budget serves as the spending authority for the fiscal year beginning on May 1, 2017 and ending April 30, 2018. The Village operates under the Municipal Budget Act as defined under Illinois Compiled Statutes. The Budget estimates both revenues and expenditures/expenses for the fiscal year providing the legal level of control at the Fund level. A budgetary system of monitoring and control has been established to ensure accountability and budgetary compliance.

The Fiscal Year 2018 Annual Budget was created in accordance with the Village's Mission Statement;

*It is our mission to responsibly grow our community and maintain the public's trust.  
We do this through the innovative and collaborative delivery of public services that  
meet the community's quality of life expectations.*

The budgets of all Funds and departments are based on the goals and objectives outlined in the Village Strategic Plan. The Strategic Plan is the driving force for development of the budgets along with Citizen's requests and Village Board initiatives.

### **Budget Factors/Assumptions/Planning**

Many different factors and assumptions are discussed over the course of creating the annual Budget. Every department head must use the knowledge they possess and a look to the future in crafting their respective budget. They also must look to accomplishing the objectives and goals of the Village Strategic Plan and any short term initiatives gleaned from the Village Board. The challenge for all of us is identifying funding to allow for all of these objectives and goals to be included in the annual budgets. Some of the many factors and assumptions used in developing the annual budgets are listed here;

Factors;

- Revenues exceed expenditures in the General Fund
- Using available funding for capital infrastructure improvements
- Maintain/improve current service levels with sufficient staffing levels
- Improving economic development and residential growth within the Village
- Financial sustainability and planning for the future
- Emphasis on becoming more efficient and economical in providing village services

Assumptions used throughout the budget process were;

- Local economic activity and the global economy
- Expanding local growth in residential housing, economic development and population increases within the Village and surrounding municipalities
- Declining revenue sources and the Village Board's concurrence to look at new sources of revenue
- State of Illinois financial problems and concerns of reductions in state shared revenues
- Long term capital planning funding discussions concerning the Village infrastructure

Keeping expenditures within the revenue streams on an annual basis puts an even greater emphasis on estimating revenues for the budget. Concerns with the slowing local economic activity, slower building growth in the community and an uneasiness with State shared revenues forced conservative revenue estimates. The various revenue sources were derived based on historical trend data kept on specific sources of revenue, current year to date receipts and knowledge on the current/future economic environment. Expenditure budgets are compiled from worksheets submitted from department heads based on historical patterns, adjustments for new programs and annual line item adjustments.

### **Local Economy/Development**

The local economy definitely played a part in establishing the Fiscal Year 2018 Budget as the building of new residential homes and commercial buildings was less than previous years. The Fiscal Year 2017 building related revenue accounts were increased from the Fiscal Year 2016 actual amounts received in anticipation of more activity due to the Village lowering of the building fees charged to developers. Fiscal Year 2017 activity slowed such that projections have building fees \$150,000 less than budget. However, during the last two months interest from developers turned much brighter and a couple of unfinished subdivisions will now be seeing new home construction soon, an 88 unit memory and assisted living housing campus was approved in April and another development for an office/16 unit rental apartments began the planning approval process. Longhorn Steakhouse broke ground and is expected to open in August 2017. The Village also entered into a purchase and sale agreement in March, 2017 which would develop a long vacant property into a \$30 million mixed use residential and commercial development in the downtown.

New business openings in the past year included; Oswego Segway, Five Guys Restaurant, Sages Meat Market, Tide Dry Cleaners. The O'Reilly Auto Parts Store and Burlington Coat Factory Store are both underway in opening businesses in Oswego within the next few months. Interest in housing and new commercial development is gaining traction in the Village signaling a straightening local economy for the year ahead.

### **Current Fiscal Year Accomplishments**

The Village Board and Village staff accomplished much over this fiscal year achieving many of the goals set out in the 2012 Strategic Plan. A brief list of fiscal year 2017 accomplishments includes;

- Issued General Obligation Bonds in the amount of \$27.1 million to construct a new Police Headquarters Facility. Groundbreaking occurred in March, 2017.
- The Village Board completed all the necessary steps to create a Tax Increment Financing District for the downtown and surrounding area with formal adoption in September, 2017.
- Environmental Phase I engineering was begun on the Wolfs Crossing Road improvements. This two lane rural roadway will be reconstructed to a 4 or 5 lane fully improved roadway.
- \$1.9 million in roadway improvements were completed during the fiscal year.
- Contracted with Tyler Technologies and began the 2 year implementation of an Enterprise Resource Planning System for the Village.
- Contracted with IT Consultant to perform daily IT maintenance and support services and joined an IT-Consortium for planning purposes and efficiency in IT costs.
- Completed a Strategic Plan for the years 2017-2022.
- Village Board completed efforts to connect with the community by reaching out to the public through Community Conversations (meetings around the Village), Community Day of Service (getting residents involved) and hosting Oswego Connects (a volunteer forum to see how you can serve).
- Contracted with consultant on Regional Positioning (Branding) Plan to use in marketing the Village.

The completion of all these listed items and many more during the year serve to move the Village in the right direction as a Forward-Thinking Community.

### **Challenges and Issues**

The State of Illinois is the biggest obstacle the Village faced in creating the FY 2018 Budget and planning for subsequent years. The State Budget crisis or lack of a Budget for the past two years and the State's backlog of unpaid bills increasing millions every day made it difficult to forecast revenues for the Village since the majority of the Village revenues are received from the State of Illinois. Changes to State sales tax revenues, pension reform, workers compensation reform, property tax freezes, state shared revenue distribution formulas and many other ideas are on the table for consideration. Whatever is finally adopted may have a devastating impact on Village revenues and the services the Village provides for the community and residents.

Revenues are the number one challenge for the Village. The majority of revenue sources for operations are received from some type of tax revenue. The majority of the tax revenue (94%) the Village receives is from the State of Illinois. Any reduction in the distribution of these state shared revenues would have a serious consequence to current Village operations and subsequent year's operations. Without these shared revenues, the Village would have to implement more local taxes, increase the property tax levy (if the State doesn't pass a property tax freeze) and/or reduce expenditures and reduce capital improvements.

Mid-year projections for FY 2017 showed the revenue streams declining in two of the Village's main revenue sources potentially ending \$600,000 under budget. The State of Illinois Revenue Department was asked about the lower distributions but could not provide any satisfactory answers. This response caused management to ask Village departments to determine where expenditure reductions could be made to offset this loss of revenue in for FY 2017. The potential loss in state shared revenue caused FY 2018 revenue budgets to be estimated at conservative levels.

The Village completed the update to the Village Comprehensive Plan in the summer of 2015 which details a number of exciting and promising opportunities to make the Village a popular destination place. The challenge is finding the means to move forward with these visions and making them a reality. The balance of planning for these projects with financing them will be a great achievement and may require some public private partnerships to see them through.

Future Village infrastructure improvements outlined in the Capital Improvement Plan (CIP) is another huge challenge for the Village. The costs of future capital projects will require the Village to determine the best way to pay for them without putting too much of a burden on the local taxpayers. Responding to this challenge, the Village Board increased the local sales tax rate by three quarters of a percent effective January 1, 2016 to generate revenue to use towards capital infrastructure improvements. The increased local sales tax revenue together with a new fee structure for development fees and the 2016 bond issuance will allow the listed capital projects to be completed for FY 2018 and some in FY 2019. \$25 million in infrastructure improvements and capital replacements is included in the FY 2018 Budget. The Village does have some significant high cost projects identified for years 5 through 20 in the CIP which will need funding. Long term discussions will have to take place to determine how to pay for all of the projects. Future development within the Village will be expected to contribute towards the completion of some of the capital improvements.

Even though growth has slowed over FY 2017, the Village continues to grow and expand. The growth is welcomed as it should increase the revenue streams but at the same time places additional burden on existing services and staffing. The Village will determine when staffing should be increased by comparing the costs of outsourcing services to the private sector with the costs of providing the service by the Village. Sharing services with two neighboring communities is a focus for all three municipalities. A purchasing specialist is being hired in FY 2017 and a Facility Manager is to be hired in FY 2018. The new employees will be employed by the Village of Oswego with a percentage of the total costs of the positions reimbursed by the other municipalities. These positions have been included in the FY 2018 Budget.

Priorities for this budget year in preparing the Budget were to:

- ❖ maintain and improve the current service levels and programs for the residents.

- ❖ budget capital infrastructure improvements up to the amount of available funding.
- ❖ assess the information technology and GIS requirements for the Village
- ❖ implementation of the new Enterprise Resource Planning System
- ❖ find efficiencies in existing operations

**Financial Reporting and Long Term Planning**

The Village President and Board of Trustees together with the Village Administrator have always encouraged and insisted upon complying with the highest standards of excellence in planning and conducting the financial operations of the Village. The audited Comprehensive Annual Financial Report has received fourteen (14) consecutive Certificates of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). The “Residents Annual Financial Report” for the year ending April 30, 2016 received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the first time. In addition, the Village received the GFOA’s Distinguished Budget Award for the thirteenth (13) straight year for the Fiscal Year 2017 Annual Budget. The Fiscal Year 2018 Annual Budget complies with the high standards established by this program and will be submitted to the GFOA Award Program.

The Finance Department creates a Five-Year Financial Forecast based on the latest fiscal year Budget. This year’s Forecast will be discussed with the Village Board and staff in June 2018 to determine the sustainability of Village operations. Looking out five years provides the opportunity to adjust and refocus the prioritization of established goals and objectives. Issues regarding service levels for operations, capital improvements and community needs are identified and reviewed focusing on funding availability. The Financial Forecast will be available for review on the Village website [www.oswegoil.org](http://www.oswegoil.org) as soon as it is completed.

The Capital Improvement Plan (CIP) is updated and adopted annually with the Village Budget. The CIP provides the long term view of expenditures associated with upcoming village improvements to roadways, vehicles/equipment, water/sewer infrastructure and other major Village projects. Funding is always of special focus to determine the projects which are approved for the first five years of the Plan as well as significant costly projects identified beyond the first five years. The complete CIP is available on the Village website; [www.oswegoil.org](http://www.oswegoil.org) .

Long term planning had an effect on the Fiscal Year 2018 Budget because of the projected ending Fund balances. Projected declining fund balances caused staff to review expenditures and slated projects to determine what would be moved out to subsequent fiscal years. The Strategic Plan also has three financial initiatives which all impact long term planning and future budgets. All of the financial reporting, financial forecasting and capital planning had an effect preparing the current year and subsequent year’s budgets. The desire to maintain expenditures within the revenue streams becomes a balancing issue for the Village Board and Village Staff as approved capital projects reduce the amount of funding available for improving and expanding general department operating budgets.

**Acknowledgments**

The preparation of the Fiscal Year 2018 Annual Budget could not have been accomplished without the efficient and dedicated services of the Village Administrator, Village Department Heads and the Finance Department staff. I would like to express my sincere appreciation to the Village President and Village Trustees and the Village Administrator who encourage and insist upon the highest standards of excellence in planning and conducting the financial operations of the Village. Please do not hesitate to contact me if you have any questions on the Village Budget or any of the financial reports we prepare.

Respectfully submitted,



Mark G. Horton  
 Director of Finance

## Highlights of the Fiscal Year 2018 Village Budget

### Fiscal Year 2018 Budget Overview

The Budget has projected total revenues of \$35 million compared to total expenditures of \$59 million. \$23 million is included in the expenditures of the Capital Improvement Fund for the construction of the new police headquarters causing the total expenditures to exceed the total revenues. The creation of the Downtown Tax Increment Financing District in Fiscal Year 2017 is the reason for the new TIF Fund in the Fiscal Year 2018 Budget. The TIF Fund will account for all the revenues and expenditures for all the future development within the TIF District.

### Revenues

The following table shows the Revenues for all Funds. Total revenues for all funds are 48% less than the Fiscal Year 2017 budget amount and 48% less than the Fiscal Year 2017 projected amounts. The Capital Improvement Fund and Vehicle Fund have the largest area of decreases in revenue due to no bond proceeds being received and lower transfers from other Funds for vehicle replacements in FY 2018.

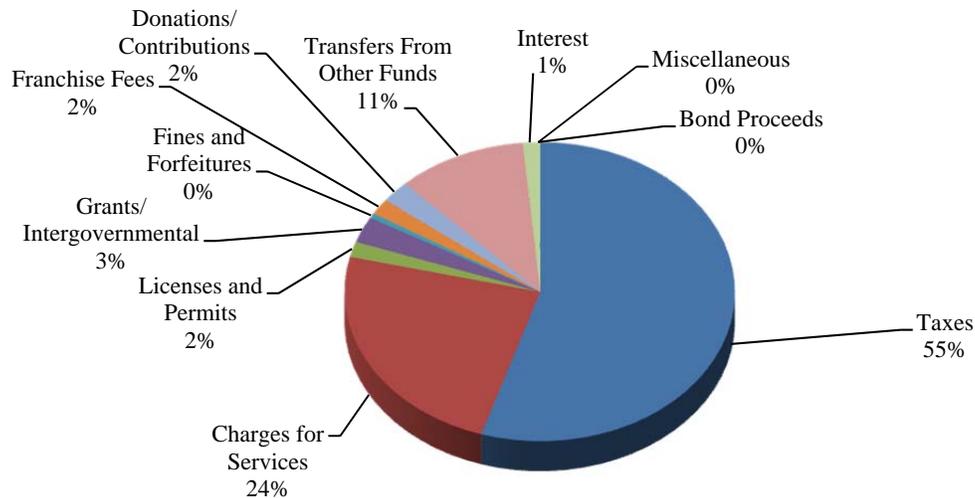
REVENUES - ALL FUNDS						
FUND	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
General	17,270,896	17,542,053	16,604,328	17,697,406	7%	1%
Motor Fuel Tax	892,689	801,250	853,300	854,000	0%	7%
Tax Increment Financing	0	0	500	40,500	100%	100%
Debt Service	1,774,573	1,754,594	2,390,143	2,923,316	22%	67%
Capital Improvement	886,931	34,587,059	35,057,928	2,930,000	-92%	-92%
Water and Sewer	5,823,419	5,190,800	5,240,506	5,174,200	-1%	0%
Water and Sewer Capital	6,351,628	796,000	188,968	160,000	-15%	-80%
Garbage Collection	2,407,632	2,501,950	2,349,672	2,451,700	4%	-2%
Vehicle	0	732,500	748,528	90,400	-88%	-88%
Police Pension	1,907,128	2,190,000	3,533,870	2,243,100	-37%	2%
<b>TOTAL REVENUES</b>	<b>37,314,896</b>	<b>66,096,206</b>	<b>66,967,743</b>	<b>34,564,622</b>	<b>-48%</b>	<b>-48%</b>

Comparing Fiscal Year 2018 Budget amounts with Fiscal Year 2017 Projected amounts;

- Debt service Fund revenue is 22% greater because of the increased debt payments from the issuance of the 2016 General Obligation Bonds.
- Capital Improvement Fund revenue is decreasing \$92% or 32 million due to the bond proceeds of \$30 million received in FY 2017.
- Water & Sewer Capital Fund revenue is down 15% due to less new building related fees being received.
- Vehicle Fund revenue has decreased 88% as less vehicle replacements are budgeted and lower transfers of funds from other Funds.
- Police Pension Fund revenue is 37% less than FY 2017 projected totals but 2% greater than FY 2017 budget. Strong investment returns in FY 2017 are the reason for the Fiscal Year 2018 Budget being less than current year projections. We do not budget for the market value changes with the investments due to the variability year to year.

The following chart shows the Village's total revenues for all Funds classified by type of revenue for Fiscal Year 2018. For FY 2018, Taxes are the largest revenue source accounting for 55% of total

revenues. Tax revenues are comprised of state shared taxes, locally imposed taxes and property taxes. Charges for Services are the second largest revenue source accounting for 24% of the total revenues. The Village's enterprise funds account for 61% of the total Charges for Services revenues. Tax revenues and Charges for Services revenues combined account for 79% of the entire Village's revenues.



The majority of the Village's revenue sources are elastic revenues which are dependent on the economy and will increase with growth in the local and national economy. Property tax revenue is the one major revenue source which is not elastic and controlled by the Village Board. The Village Board determines the annual amount of property tax levied on property located within the Village. The Village Board has the option to increase the annual property tax levy to alleviate any future revenue shortfalls.

**Expenditures**

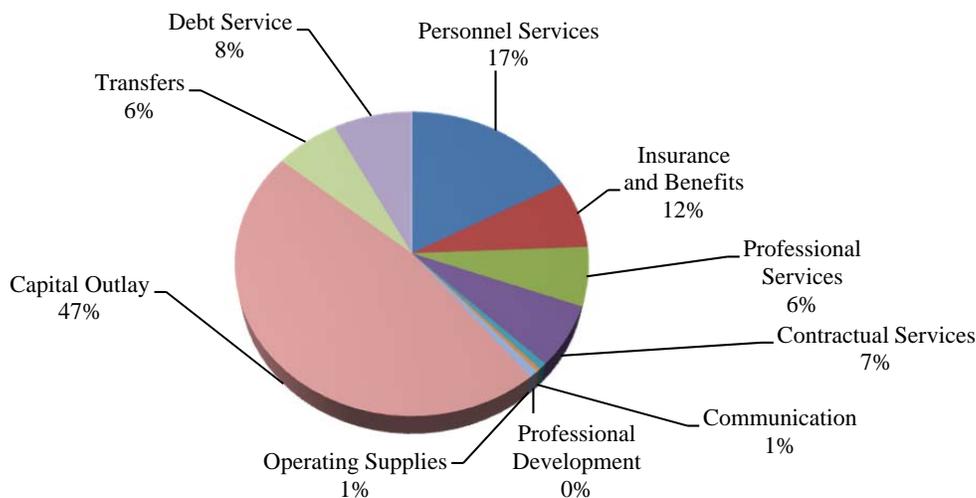
The Fiscal Year 2018 budget has total expenditures of \$59 million compared to FY 2017 projected expenditures of \$36 million. The increase in expenditures is due to the inclusion of \$23 million for the police headquarters facility construction included in the Capital Improvement Fund budget.

EXPENDITURES - ALL FUNDS						
FUND	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017 Projected Budget	
General	17,688,079	17,345,988	16,345,841	17,655,562	8%	2%
Motor Fuel Tax	679,004	862,500	838,500	1,162,500	39%	35%
Tax Increment Financing	0	0	1,605,764	350,500	-78%	100%
Debt Service	1,772,101	1,754,394	2,386,999	2,922,844	22%	67%
Capital Improvement	345,037	6,943,700	5,494,367	27,077,000	393%	290%
Water and Sewer	14,204,856	5,967,699	4,738,632	5,203,471	10%	-13%
Water and Sewer Capital	705,167	659,000	346,008	1,250,000	261%	90%
Garbage Collection	2,415,909	2,501,200	2,345,247	2,450,000	4%	-2%
Vehicle	0	713,680	692,372	85,000	-88%	-88%
Police Pension	598,532	634,900	707,625	728,300	3%	15%
<b>TOTAL EXPENDITURES</b>	<b>38,408,684</b>	<b>37,383,060</b>	<b>35,501,355</b>	<b>58,885,177</b>	<b>66%</b>	<b>58%</b>

Comparing Fiscal Year 2018 Budget amounts with Fiscal Year 2017 Projected amounts;

- Motor Fuel Tax Fund budget increased 39% or \$300,000 for annual roadway improvements.
- TIF Fund expenditures are anticipated to be 78% lower due to less land acquisition costs.
- Capital Improvement Fund budget increased \$22 million due to the police headquarters facility construction.
- Water & Sewer Capital Fund has increased \$904,000 due to more projects being completed.
- Vehicle Fund expenses have decreased 88% because of less vehicle and equipment replacements in the budget.

The following chart details the various categories for village expenditures across all funds. The Village is a service provider and as expected Personnel Services combined with Insurance and Benefits account for 45% of total expenditures excluding the one-time Capital Outlay costs. Capital Outlay at 47% is the largest area of expenditure for FY 2018.



The Fiscal Year 2018 Budget includes increases/decreases to numerous line item accounts. In some cases, new line items not previously budgeted have been added or some line items have been combined with existing line items to provide better transparency with expenditures.

General Fund

- Reductions due to items not done every year of \$75,000; Community survey, Strategic plan and TIF Consultant
- \$70,000 increase for designated pavement markings in Road & Bridge
- \$85,000 increase for outsourced IT Maintenance and \$352,000 increase in software licensing costs
- Police department budget reduction of \$150,000 in the Village contribution to the Police Officers Pension Fund

Water and Sewer Fund

- \$45,000 increase for engineering services
- \$45,000 decrease for radium removal maintenance
- \$72,000 decrease in debt service payments

**Individual Funds**

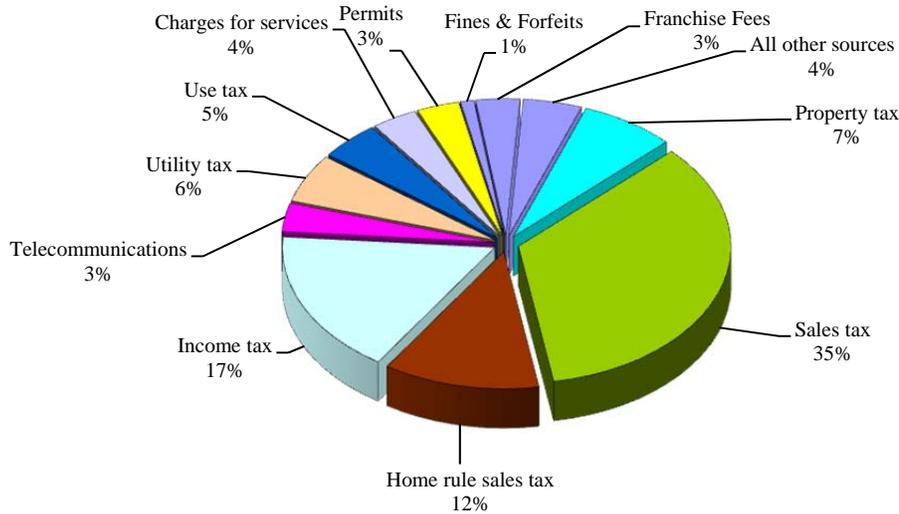
**General Fund**

The General Fund is the largest fund of the Village accounting for all of the services provided for the residents. Police protection, public works services (street maintenance, forestry, snow plowing), building and code enforcement, economic development, planning and zoning, engineering, legal services, and general administration are accounted for in this fund. General Fund expenditures account for 30% of the total Village expenditures budget for Fiscal Year 2018.

**General Fund Revenues**

Most of the major revenues that the Village receives are allocated to this Fund. Some of the more significant revenues include the Village’s sales tax, home rule sale tax, income tax, property taxes levied to fund pensions, telecommunications fees and utility tax revenues.

The General Fund revenue budget is \$17.7 million which is \$1.1 million greater than the projected Fiscal Year 2017 revenue total. A number of revenue sources have increased more than those revenue sources decreasing allowing total revenues to increase above FY 2017 projected amounts. The chart which follows shows three (3) revenue sources comprise 64% of all General Fund revenues. These three sources are sales tax, income tax and home rule sales tax.

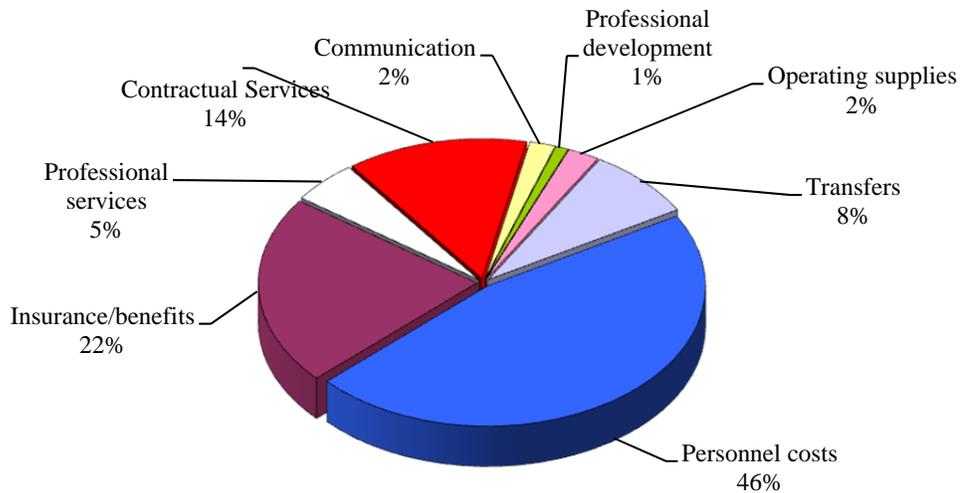


Taxes, which account for 85% of General Fund revenues, are budgeted to increase \$0.3 million compared to the Fiscal Year 2017 projected amount but are \$0.4 million lower than the FY 2017 Budget. Sales tax and income tax revenues are the two largest sources of tax revenues accounting for 35% and 17% respectively. Revenues collected by the State of Illinois and distributed to the Village account for 93% of the total tax revenues received.

**General Fund Expenditures**

The General Fund accounts for all of the expenditures for the operating organizations including corporate administration, building and zoning, community development, road & bridge, community relations, economic development, finance, information technology and police protection. General Fund expenditures for Fiscal Year 2018 total \$17.6 million compared to Fiscal Year 2017 projected expenditures of \$16.3 million, an increase of \$1.3 million. Expenditure increases in the Corporate, Road & bridge and Information technology departments are responsible for the overall budget increase.

General Fund expenditures budgeted for Fiscal Year 2018 by category are detailed in the next chart. As expected with a governmental entity whose primary function is to provide services, personnel related costs are the largest expense. Personnel costs combined with the employer insurance and benefit costs total 66% of the total expenditures.



Contractual services are 14% of total expenditures and have increased 21% compared to the Fiscal Year 2017 projected amount.

**The Motor Fuel Tax Fund** is used to account for the State of Illinois motor fuel tax distributions which are restricted for specific uses. The Village uses the entire amount received to pay a portion of the debt service on roadway improvements paid for from debt issuances and the balance to pay for the Village’s annual roadway improvement program. The FY 2018 budget includes \$0.9 million for the annual road program. The MFT Fund has expenditures exceeding revenues by \$300,000 and will utilize reserves to cover the excess.

**The Tax Increment Financing Fund** is used to account for all the revenues and expenditures associated with the redevelopment within the established Downtown Tax Increment Financing District. The District was created in September, 2016 and redevelopment for a couple of sites is in discussions. The Fiscal Year 2018 budget is estimated with revenues of \$40,000 and expenditures of \$350,000. The General Fund has loaned the TIF Fund \$2,000,000 to support the expenditures. The Budget deficit of \$45,000 will be supported with additional loans from other Village Funds if it materializes.

**The Debt Service Fund** is used to account for the principal, interest and paying agent fees for general obligation debt issued by the Village. General Sales tax revenues and Motor Fuel tax revenues have been pledged to finance the annual debt service costs. If the pledged revenues are insufficient in any given year, then the Village is required to extend the tax levy for the respective debt issuance to insure the debt is paid. The total outstanding principal and interest at April 30, 2017 is \$59.4 million. The Village has six (6) separate debt issuances outstanding which are paid out of the Debt Service Fund. Expenditures in the Debt Service Fund for Fiscal Year 2018 total \$2.9 million. The reader may refer to the Financial Policies section of this document for a more detailed discussion of the Village’s outstanding debt.

**Capital Improvement Fund** is used to account for bond proceeds, grant proceeds and development fee revenue used for the construction of municipal facilities, roads and other infrastructure improvements. Beginning in FY 2017, all general capital outlay expenditures are recorded in this Fund. \$25 million is included in the budget for six separate projects. Revenues of \$2.9 million plus remaining bond proceeds will support all the expenditures. The Village Board approved an increase in the local home rule sales tax rate effective January 1, 2016 and that revenue is being used to support the annual capital projects.

**Enterprise Operations**

The Village’s enterprise operations consist of the Water and Sewer Fund, Water & Sewer Capital Fund and Garbage Collection Fund. These three funds are accounted for as though each fund is a separate business entity. Each fund has the ability to support the funds’ expenditures by changing the rates and

fees charged for providing the services of each fund. Please reference these funds in each fund's respective section for further analysis and information regarding each Fund.

**Water and Sewer Fund** revenues are dependent on water usage and the associated water rate calculated by the Village. Annually, as part of the Financial Forecast process, a water rate calculation is completed to determine the water rate needed to support the expenses of the Fund. The Village Board authorized the last rate increase of \$.20 cents effective June 1, 2010. The current water rate is projected to generate \$3.7 million in water service charges and the sewer rate is projected to generate \$ 1.3 million in Fiscal Year 2018 based on normal usage. The current water and sewer rates are sufficient to cover the operating costs and debt service costs of the Fund. However, funding for costs of long term infrastructure improvements remain a topic of discussion. Future water & sewer costs will include replacement costs (rehabilitation of existing facilities and infrastructure), as well as system expansion. The Village is engaging in a shared water study with neighboring communities for the purpose of determining a long term source of potable water and the costs associated with the accepted resolution. The Village also contracted with an engineering firm to complete a Water Rate Study in FY 2017 which will be presented in May, 2017 to determine the adequacy of water and sewer rates to fund future infrastructure and other system costs.

Revenues are estimated to decrease slightly compared to the Fiscal Year 2017 projected amount. Water and sewer maintenance for services revenue is expected to remain at the same levels as FY 2017. Expenses have decreased 10% compared to the Fiscal Year 2017 projected totals because of reductions in most expense categories.

The Water and Sewer Fund pledges water and sewer revenues to pay the debt service for six outstanding Bond issuances and one Illinois Environmental Protection Agency loan. The total Fiscal Year 2018 debt service is \$1.6 million. 32% of the estimated water and sewer revenue budget will be used to pay the debt service in Fiscal Year 2018. The total outstanding principal and interest at April 30, 2017 is \$13.7 million. The reader may refer to the Financial Policies section of this document for further discussion on the Fund's debt.

#### **Water & Sewer Capital Fund**

The total budget for FY 2018 is \$1.2 million. Expenses include six improvement projects. Revenues of \$0.2 million and fund reserves will support the expenses.

#### **Garbage Collection Fund**

The Village contracts with a licensed waste hauler for the removal of trash from residents homes. The contract price is passed onto the residents who are billed bi-monthly for the service. Total revenues for Fiscal Year 2018 are \$2.4 million compared to total expenses of \$2.4 million. The Fund reserve balance is at 21% of expenses providing a sufficient reserve should any unexpected circumstances occur.

#### **Internal Service Fund**

Internal Service Funds account for the financing of goods and services provided by one department to other departments. User charges are determined and paid by the user departments to support the expenses of the Fund.

#### **Vehicle Fund**

This Fund was created in FY 2017 to account for all the vehicular and motorized equipment purchases to provide for a centralization of these expenses and determine an annual funding source for future purchases. The FY 2018 Budget has \$0.1 million in expenses and \$0.1 in operating transfers from the Capital Improvement Fund and Water & Sewer Fund to support the expenses. Subsequent year's revenue will be from charges to the respective departments using the vehicles and equipment based on the annual depreciation of the respective vehicles and equipment.

#### **Police Pension Fund**

The Village maintains one trust fund mandated by law for the Police Officers' pensions (other employees are covered by the Illinois Municipal Retirement Fund). The Village will contribute \$1.4 million to the

pension fund in Fiscal Year 2018 based on the actuarial report as of the fiscal year ending April 30, 2016. Fiscal Year 2018 revenues of \$2.2 million exceed expenditures of \$0.7 million. Expenditures have increased because of annual pension increases mandated by Illinois State Law. The Fund will have an estimated reserve balance at April 30, 2018 of \$27 million or a ratio of 36:1 for paying pension benefits.

The following pages provide a look at the Village's goals/objectives, community attributes/demographics, budget policies/procedures and the financial data supporting the summary numbers provided in the preceding pages. All of this information should allow the reader to gain a good understanding of the Village and its financial operations.

This page was intentionally left blank.

# **Village of Oswego Long Term Goals and Objectives**

A Strategic Plan for the years 2017-2020 was adopted by the Village Board during Fiscal Year 2017 which involved the services of an outside consultant, employees and members of the community. The Strategic Plan provides direction for staff on what needs to be accomplished by 2020. The Strategic Plan has five strategic priorities or Long Term Goals. Under each goal is a collaboration of objectives to review in order to obtain success in reaching the long term goal.

## **Financial Sustainability**

Pensions, diversification of revenues, sustainable revenue sources, high reliance on sales tax, Springfield issues, fee structures, financing for large capital (mega) projects

## **Infrastructure Maintenance and Expansion**

Underground—streets, sewer, water, storm sewer, mass transit, facilities, streetscape, capital equipment-rolling stock, appropriate/timely expansion, adequate funding

## **Community Engagement**

Greater involvement/caring, regional positioning, bond with new community, conversation—not dialogue, welcoming and engaging all groups and segments (marginalized), customer service/problem solving practices

## **Effective Growth and Development**

Residential development, commercial growth, meets needs, downtown redevelopment, environmentally responsible

## **Productive and Engaged Workforce**

Recruitment, retention, training, capable of meeting changing needs, succession planning/leadership training, managing outsourced services, appropriate staffing ratios, continuous improvement, competitive compensation

Each long term objective is further broken down into a number of strategic initiatives which can be found in the following pages. The individual department budgets are prepared in direct correlation with the underlying initiatives associated with each Long Term Goal and the associated strategic initiatives.

---

# VILLAGE OF OSWEGO, ILLINOIS STRATEGIC PLAN

---

January 2017

**CENTER FOR GOVERNMENTAL STUDIES**  
NORTHERN ILLINOIS UNIVERSITY  
DEKALB, ILLINOIS 60115



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement, and Information Technologies*



NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement, and Information Technologies*

January 31, 2017

Village of Oswego  
100 Parkers Mill  
Oswego, IL 60543

RE: 2017-2020 Strategic Plan- Village of Oswego

Dear Village President Johnson,

On behalf of the Center for Governmental Studies at Northern Illinois University, I am pleased to present this 2017-2020 Strategic Plan and Summary Report to The Village of Oswego.

The plan reflects the organization's commitment to strategic planning, and to delivering measurable results. I appreciate the dedicated effort put forth by you, the Board of Trustees, and senior staff.

I also want to thank Village Administrator Daniel Di Santo and Assistant Village Administrator Christina Burns for their assistance and support during the process.

Yours truly,

A handwritten signature in black ink, appearing to read 'Craig R. Rapp'.

Craig R. Rapp  
Senior Associate  
President, Craig Rapp LLC

## Executive Summary

The Village of Oswego engaged in a strategic planning process over three sessions on November 29, December 20, 2016, and January 6, 2017. The sessions yielded a draft strategic plan for the three-year period 2017-2020.

The strategic plan consists of five *strategic priorities*, which are the highest priority issues for the next three years; a series of *desired outcomes*, which provide a vision of success, *key outcome indicators*, which will be monitored to determine success; and a set of *performance targets*, which define the successful outcome.

The Board and senior staff engaged in two major efforts to examine their operations, and the needs and expectations of their customers. The first, an environmental scan, conducted by staff, examined the current conditions of Village operations and the external influences affecting those operations. The second was a strategic planning retreat held over two meetings—November 29 and December 20, 2016.

On November 29, the leadership team began the process of developing the strategic plan. The group reviewed the environmental scan, and examined the organization's strengths, weaknesses, opportunities and threats (SWOT analysis). They identified the major challenges facing the Village.

On December 20, based upon the challenges facing the community, the group adopted a set of five strategic priorities. They then developed a set of desired outcomes, key indicators and performance targets for each priority, which established the desired performance for the next three years.

On January 6, the senior management team met and developed a set of strategic initiatives. The initiatives are the projects and programs that will be necessary to achieve the outcomes identified.

The Village Board reviewed the revised plan at its January 17 Committee of the Whole Meeting, providing final input. The Strategic Plan was adopted at the February 7 Regular Village Board Meeting.

The strategic priorities, key outcome indicators, targets and initiatives are summarized on the following page.

## Village of Oswego - Strategic Plan 2017-2020

### Vision, Mission and Values

#### **Vision**

Oswego will continue to be a friendly, caring, and forward-thinking community that provides a high quality of life based upon sustainable growth and a respect for our rich heritage and environment

#### **Mission**

It is our mission to responsibly grow our community and maintain the public's trust. We do this through the innovative and collaborative delivery of public services that meet the community's quality of life expectations.

#### **Values**

*Integrity: We are honest, ethical and we honor our commitments.*

*Accountability: We take responsibility for our actions, and are transparent in the fulfillment of our public duties*

*Innovative: We value creative thinking and problem solving in our service to the public*

*Pride in work performed: We value a commitment to excellence and pride in the performance of our work*

*Community: We believe in contributing to something greater than ourselves*

## Village of Oswego - Strategic Plan Summary 2017-2020

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Strategic Initiatives
<b>Financial Sustainability</b>  <b>FINANCE</b>	Meet our fund balance policy in General Fund	Fiscal year fund balance-General Fund	Revenues exceed expenditures in the General Fund	a) Conduct analyses-megaprojects b) Create a revenue strategy c) Analyze programs for cost-effectiveness *focus on public engagement
	Reduced reliance on sales tax	Revenue sources	Sales tax reduced by ___% of total revenue	
	Clarity on mega projects	Financial analyses	Funding options identified for megaprojects by ___	
<b>Infrastructure Maintenance and Expansion</b>  <b>OPERATIONS</b>	Sustainable water source	-Analyses -Project schedules	Sustainable water source connected in 2026	a) Water source decision process b) Water plan implementation c) Master plan –Wolf’s Crossing d) Funding strategy-Wolf’s Crossing e) Funding strategy-CIP f) Phase I- Metra study g) Metra lobbying strategy
	Safe and efficient Wolf’s Crossing	-Analyses -Milestones, plan	Secure funding -\$14M for Section 1 by 2020	
	Metra service to Oswego	CMAP plan project schedule	Oswego is a high priority project by 2018	
	Safe and efficient infrastructure	Maintenance plan	CIP funding in place to meet current needs	
<b>Community Engagement</b>  <b>CUSTOMER</b>	Recognized as a regional destination	RPP implementation schedule	- ___% increase in online visits - ___% increase in H/MT	a) Complete and Implement Regional Positioning Plan b) Implement tourism plan c) Develop marketing plan-Village services d) Create internal service response to citizen feedback e) Conduct community survey f) Marketing and promotion program for community events *focus on metrics
	Positive public perception of services	Village survey, citizen feedback	___% increase in public satisfaction with services	
	Well-attended events that enhance connectedness	-Attendance -Community survey results	- ___% increase in attendance /yr. - ___% report feeling connected	
<b>Effective Growth and Development</b>  <b>GROWTH</b>	Expanded downtown	Redevelopment Agreements	- =/>Two ground-breaking by July 2019 in TIF District - ___% increase in TIF	a) 59 S. Adams St. project plan b) Old Village Hall Block plan c) TIF District marketing plan d) Residential development strategy e) Economic development strategic plan
	Growth in residential units	-Existing & new developments	=/> 100 new residential units under permit/year	
	Expand commercial investment	-Building permits -EAV	New commercial investment of \$___/ year	
<b>Productive and Engaged Workforce</b>  <b>WORKFORCE</b>	Staff sized to meet growing community’s needs	Workload indicators	Develop a long-term projection for service delivery and staffing	a) ERP implementation-establish best practices-operating processes b) Shared services initiative c) Create leadership development program d) Conduct employee survey e) Connect strategic plan to evaluation system
	Highly qualified workforce	Internal hiring rate	50% or > of non-entry level positions filled from	
	Empowered employees	Opinions/employee feedback	___% or > report feeling empowered, supported	
	Accountable organization	-Results achieved, bonuses, surveys	--% goals achieved	

\* Some targets are blank intentionally, to enable development of baseline measures

## Village of Oswego Strategic Planning Process

---

Strategic planning is a process that helps leaders examine the current state of the organization, determine a future course, establish priorities, and define a set of actions to achieve desired outcomes. The process followed by the Village of Oswego was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? and (4) What will we do?

### **Environmental Scan—Assessing the Current Environment**

To begin the strategic planning process, the senior staff conducted an environmental scan, which is a review of elements in the external and internal environments that impact performance. Included in the scan was a detailed review and summary of finance, operations, staffing, facilities and equipment. The scan revealed the most difficult challenges facing the Village overall, as well as in each of the departments. The scan was presented to the Village Board, and used as foundation and background for the strategic planning retreat.

### **Strategic Plan Development—Reviewing the Environment, Setting Priorities**

On November 29, 2016, the leadership team—the Board of Trustees and senior staff—held the first of two meetings to develop a strategic plan. As part of the exploration of “Where are we now?” the group was challenged to define the current organizational culture and its value proposition—understanding that an organization’s culture, and the value proposition it puts forth provide the foundation for the way in which services are delivered and strategic direction is set.

The group engaged in an extended discussion regarding the value proposition and its relationship to the culture. While there were a variety of different perceptions regarding the value proposition, it was generally believed that customer intimacy reflects much of the current approach, however, operational excellence is important and will continue to be important for operational stability, therefore it should be the primary value proposition, with customer intimacy as a secondary focus.

The team then conducted a brief review of their Mission, Vision and Values statements. The team felt that each needed slight adjustments to reflect current reality, and they worked on new ideas for each. They brainstormed key concepts, which were used to create draft statements. The proposed statements, along with the originals, are listed below:

#### Mission Statement (2012-2017 Strategic Plan):

The Village of Oswego provides a vibrant, sustainable community, rich in heritage, prosperity and genuine partnership, for the benefit and enjoyment of present and future generations.

*Brainstormed Mission Statement concepts:* Partnership, collaboration, responsibly grow the community, preserving heritage, enhancing qualities of life, growing together, being innovative, building confidence, creative, imaginative, public trust

Mission Statement (draft):

It is our mission to responsibly grow our community, and maintain the public's trust. We do this through the innovative and collaborative delivery of public services that meet the community's quality of life expectations.

Vision Statement (2012-2017 Strategic Plan):

**Governance and Municipal Services**

*Elected officials and staff partner effectively to guide and serve our community*

**Prospering Economy**

*Innovative industrial, professional and commercial growth advances and sustains our economic vitality*

**Community Enrichment**

*Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination*

**Environmental Sensibility**

*Plans, decisions and practices are environmentally conscious and honor the natural environment*

**Culture of Partnership**

*People eagerly participate in community life and enjoy creating a Village that works for all*

**Strategic Infrastructure**

*Highly effective public facilities and modes of transportation keep pace with community needs*

*Brainstormed Vision Statement concepts:* Enlightened, friendly, engaged, thriving, diverse, successful, collaboration, responsible, sustainable, safe, caring people, respectful, curious, forward-thinking, tradition, heritage, vibrant, stewardship, playful, neighborly, optimistic, connected

Vision Statement (draft):

"We envision Oswego to be a friendly, caring, and forward-thinking community that provides a high quality of life based upon sustainable growth and a respect for our rich heritage."

Values (2012-2017 Strategic Plan):

In Oswego, we:

- Demonstrate integrity, respect and goodwill
- Focus on the well-being of the whole community
- Are open-minded and listen well to the ideas, beliefs and opinions of others
- Trust that the intentions of others are good
- Are accountable, transparent and fiscally responsible
- Serve with dedication and unwavering commitment

*Brainstormed Values: Integrity/ethical, accountability, collaboration, creativity, innovative, engaged, pride in work, passion, community-commitment to something greater than ourselves, results-oriented, loyalty, public service*

Values (draft):

*Integrity*

*We are honest, ethical and we honor our commitments.*

*Accountability*

*We take responsibility for our actions, and are transparent in the fulfillment of our public duties*

*Innovative*

*We value creative problem-solving and original thinking in our service to the public*

*Pride in work performed*

*We value a commitment to excellence and pride in the performance of our work*

*Community*

*We believe in contributing to something greater than ourselves*

**SWOT Analysis**

Following the mission, vision and values discussion, the group assessed the Village's operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis—a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to all participants in advance of the planning session. The results of the questionnaire revealed the most frequently mentioned characteristics in each area:

**STRENGTHS**

- Collaboration (internally/externally), Leadership (unified Board/strong management), Financial Stability, forward thinking culture--professional development, CIP, ERP

**WEAKNESSES**

- Staffing is stretched thin (high-level projects), employee recruitment/retention, communication, staff engagement, wage dissatisfaction, succession planning, staff afraid to take risks

**OPPORTUNITIES**

- Growth/development—residential, commercial, downtown, infrastructure—Metra, Wolf's Crossing, natural resources—environmental conservation, Fox River, demographics

**THREATS**

- Taxes, Springfield issues, transportation (lack of), growth-stagnation, water

The group engaged in an exercise using the summarized SWOT data. They compared strengths with opportunities and weaknesses with threats, to determine which opportunities would

maximize strengths, and which weaknesses would be exacerbated by the threats. This crystallized the current challenges and opportunities facing the community. The results are listed below:

#### STRENGTHS-OPPORTUNITIES

(Make good things happen)

- Forward thinking-culture
- Leadership
- Financial stability
- Collaboration
- Infrastructure
- Natural resources

#### WEAKNESSES-THREATS

(Keep bad things from happening)

- Staffing stretched too thin/growth stagnation—serving future growth, planning for growth
- Taxes/wages/Springfield
- Transportation/recruitment

A discussion ensued regarding the two lists. A broad set of issues and challenges facing the Village emerged:

#### ISSUES/CHALLENGES

- Growth and development
- Infrastructure – building and paying for it
- Natural resources
- Staffing
- Communications—risk taking
- Recruitment
- Springfield/State
- Tax burden
- Demographic changes—challenges of diversity—embracing and welcoming
- Engagement-community
- Revenue/financial sustainability

The group agreed that to successfully address these challenges, they would need to focus and prioritize their efforts. From that discussion, a set of six Strategic Priorities emerged:

#### STRATEGIC PRIORITIES

1. Financial Sustainability
2. Infrastructure—Maintenance and Expansion

3. Community Engagement
4. Effective Growth and Development
5. Productive and Engaged Workforce

### **Defining the Strategic Priorities**

To clarify the meaning of each priority in the context of The Village of Oswego, the group identified key concepts for each. These will be used to develop final definitions.

#### **Financial Sustainability**

Pensions, diversification of revenues, sustainable revenue sources, high reliance on sales tax, Springfield issues, fee structures, financing for mega projects

#### **Infrastructure—Maintenance and Expansion**

Underground—streets, sewer, water, storm sewer, mass transit, facilities, streetscape, capital equipment-rolling stock, appropriate/timely expansion, adequate funding

#### **Community Engagement**

Greater involvement/caring, regional positioning, bond with new community, conversation—not dialogue, welcoming and engaging all groups and segments (marginalized), customer service/problem solving practices

#### **Effective Growth and Development**

Residential development, commercial growth, meets needs, downtown redevelopment, environmentally responsible

#### **Productive and Engaged Workforce**

Recruitment, retention, training, capable of meeting changing needs, succession planning/leadership training, managing outsourced services, appropriate staffing ratios, continuous improvement, competitive compensation

### **Determining Success: Defining the Desired Outcomes, Indicators, Targets**

On December 20, the group defined a set of desired outcomes for each strategic priority. Once the outcomes were established, Key Outcome Indicators (KOI's) were identified and Performance Targets were developed. KOI's are measures that will be tracked to reveal progress toward the desired outcomes. Performance Targets define successful outcomes, expressed in measureable terms.

The alignment created between Strategic Priorities, Outcomes, KOI's, and Targets is important, not only for clarity, but also for maintaining a disciplined focus on the desired results.

### **Implementing the Vision: Developing Strategic Initiatives and Action Plans**

To successfully address the strategic priorities and achieve the intended outcomes expressed in the Targets, it is necessary to have a focused set of actions, including detailed implementation steps to guide organizational effort. The Village of Oswego will accomplish this through strategic initiatives developed for each priority. Strategic initiatives are broadly described, but narrowly focused activities that are aligned with the priorities, and targeted to the achievement of outcomes expressed in the Targets.

## Strategic Planning Participants

The strategic plan was developed with the hard work and dedication of many individuals. The Board, elected officials and senior staff worked collaboratively, defining a direction and a set of outcomes that are important to the Village. The entire group spent time engaged in new ways of thinking to come up with a set of plans that will help the Village successfully measure and achieve the outcomes they defined.

### Board of Trustees

*President*

Gail Johnson

*Trustees*

Ryan Kauffman

Karin McCarthy

Pam Parr

Luiz Perez

Judy Sollinger

Joe West

### Senior Management Team

*Village Administrator*

Daniel Di Santo

*Assistant Village Administrator*

Christina Burns

*Community Development Director*

Rod Zenner

*Community Relations Manager*

Michele Brown

*Building and Zoning Manager*

Jay Hoover

*Finance Director*

Mark Horton

*GIS/IT Coordinator*

Joe Renzetti

*Police Chief*

Jeff Burgner

*Public Works Director/PE*

Jennifer Hughes

*Village Clerk*

Tina Touchette

*Economic Development Director*

Corinna Cole

## Village Profile

---

### **Historical Background**

The first permanent settlers came to the area in 1833. At the time, Waubonsee, principal war chief of the Potawatomi Indians, still lived nearby on the banks of the Fox River. In honor of the Chief, a creek that winds through the Village, an area high school and the area's community college all share the name Waubonsee. In 1835, two businessmen platted Oswego and called the town Hudson, but the name was changed in 1837 when a post office was established. The new name, Oswego, taken from a town in the state of New York, is a Mohawk Indian word for "mouth of the stream" and refers to the Waubonsee Creek flowing into the Fox River. In 1845, the four-year-old Kendall County government was moved to Oswego, but was moved back to Yorkville in 1864 based on the desire of a more central location for the county seat. Oswego was formally incorporated as a village in 1852.

The Village first developed and prospered as an agricultural community and as a stopover point for stagecoach travelers on the Chicago-Galena Road (U.S. 34) and the Chicago-Ottawa Trail (Illinois Route 71). A dam was constructed at the crossing of the Fox River at this location and river power was used to operate a sawmill, a grain mill, brewery, creamery and other commercial activities in the Village for the first one hundred years of its existence. In 1950, the Village began benefitting from large industrial companies locating within Oswego Township. Caterpillar Tractor Company, Western Electric Company and other industries were locating in the Village of Montgomery and City of Aurora just outside the northwest border of the Village. This industrial growth stimulated residential growth within and outside of Village limits as workers were needed for the industrial plants. The unincorporated community of Boulder Hill, adjacent to the Village of Oswego to the North, was developed and is the largest unincorporated planned community in the State with a population of approximately 11,025. A small portion of this subdivision is located within the corporate limits of Oswego.

The Village of Oswego's population was 1,220 residents as of the 1950 Census. Population increases over each of the next four decades increased the Village's population to 3,876 residents by 1990; 13,326 by the year 2000; the 2010 Official Census put the Village's population at 30,355. The 2016 Special Census certified the population at 33,078. The incorporated land area of the Village is approximately 14.5 square miles.

### **Community Profile**

The Village of Oswego is governed by a Village President and six Trustees elected at large to overlapping four year terms. The appointed Village Administrator is responsible for the day-to-day administration of the Village and its 110 full time employees. The first collective bargaining agreement in the Village was agreed to in FY 2010 for the Police patrol officers.

The new Village Hall opened May 2, 2008. The total cost of the facility was just over \$12.8 million and was funded by two bond issuances. The building, with 30,000 square feet of finished space and 15,000 square feet of unfinished space will provide the Village with a facility that has the potential to serve as

the Village Hall for well over 50 years. All departments are housed in the Village Hall, with the exception of the Police Department and Public Works Labor force which have their own facilities.

The Police Department of the Village is located on Route 34 across the street from the Fox Bend golf course. The facility was built in 1991 and is approximately 23,000 square feet. The Public Works department is located in the Public Works facility in the Stonehill industrial park. The facility opened in December 2002, is 22,000 square feet and was constructed for \$2.8 million. The facility is expandable to meet future growth demands and has additional vacant, Village owned land surrounding it.

The Village owns and operates a water supply system and a wastewater delivery system. The Village’s system consists of eight deep wells and six water towers that serve as storage facilities. The towers have capacities in excess of 4.5 million gallons. The Village, in conjunction with its engineering firm, plans for the increase in the systems size on a continual basis. The system currently serves approximately 11,000 water customers. Average daily consumption is approximately 2.3 million gallons. Fox Metro Water Reclamation District treats all wastewater that the Village’s wastewater delivery system handles. The Village has state-of-the-art equipment installed at its eight existing well sites for removing the radium (a naturally occurring radioactive particle found in ground water).

The Village of Oswego is served by the 7<sup>th</sup> largest public community school district in the State; Community Unit School District 308.

<b>Public Education - School District 308</b>			
Type of School	No. of Schools	Student to teacher ratio	Enrollment
Early Learning Center	1		547
Elementary (K-5)	14	23.5	8,005
Junior High (6-8)	5	18.8	4,396
High School	2	22	5,363
Total Number of Schools	22	21	18,311
Total Teachers			1,026
Total Employees			1,881

Waubonsee Community College District 516 serves the Village of Oswego for post secondary education. The main campus is north of the Village in Sugar Grove and there is a satellite campus just north of the Village in Aurora and to the southwest in the City of Plano. There are also three nearby four-year institutions which include Aurora University, North Central College in Naperville and Northern Illinois University in DeKalb.

The Oswegoland Park District operates park and recreational facilities in and around the Villages corporate limits. The District’s area is approximately 36 square miles and is over 993 acres. The largest amenity, Fox Bend Golf Course, (located within Village limits), covers 14 acres and is a championship sized golf course consistently rated in the top public courses in the Chicagoland area.

<b>Recreational Facilities</b>	
60 parks	25 half court basketball courts
9 greenways	4 full court basketball courts
33 picnic areas	1 18 hole disc golf course
29 picnic shelters	160 acre 18 hole golf course
33 playgrounds	20 miles of biking and hiking trails
10 ball fields	993 acres of natural areas
11 tennis courts	1 aquatic park
9 sand volleyball courts	1 swimming pools and splash pad
2 skate parks	19 fishing areas

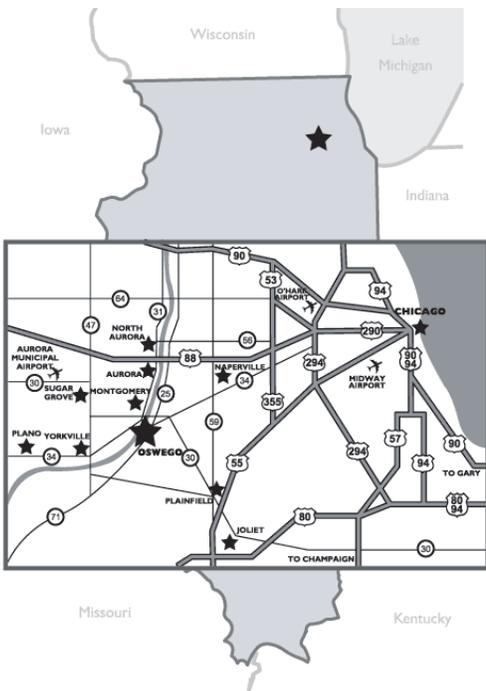
The Oswego Public Library District has served the Village since 1964. The Library District has two libraries serving village residents. The Library provided service to 48,000 patrons and had over 1,000,000 in circulated items. The Library is part of the Prairie Area Library System (PALS) which enables users to utilize facilities of other member libraries.

The Oswego Fire Protection District provides fire protection to Oswego’s residents. The fire district has 59 full-time and 20 paid-on-call firefighters. It provides fire protection and emergency medical services to an area over 60 square miles with over 40,000 residents. The district has four fire stations and anticipates building a fifth station in the southwest portion of the District as population increases.

Oswego is a growing community, the largest municipality in Kendall County, continuing to attract new residents to enjoy the abundance of activities and services readily available. Residents enjoy the small country charm of a small rural town while having the opportunity to experience big city life when desired. Oswego is a great place to be a resident, visit, garner employment or attend community recreational events.

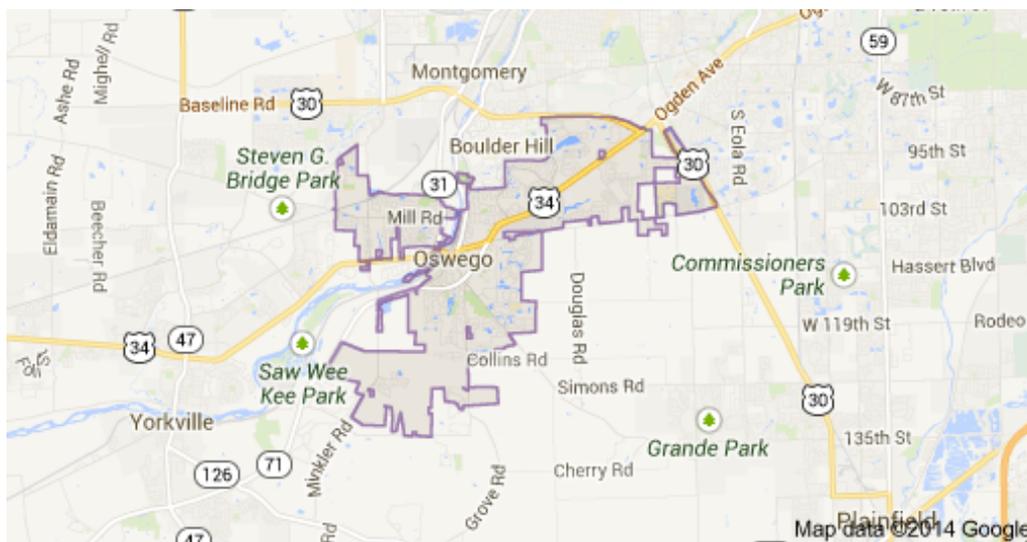
**Location**

The Village of Oswego is located approximately 50 miles southwest of the Chicago Loop in the northeast section of Kendall County at the border of the three “collar” counties: Will, Kane and DuPage.



This four county area is recognized as one of the most rapidly growing regions in Illinois and the Midwest. The Village is located within a short distance of the City of Aurora and the Village of Naperville, the two largest municipalities in the metropolitan area outside the City of Chicago. The Village of Montgomery is immediately north and adjacent to the Village of Oswego. The county seat of Kendall County, the City of Yorkville, is five miles southwest of the Village. It is strategically located at the southern end of the Fox River Valley. As part of the eight-county Chicago metropolitan area, Oswego benefits from the area’s highly developed transportation network. A toll way interchange at Orchard Road and I-88 (the

East-West Tollway) and the improvement and extension of Orchard road to U.S. 34 in Oswego provided an important new connection to the growing western part of the Village. Major highways, which serve the Village, include U.S. 34 (Ogden Avenue); U.S. 30; and Illinois routes 71, 25 and 31. Other north-south routes near the Village include Illinois 59 to the east and Illinois 47 to the west. Access to the nation's interstate highway system is provided by I-88 (10 miles north of the Village), I-55 (10 miles east), and I-80 (18 miles south). O'Hare International Airport and Midway Airport are 33 and 36 miles northeast of the Village, respectively. Private and corporate aircraft are based in Aurora Airport and DuPage Airport, which are each about 35 minutes from the Village. Commuter rail service is available at Aurora's Transportation Center northeast of the Village.



Offering a pro-business atmosphere, business incentives, and a well-educated and skilled labor workforce, Oswego is fast becoming an employment hub for manufacturing, engineering, and companies in every sector of the economy. The area is poised for growth and well suited for business success.

### **Local Economy**

Fiscal Year 2017 was considered a slow growth year for the Village as new residential construction was below previous years (only 60 new home permits) as was new commercial development. However, during March and April renewed interest from developers has the Community Development department busy. Two unfinished subdivisions were taken over by prominent homebuilders who have begun marketing new construction on the sites. Longhorn Steakhouse broke ground and is expected to open in August 2017. Commercial development approved, in March, an 88 unit memory and assisted living housing campus which will be breaking ground in May or June. Another development for an office and 16 unit apartment complex is making its way through the village planning approval process. The

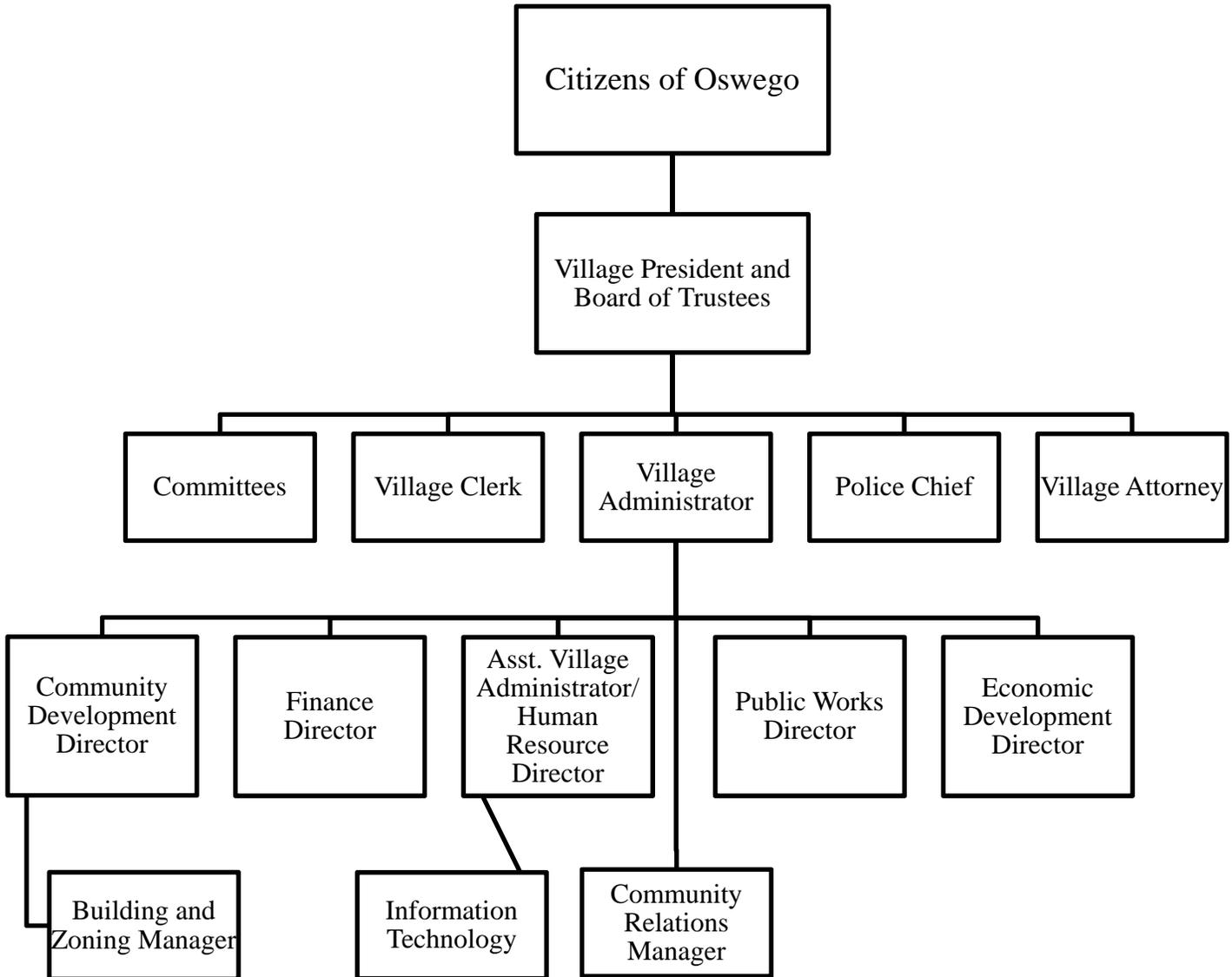
Village also entered into a purchase and sale agreement in March, 2017 which would develop a long vacant property into a \$30 million mixed use residential and commercial development in the downtown.

New business openings in the past year included; Oswego Segway, Five Guys Restaurant, Sages Meat Market, Tide Dry Cleaners, Andy's Frozen Custard, O'Reilly Auto Parts. Burlington Coat Factory signed a lease with the owners of the former Lowe's building and is anticipated to open by Fall of 2017.

Overall, Oswego's retail market has a current vacancy rate of 8.3%. Some of the increase in the vacancy rate is likely attributable to the former Dominick's building returning to the market. However, after a significant drop in the retail vacancy rate in Q4 2014, the rate returned to Q2 2012 levels and has fluctuated around that rate since. The industrial and flex space vacancy rate stood at an extremely low 1.2%.

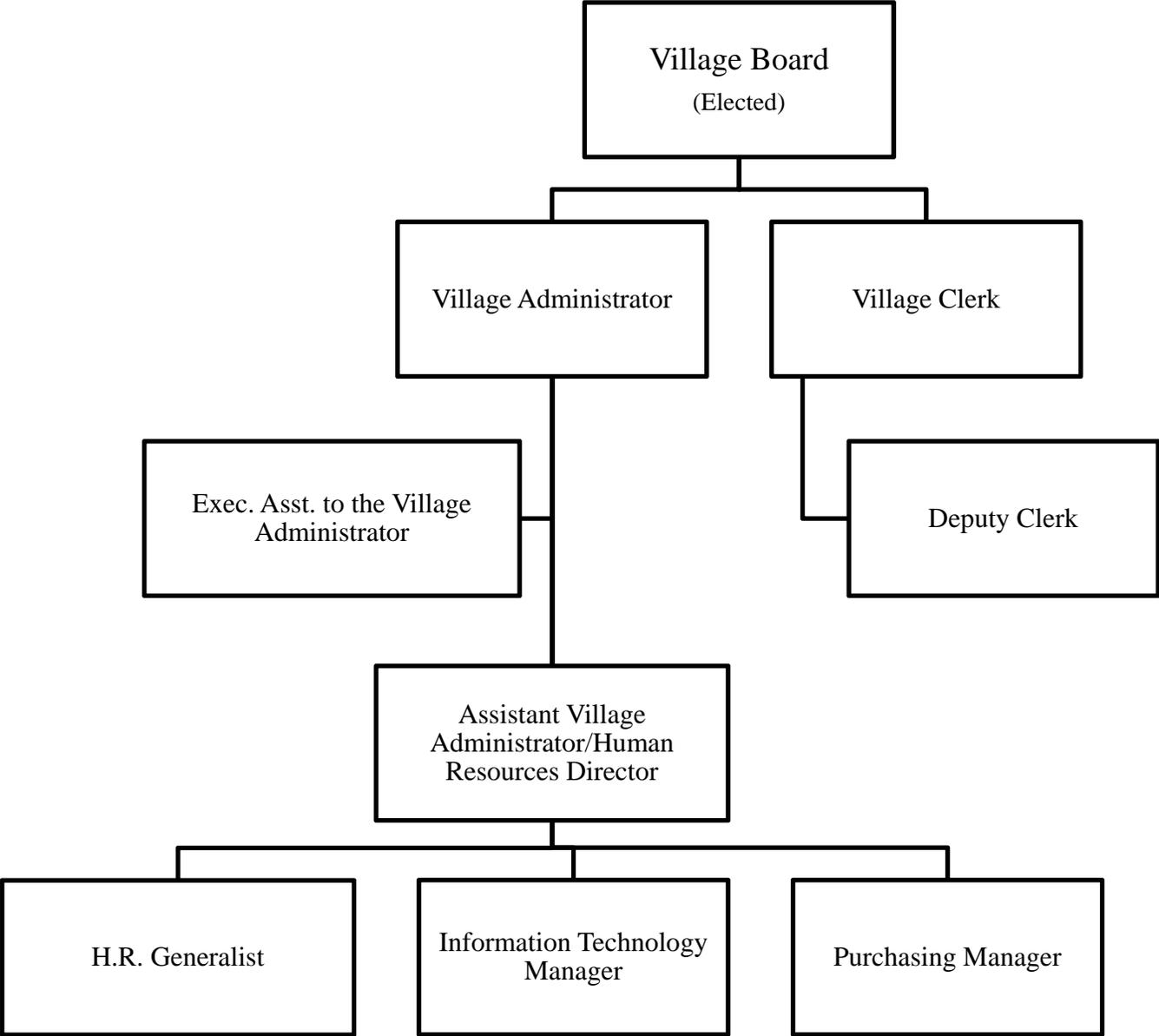
The remainder of calendar year 2017 is looking much brighter for economic development within the Village and renewed growth in the residential market.

VILLAGE OF OSWEGO ORGANIZATIONAL CHART

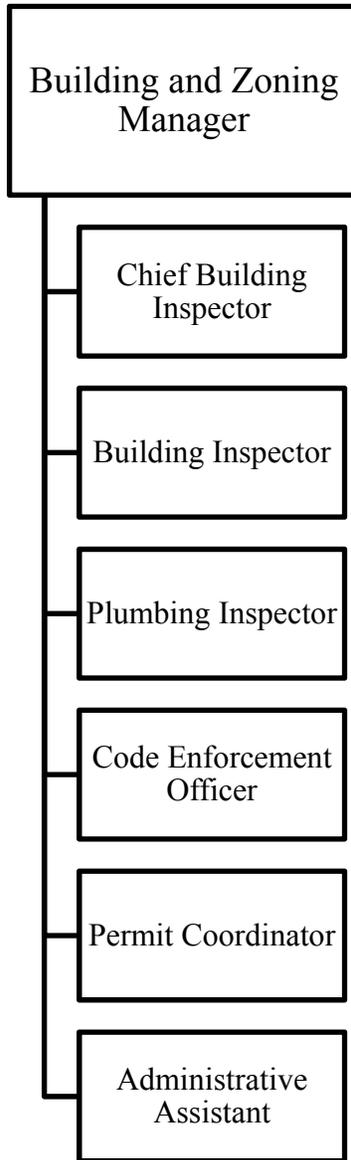


- The Village President and Board of Trustees are the only elected positions

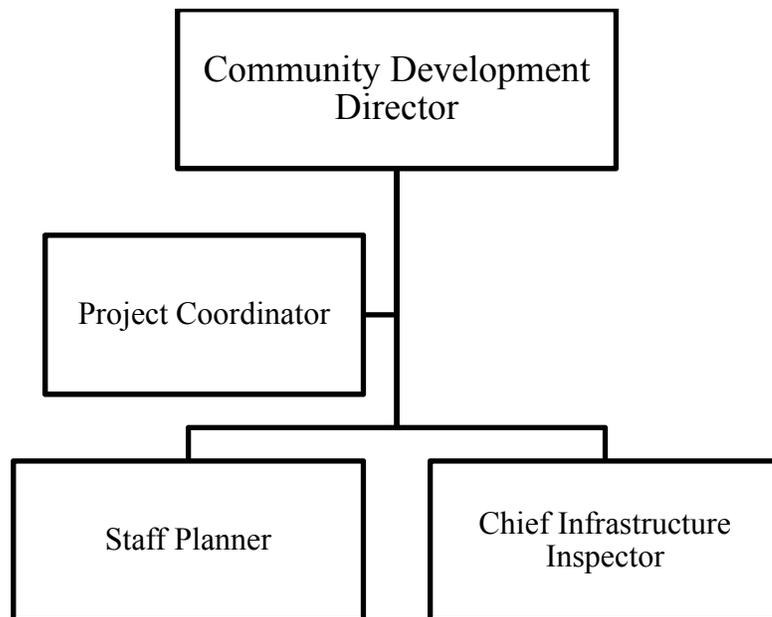
CORPORATE ORGANIZATIONAL CHART



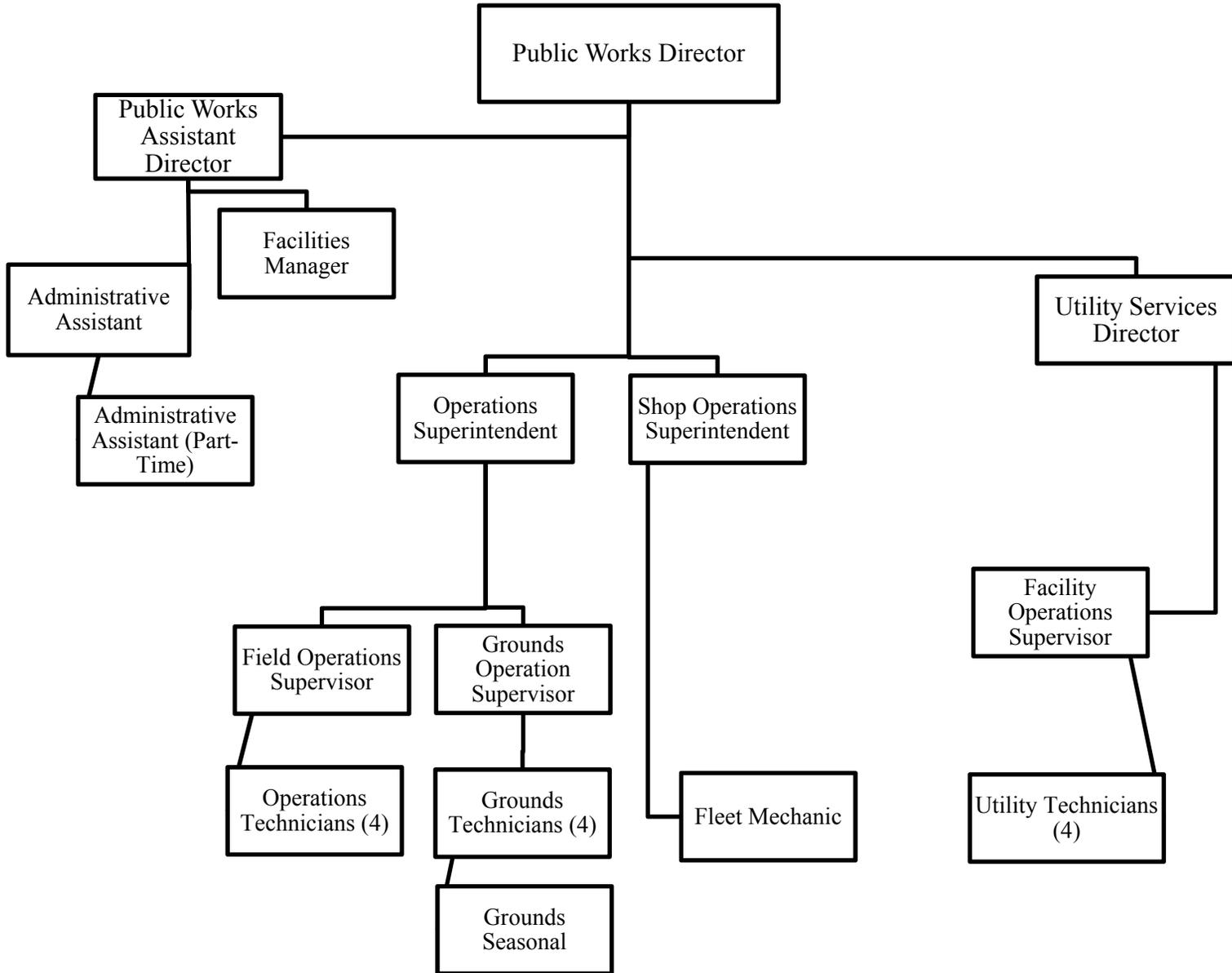
BUILDING AND ZONING ORGANIZATIONAL CHART



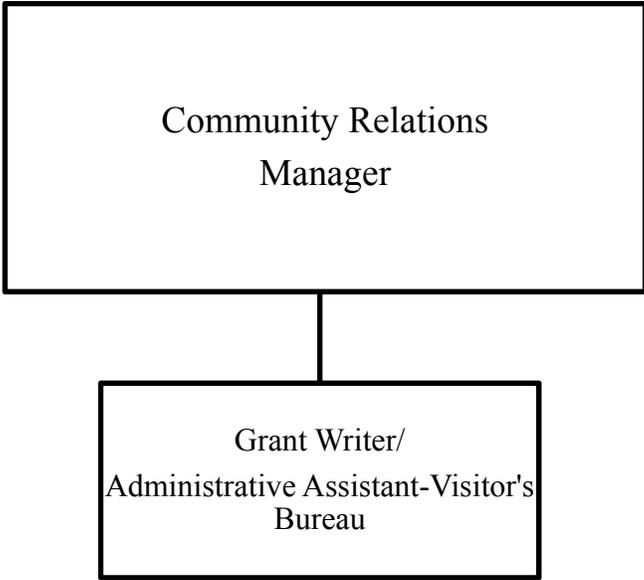
COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART



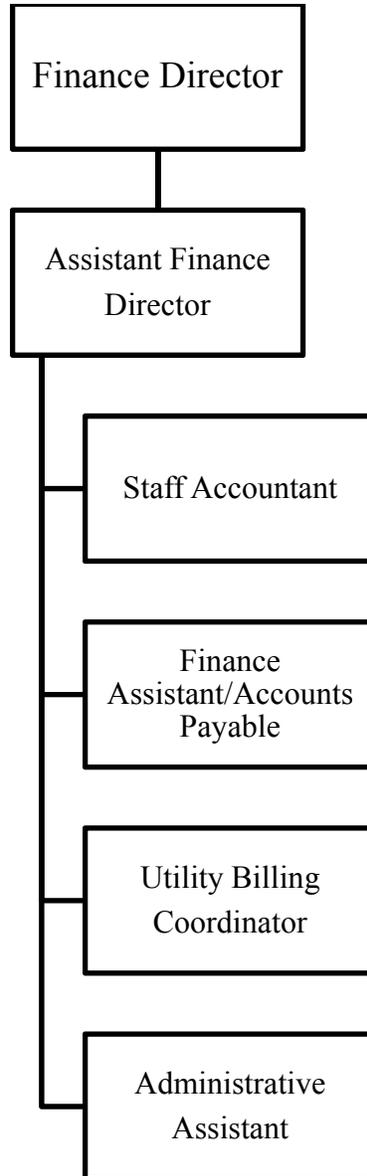
PUBLIC WORKS ORGANIZATIONAL CHART



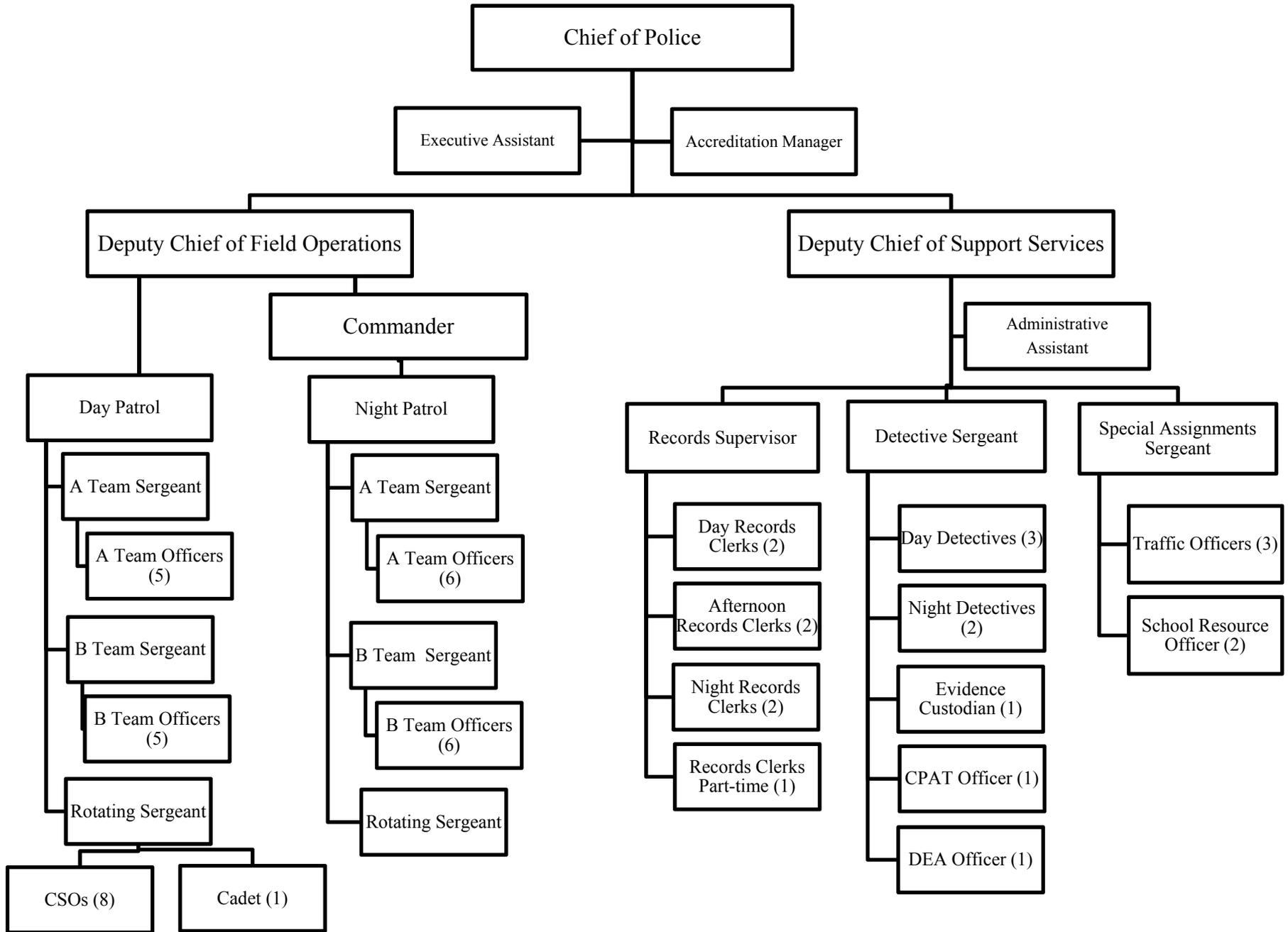
COMMUNITY RELATIONS ORGANIZATIONAL CHART



## FINANCE ORGANIZATIONAL CHART



# POLICE ORGANIZATIONAL CHART



This page was intentionally left blank.

## Fund Structure and Basis of Accounting and Budgeting

---

For accounting purposes a state or local government is not treated as a single, integral entity. Rather, a government is often viewed instead as a collection of smaller, separate entities known as funds. Funds used by a government are traditionally classified into one of seven fund types. In addition, governmental financial reporting for state and local governments now require the classification of individual funds as either “Major” or “Nonmajor.” The Village defines Major Funds as those that are equal to or greater than 10% of total expenditures for the fiscal year. The impact of this distinction is that the financial activity of nonmajor funds is reported in specific instances in the audited financial statements in a consolidated format while major funds are reported separately. Generally, the General Fund, Debt Service Fund and Water & Sewer Fund are considered “Major” Funds and all of the other funds are considered “Nonmajor” Funds (See Glossary for definition of these terms). It is useful to provide an overview of the Village’s fund structure since the budget is prepared, organized and presented on a fund basis. The following fund types and each fund budgeted for by the Village which falls into that fund type classification, are further described:

1. **General Fund:** The General Fund (a Governmental Fund) is by far the largest Fund of the Village and accounts for most expenditures traditionally associated with government, including police protection, road and bridge (street improvements), building and zoning, community development, economic development, community relations, finance, Information Technology and general administration.

2. **Special Revenue Funds:** Special Revenue Funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, often due to legal requirements, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. The Village has two Special Revenue Funds:

**Motor Fuel Tax Fund:** This Fund is used to account for the operation of street maintenance programs and capital projects as authorized by the Illinois Department of Transportation utilizing the Village’s per capita share of gasoline taxes collected by the State of Illinois.

**Tax Increment Financing Fund (TIF):** This Fund is used to account for all the revenue and expenditures associated in the TIF District including development and infrastructure improvements. Financing is provided from incremental real estate taxes from the project area.

3. **Debt Service Fund:** The Debt Service Fund is used to account for the payment of interest, principal and paying agent fees on general obligation bonds. Sales tax and motor fuel tax revenues are currently pledged to make the annual debt service payments on the outstanding bond issuances.

4. **Capital Improvement Fund:** The Capital Improvement Fund accounts for the acquisition and construction of major capital facilities and other capital improvements financed through the issuance of debt and operating revenues.

5. **Enterprise Funds:** Enterprise Funds are classified as Proprietary Funds. Proprietary funds are used to account for a government's business-type activities (activities which receive a significant portion of their funding through user charges and fees). The operations of Enterprise Funds are accounted for similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration. Enterprise Funds established by the Village include:

**Water & Sewer Fund:** This Fund accounts for the revenues and expenses related to the provision of water services to residents and businesses. This Fund also accounts for the revenues and expenses related to the transportation and repairs to the Village's sanitary sewer and storm sewer systems. All activities necessary to provide such services including administration, operations, maintenance, financing and related debt service, and billing and collection are included in this Fund.

**Water & Sewer Capital Fund:** This Fund accounts for the revenues and expenses associated with annual capital infrastructure improvements for the water and sewer system. Growth related revenues and water and sewer usage fees provide the needed revenue.

**Garbage Collection Fund:** This Fund accounts for the revenues and expenses related to the collection and disposal of garbage, recycling and yard waste. Billing is completed in conjunction with the Water & Sewer Fund billing process. No administration, cash receipting, billing charges or customer service costs are expensed within this Fund.

5. **Internal Service Fund:** Internal Service Funds are also classified as Proprietary Funds and are used by state and local governments to account for the financing of goods and services provided by one department to another department, and to other governments on a cost reimbursement basis. Internal Service Funds established by the Village include:

**Vehicle Fund:** This Fund was created in Fiscal Year 2017 to account for the purchase of vehicular equipment used by the Village departments. Operating transfers from the General Fund and Water & Sewer Fund will provide the revenue to purchase vehicle replacements. In subsequent fiscal years, various departments will be charged based on the annual depreciation of the department's respective vehicles and equipment within the fleet.

6. **Trust and Agency Funds:** Trust and agency funds are classified as Fiduciary Funds and are used when a government holds or manages financial resources in an agent or fiduciary capacity. The Village has only one Trust Fund:

**Police Officers' Pension Fund:** This fund is used to account for the accumulation of resources to pay pension costs. Monies are contributed by police members at rates fixed by state statutes and by the Village through an annual contribution from the corporate property tax levy and general operating revenues.

### **Non-Budgeted Funds**

The Village also has three special revenue Funds which we do not prepare budgets for as these

Funds account for specific revenues to be used for specific purposes and two agency Funds which account for monies held on behalf of others. These three special revenue Funds are not budgeted as the revenue streams are not predictable and expenditures are not known until the actual time of spending.

### **Special Revenue Funds**

#### **Public Works Escrow Fund**

This Fund accounts for developer contributions received through original subdivision agreements or permit fees received as homes are built within the subdivision. The monies on hand are dedicated to roadway infrastructure improvements to roadways which need expansion because of the increased traffic created by the subdivision. The Fund has approximately \$1,000,000 in deposits/developer contributions to be used for specific purposes.

#### **Economic Development Fund**

This Fund accounts for the economic development grant received from the State of Illinois to be used to provide low interest loans to assist new business startups and job creation for people who have low to moderate incomes. Payments made on existing loans replenish the available amount for subsequent loans. The Fund currently has four loans outstanding and an available balance of \$116,000.

#### **Public Service Fund**

This Fund accounts for donations/contributions received from numerous sources and must be used for an intended purpose. The revenues are restricted by State Statutes or dedicated to fund the specific event the money was received for. The Fund has 34 sets of revenue and expense accounts for the different events and specific purpose items.

### **Agency Funds**

These two Funds are not budgeted as the transactions within these Funds are not known until the actual time of the activity.

#### **Agency Fund**

This Fund accounts for land/cash and transition fees collected from developers for other governmental agencies.

#### **Subdivision Escrow Fund**

This Fund accounts for developer deposits received through the development and planning stages. Village staff time and engineering costs are charged against the deposits and billed to developers if the deposits are not sufficient to cover all the costs.

### **Basis of Accounting and Basis of Budgeting**

The **modified accrual basis of accounting** is used for all **governmental fund types** (General Fund, Special Revenue Funds, Capital Project Funds and the Debt Service Fund) and agency funds (the Village currently does not budget for any agency funds). Under the modified accrual basis of accounting, revenues are recognized when they are both measurable and available. Measurable

means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Property taxes are recognized when they become both measurable and available in the period that the tax is intended to finance. Expenditures generally are recorded when a fund liability is incurred. However, debt service expenditures are recorded only when payment is due.

Those revenues susceptible to accrual are property taxes, motor fuel taxes, franchise fees, licenses, interest revenue, court fines and charges for services. Sales taxes and telecommunication taxes owed to the state at year end on behalf of the Village are also recognized as revenue. Other fines and permit revenue are not susceptible to accrual because generally they are not measurable until cash is received by the Village.

The **accrual basis of accounting** is utilized by **proprietary fund types** including enterprise funds, internal service funds, and **pension trust fund types**. Under this method, revenues and additions are recorded when earned and expenses and deductions are recorded when a liability is incurred.

Both the modified accrual basis of accounting and the accrual basis of accounting are consistent with generally accepted accounting principles (GAAP).

### **Basis of Budgeting**

The budget for the Village is prepared on a basis **consistent with GAAP** as described above except for the following major exceptions described and identified below as the budgetary basis:

1. Capital outlay within the proprietary fund types are capitalized and recorded as assets on a GAAP basis, but expensed on the budgetary basis. In addition, depreciation expense is not shown on the budgetary basis for the proprietary fund types since capital outlay is expensed and not depreciated. The budgetary basis provides a more accurate description of the actual expenditures made during the year for the proprietary fund-types. The capitalization threshold for infrastructure (land, building and land improvements) is \$25,000. The threshold for vehicles, machinery and equipment is \$10,000.
2. Bond proceeds in Enterprise funds are shown as revenues on the budgetary basis, and assets on a GAAP basis. Likewise, principal payments are shown as expenditures on a budgetary basis but reflected as a decrease in long-term debt payable on a GAAP basis. Under GAAP, bond proceeds for proprietary funds would be shown as an asset and offset with long-term debt payable.
3. Unrealized gains and losses on investments are treated as adjustments to revenue under the GAAP basis whereas under the basis of budgeting these amounts are not recognized and are excluded from revenue.

## FUND /DEPARTMENT STRUCTURE

	Major Fund	Non-Major Fund	Budget	Department Involvement								
				Corporate	Building & Zoning	Community Development	Road & Bridge	Community Relations	Economic Development	Finance	Information Technology	Police
<b>Governmental Funds</b>												
General Fund	yes		yes	X	X	X	X	X	X	X	X	X
<b>Special Revenue Funds</b>												
Motor Fuel Tax Fund		yes	yes				X			X		
Tax Increment Financing Fund		yes	yes	X	X	X	X		X	X		
Public Works Escrow Fund		yes	no				X			X		
Economic Development Fund		yes	no	X					X	X		
Public Service Fund		yes	no	X		X				X		
Debt Service Fund	yes		yes							X		
Capital Improvement Fund		yes	yes	X						X		
<b>Enterprise Funds</b>												
Water & Sewer Fund	yes		yes				X			X		
Water & Sewer Capital Fund	yes		yes				X			X		
Garbage Collection Fund	yes		yes							X		
<b>Internal Service Fund</b>												
Vehicle Fund		yes	yes	X	X	X	X			X		X
<b>Fiduciary Funds</b>												
<b>Pension Trust Fund</b>												
Police Pension Fund		yes	yes							X		X
<b>Agency Funds</b>												
Agency Fund		yes	no			X				X		
Subdivision Escrow Fund		yes	no			X				X		

### **Fund Balance and Cash Reserve Policies**

The Village of Oswego has adopted a Fund Balance Policy for governmental fund types and established the following Unrestricted Net Assets balances and/or cash reserve balances for other fund types. The purpose of these policies is to enhance long-term financial planning and mitigate the risks associated with changes in revenues due to economic and local market conditions. These policies also aim to assist in the allocation of sufficient monies for the purchase of capital equipment, construction of capital improvements, and unanticipated expenditures that may occur. Unassigned/Unrestricted reserve balances will be utilized for emergency expenditures, annual budget shortfalls or other approved capital projects.

All of the balances refer to the amounts available as of the end of the fiscal year, April 30. The Finance Department monitors these reserve levels and informs the Village Administrator of any significant changes that occur and the potential effect on funding future operations.

#### **Fund Balance Policy for Reporting of Governmental Funds**

##### Statement of Purpose

The purpose of this policy is to establish fund balance classifications that establish a hierarchy based on the extent to which the Village of Oswego (Village) must observe constraints imposed upon use of the resources that are reported by the governmental funds. More detailed fund balance financial reporting and the increased disclosures will aid the user of the financial statements in understanding the availability of resources.

The fund balance will be composed of three primary categories: 1) Nonspendable Fund Balance, 2) Restricted Fund Balance and 3) Unrestricted Fund Balance.

##### Definitions

***Governmental Funds*** – are used to account for all or most of the Village’s general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general capital assets (capital projects funds) and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all activities of the Village not accounted for in some other fund.

***Fund Balance*** – the difference between assets and liabilities in a Governmental Fund.

***Nonspendable Fund Balance*** – the portion of a Governmental Fund’s net assets that are not available to be spent, either short-term or long-term, in either form or through legal restrictions (e.g., inventories, prepaid items, land held for resale and endowments).

***Restricted Fund Balance*** - the portion of a Governmental Fund’s net assets that are subject to external enforceable legal restrictions (e.g., grantor, contributors and property tax levies).

***Unrestricted Fund Balance*** is made up of three components:

***Committed Fund Balance*** - the portion of a Governmental Fund's net assets with self-imposed constraints or limitations that have been placed at the highest level of decision making.

***Assigned Fund Balance*** - the portion of a Governmental Fund's net assets to denote an intended use of resources

***Unassigned Fund Balance*** - available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e. assignments).

#### Fund Balance Philosophy

It is the Village's philosophy to support long-term financial strategies, where fiscal sustainability is its first priority, while also building funds for future growth. It is essential to maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures) and to ensure stable tax rates. Fund balance levels are also a crucial consideration in long-term financial planning.

#### Scope

This policy establishes the hierarchy of fund balance and provides for the minimum amount of fund balance each governmental fund should maintain. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balance in the general fund to evaluate the Village's continued creditworthiness.

#### Minimum Unrestricted Fund Balance Levels

This Policy applies to the Village's governmental funds as follows:

- A. ***General Fund*** - The General Fund is a major fund and the general operating fund of the Village. It is used to account for most expenditures traditionally associated with government including police protection, road and bridge (street improvements), building and zoning, community development, economic development, community relations, finance, and general administration and all other financial resources except those that are accounted for in another fund.

Spendable fund balance will be classified as follows:

- a. Restricted – A portion of the fund balance will be restricted based on the amount of assets at fiscal yearend which have external limitations on their use.
- b. Committed – A portion of the fund balance may be committed through formal action of the Village Board of Trustees either through a resolution or ordinance.
- c. Assigned – This assigned fund balance will be maintained at a minimum level of 35% of annual budgeted expenditures to ensure long term fiscal sustainability.
- d. Unassigned – The unassigned fund balance is the amount which could be utilized for funding of one time projects or expenditures.

- B. ***Special Revenue Funds*** - Special revenue funds are used to account for and report the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes other than debt service or capital projects. These funds fund balances will be considered restricted, committed, or assigned depending on the intended source/use of the funds.
- C. ***Debt Service Fund*** - This fund is a major fund and was established to account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest on the Village's outstanding debt issuances. This fund's fund balance will be considered restricted, committed, or assigned depending on the intended source/use of the funds.
- D. ***Capital Projects Fund*** – This fund is a non-major fund established to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or construction of capital facilities and other capital assets, excluding those types of capital related outflows financed by proprietary funds. This fund's fund balance will be considered restricted, committed, or assigned depending on the intended source/use of the funds.

#### Flow Assumptions

Some projects (funds) are funded by a variety of resources, including both restricted and unrestricted (committed, assigned and unassigned). When restricted funds exist, those funds are used first, then unrestricted. For unrestricted funds, committed funds are used first, then assigned, then unassigned.

#### Authority

- A. ***Committed Fund Balance*** – A self-imposed constraint on spending the fund balance must be approved by ordinance or resolution of the Village Board of Trustees. Any modifications or removal of the self-imposed constraint must use the same action used to commit the fund balance. Formal action to commit fund balance must occur before the end of the fiscal year. The dollar amount of the commitment can be determined after year end.
- B. ***Assigned Fund Balance*** – A self-imposed constraint on spending the fund balance based on the Village's intent to use fund balance for a specific purpose. The authority for imposing the amount of assigned fund balance at the end of the fiscal year is delegated to the Village President and Board of Trustees.

The following are guidelines for establishing and retaining fund balance and cash reserves for the Village's operating funds.

#### General Fund

The Village will strive to maintain a minimum assigned fund balance of 35% of the estimated subsequent year's annual operating expenditures excluding capital improvements. In addition, the Village will also strive to maintain a minimum cash reserve balance equal to 25% of the estimated subsequent year's annual operating expenditures.

### **Motor Fuel Tax Fund**

The Village will strive to maintain a minimum assigned fund balance equal to 50% of the estimated subsequent year's annual expenditures. This level is necessary to provide for the payment of expenditures related to the Village's annual road program, which is paid for almost entirely during the first six months of the fiscal year.

### **Tax Increment Financing Fund**

The Village will strive to maintain a cash reserve level to timely meet all expenditures incurred during the fiscal year.

### **Debt Service Fund**

The Village will strive to maintain a cash reserve level in the Debt Service Fund sufficient to timely meet all principal and interest payments for the following fiscal year based on the bond ordinance requirements for pledged revenues and bond coverage requirements.

### **Water & Sewer Fund**

The Village will strive to maintain an unrestricted net assets balance equal to 30% of the estimated subsequent year's annual operating expenditures. The Village will also maintain an additional reserve sufficient to meet all principal and interest payments for the following fiscal year based on the bond ordinance requirements for pledged revenues and bond coverage requirements. Annual surplus reserves will be transferred to the Water & Sewer Capital Fund to support capital improvements for the water and sewer systems.

### **Water & Sewer Capital Fund**

The Village shall plan for future capital improvements to be paid from cash reserves by maintaining a reserve level based on the capital improvements scheduled for the next five subsequent years.

### **Vehicle Fund**

The Village shall plan for future vehicular equipment replacements to be paid from cash reserves by maintaining a reserve level based on the accumulated depreciation of the current fleet and the scheduled year of replacement.

### **Garbage Collection Fund**

The Village will strive to maintain an unrestricted net assets balance equal to 25% of the estimated subsequent year's annual operating expenditures. This level will provide for three months of operating expenses.

## **Revenue and Expenditure Policies**

### **Revenue**

The Village desires to maintain a diversified and stable revenue base to reduce the impacts of fluctuations in any one revenue source. The revenue mix combines elastic and inelastic revenue sources to minimize the effects of an economic downturn. The Village also incorporates the following principles related to revenues as it furthers its financial planning and fulfills its fiscal responsibilities:

- Through the Village’s economic development program, the Village will strive to strengthen its revenue base.
- Through the annual financial planning process, the Village will project each revenue source for at least the next five years and will update this planning document annually.
- The Village will maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.
- The Village follows a “cost of service” approach which results in user fees, rates and customer charges being sufficient to cover appropriate costs. These fees and rates will be evaluated annually.
- The Village will set fees and user charges for each enterprise fund, such as the Water & Sewer Fund at levels that fully support the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets.
- The Village will use all out of the ordinary or one time revenues received as surplus revenue for the respective fiscal year to build up reserve balances or earmark for special projects.
- The Village will use all revenues received for special events, special purpose donations/contributions and State Statute regulated revenues for only their intended purposes.

### **Expenditure**

All disbursements will adhere to the Village Purchasing Policy and be subsequently approved by the Village Board through the bi-weekly Bills List. The Village Budget serves as the annual appropriation or spending authority. All expenditures in Funds which are not part of the annual budget process are still subject to the Village Purchasing Policy and appear on the bi-weekly Bills List approved by the Village Board.

- The Village will consistently budget the minimum level of expenditures which will provide for the public well-being and safety of the residents and businesses of the community.
- Expenditures will be within the confines of generated revenue. Reserve balances will be used to fund operating expenditures only for the short-term duration of one to two years.
- Through the financial planning process, the Village will forecast expenditures for each of the next five years and will update this forecast annually, taking into account anticipated increases in operating expenditures, significant changes in operating and staffing needs, and future capital projects and improvements that have been identified as needed for the community.
- Capital Planning will be completed annually to prioritize and select those projects which will be funded in upcoming budgets. The Vehicle Replacement Policy and scoring system will be used to determine vehicle and large equipment replacements to be included in annual budgets. All capital outlay will be subject to available funding.

### **Budgeting, Accounting, Auditing and Reporting Policies**

- The Village will establish and maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principals (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).
- The accounting system will maintain records on a basis consistent with accepted standards for local government accounting (according to GASB).

- Where possible, the reporting system will also provide monthly information on the total cost of specific services by type of expenditure and by Fund.
- An independent firm of certified public accountants will perform an annual financial and compliance audit of the Village's financial statements according to Generally Accepted Auditing Standards (GAAS) and will publicly issue an opinion which will be incorporated in the Comprehensive Annual Financial Report.
- The Village will annually seek the GFOA Certificate of Achievement for Excellence in Financial Reporting Award and the GFOA Distinguished Budget Award.
- The Village will promote full disclosures in its annual financial statements and its bond presentations.
- The Village will comply with all financial reporting requirements including all annual reports to be filed with the State and all annual debt disclosures filed with the respective agencies.

### **Cash Management / Investment Policies**

- An investment policy has been adopted by the Village Board. The investment policy 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.
- 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.
- In order to maximize interest earnings, the Village commingles the cash of all funds excluding the Police Officers' Pension Fund. Interest revenue derived from commingled cash is allocated to the participating funds monthly based on the relative cash balance of each fund.
- Criteria for selecting investments and the order of priority are:
  - **Safety.** Safety of principal is the foremost objective of the investment program. Investments of the Village shall be undertaken in a manner that seeks to insure the preservation of capital in the portfolio.
  - **Liquidity.** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary markets.
  - **Return on Investment.** Return on investment is of tertiary concern when compared to the safety and liquidity objectives described above. The investment portfolio shall be designed with the objective of attaining a market rate of return throughout economic cycles, taking into account the investment risk constraints and liquidity needs. Investments are limited to very low risk securities in anticipation of earning a fair return relative to the risk being assumed.

## Budget Process and Budget Structure

---

### **Budget Process**

The budget process for the Village of Oswego involves the citizens, the Village President and Village Board, Village Administrator, Department Heads, supervisors, and many others throughout the organization. Each person plays a critical role in the development of the budget for the upcoming year. Although much of the time and effort in preparing the budget takes place during the months of October through April, the development, implementation, monitoring and review of the Village's budget is part of a comprehensive process that occurs throughout the entire year.

The Village has adopted the Budget Act as defined in Chapter 65, Section 5/8-2-9 of the State of Illinois Compiled Statutes. The Act requires the adoption of the Budget prior to the beginning of the fiscal year for which it pertains and provides the spending authority for the fiscal year. The goal of the Village Administrator and Budget Officer is to present the Village Board with a balanced operating budget for review and adoption.

*A balanced budget is a budget in which revenues meet or exceed expenditures and cash reserves or unrestricted-unassigned fund balance or unrestricted net assets is not considered a revenue source.*

The Village will occasionally drawdown cash reserves or fund balance to return the reserves to desired levels as stated in the Village's policy on Fund Balances found in the Financial Policies section of this document. Fund balance reserves were not used to balance budgets in any Fund for Fiscal Year 2018. However, intentional drawdowns of fund reserves will occur in five Funds which have total expenditures exceeding total revenues or one time expenditures; the Motor Fuel Tax Fund, the TIF Fund, the Capital Improvement Fund, the Water & Sewer Fund and the Water & Sewer Capital Fund. The Motor Fuel Tax Fund will drawdown reserves by \$309,000 to complete the increased calendar 2017 roadway improvements. The TIF Fund reduces reserves by \$310,000 if the estimated expenditures are realized. The Capital Improvement Fund will drawdown reserves by \$22,000,000 due the construction costs of the Police Headquarters facility. The Water & Sewer Fund will use reserves in the amount of \$29,271 to complete the transfer to the Vehicle Fund for a vehicle replacement. The Water & Sewer Capital Fund is using reserves in the amount of \$1,000,000 to complete scheduled water and sewer system improvements. All other Funds are presented with balanced budgets.

The Village's annual budget is prepared for the fiscal year which begins on May 1 and ends on April 30. During the first three months of the fiscal year, the Finance Department begins the year-long process of monitoring the Village's revenues and expenditures and discussing and resolving any significant variances with each Department. The Village's current budgetary control is at the fund level and a budget is adopted for the following Funds.

General Fund  
Motor Fuel Tax Fund

Tax Increment Financing Fund  
Debt Service Fund

Capital Improvement Fund  
Water & Sewer Fund  
Water & Sewer Capital Fund  
Vehicle Fund

Garbage Collection Fund  
Police Officers' Pension Fund

Total expenditures may not exceed the total amount approved for each Fund unless a budget amendment is approved by the Village Board.

### **Budget Preparation**

The fiscal year financial calendar is completed in June of each year. The financial calendar shows the scheduled dates for the preparation of the Capital Improvement Plan (CIP), annual Village property tax levy and the Annual Village Budget and Financial Plan.

The CIP begins in July with the departments updating of the CIP listed projects and the addition of new projects for the next five years. Large dollar projects beyond five years are also included in the CIP for discussion and planning. The Public Works department completes a Street Analysis annually to determine the amount of roadway improvements to be undertaken for each budget year. The analysis provides the amount to be budgeted in the Motor Fuel Tax Fund for public improvements and is included in the CIP. The CIP is reviewed with the Village Board and approved capital projects are included within the respective Fiscal Year Village Budget. The CIP is adopted with the annual budget. The budgeted capital projects will have an impact on the revenue available for the operating budgets of respective departments as lower amounts will be available for normal operating expenditures.

Preparation of the annual budget begins in September of each year. The Village Board is solicited for any ideas for the Budget and budget worksheets are made available to each department head containing the current year budget, year-end projections and prior fiscal year actual data. The Village Administrator and Budget Officer provide broad directives regarding the development of each Department's budget. Each department then prepares a budget for each line item under that Department's scope of responsibility. Budgets were required to be completed and submitted to the Budget Officer by November 28, 2016.

The preliminary Request Budget was compiled by the Finance Department for review by the Village Administrator and Budget staff and also distributed to the Village Board for their review. Included in the Request Budget are revenue projections for each Fund which are used for controlling requested expenditures. Meetings with individual department heads were held to review their respective portion of the Request Budget the week of December 12-15, 2016. Any changes to the departments' budgets were made and copy of the Draft Budget was prepared and distributed to the Village Board on February 10, 2017. The Draft Budget was also made available for public viewing on the Village website as of February 24, 2017.

The Draft Budget was reviewed and discussed at the Budget Workshop meeting held on March 4, 2017 which was open to the public. A formal Public Hearing on the budget was held on April 11, 2017, where the public was invited to comment on any issues concerning the budget for the upcoming year. Any final changes to the budget, as a result of the public hearing, were processed and a formal budget adoption ordinance was approved at the same Village Board meeting on April 11, 2017 providing the legal authority to spend public funds starting May 1st.

**Amending the Budget**

If necessary, the annual budget may be amended by the Village Board during the year, increasing or decreasing total revenues or expenditures for a particular fund. These budget amendments are usually necessary if anticipated expenditures are expected to exceed the total amount budgeted at the fund level due to changing priorities or unexpected occurrences. Budget transfers within a fund between line item accounts may be authorized by the Finance Director at any time.

**Long-Term Financial Planning**

Monthly financial reports and quarterly financial reports are prepared for the Village Board and department heads as well as made available for public viewing. These reports provide the basis for the identification of any immediate trends which may need to be addressed regarding revenues and expenditures. The reports also provide transparency into Village finances throughout the year.

A Financial Plan is prepared in conjunction with the Fiscal Year Draft Budget. The Financial Plan projects revenues and expenditures for the next five fiscal years based on the Draft Budget. The Five Year Financial Plan is presented and discussed with the Village Board to identify revenue and expenditure trends. This allows the Village Board and Village Staff to proactively plan for any potential concerns arising in subsequent fiscal years.

The Village Comprehensive Plan was updated and presented to the Village Board in the summer of 2015. The plan provides the basis for directing growth in a controlled, manageable, and sustainable manner.

All of these reports can be found on the Village website at [www.oswegoil.org](http://www.oswegoil.org).

*Fiscal Year 2018 Financial Calendar  
Capital Improvement Plan, Tax Levy and Annual Budget*

---

[Calendar Year 2016](#)

[Scheduled \(subject to change\)](#)

<b>Wednesday, August 31</b>	<b>Capital Improvement Plan (CIP) kickoff meeting with staff</b>
Tuesday, September 20	Pension Funding Discussion Solicit Village Board ideas for Fiscal Year 2018 Budget
Wednesday, September 21	Fiscal Year 2018 Budget kickoff meeting with staff
Tuesday, October 4	<u><a href="#">Committee of the Whole Meeting</a></u> Auditors present Fiscal Year 2016 Village Audit 2016 tax levy discussion
<b>Friday, October 14</b>	<b>Capital Improvement description forms submitted to finance</b>
Tuesday, October 18	<b>Adopt Calendar Year 2016 Tax Levy</b>
<b>Monday, November 28</b>	<b>Department Budget worksheets must be completed</b>
Tuesday, December 6	Request Budget distributed to Village Board

**Tu-Th, December 12-15**  
Tuesday, December 13  
Tuesday, December 20

Meetings with department heads on budget requests  
Review Capital Improvement Plan  
Final meeting with Village Administrator on budget requests

---

**Calendar Year 2017**

**Friday, February 10**

Draft budget delivered to Village President/Trustees

**Saturday, March 4**

**Budget workshop –overview and departmental budget review**

Tuesday, March 21

Committee of the Whole

Fiscal Year 2018 Budget review (if necessary)

Tuesday, April 11

**Public Hearing on Fiscal Year 2018 Budget**

**Tuesday, April 11**

**Approve Ordinance Adopting Fiscal Year 2018 Budget  
Adopt Capital Improvement Plan**

### **Major Revenue Sources**

The Village of Oswego has eight major revenue sources which account for over 75% of the total Village revenues for all funds, excluding operating transfers and bond proceeds. These revenue sources are described individually in the following pages. These revenues are estimated annually using historical trend data, current economic activity and local knowledge regarding each revenue source.

**State shared sales tax revenue** is the largest single source of revenue for the Village. Sales tax revenue had been averaging an annual 4% increase since FY 2010 but reached a high point in FY 2016. The slower growth in new residents coupled with less nonresidents shopping in the village appears to be the cause of slower growth in sales tax revenue. This revenue source is estimated to increase to \$6.1 million in FY 2018.

**The Home Rule sales tax revenue** is the **second** largest revenue source for the Village. The Village implemented a 0.50% home rule sale tax rate in July, 2010 and increased the rate to 1.25% effective January 1, 2016. This revenue source mirrors the State shared sales tax revenue and is collected by the State and remitted to the Village. The FY 2018 budget is \$5.0 million with \$2.9 million allocated for capital improvements.

**Water & Sewer usage revenues** account for the third largest source of Village revenues. The population increase over the past ten years allowed this revenue source to increase annually through FY 2013. Since FY 2013, revenue has decreased 2% on average each year. Less consumption with no rate increases has contributed to the decrease in revenues which must generate sufficient income to support the expenses of the Waterworks and Sewerage System. The Fiscal Year 2018 budget estimates this revenue at \$5.0 million.

**Income tax revenue** is the fourth major revenue source for the Village. This tax is distributed on a per capita basis from the State of Illinois. Income tax receipts increased annually because of the village's population growth until FY 2011 when it declined slightly. Fiscal Year 2017 estimates \$2.9 million will be received which is \$300,000 less than the FY 2016 total received. The State has corrected a formula distribution error which is causing less revenue to be distributed to municipalities. The FY 2018 budget of \$3.0 million may not be realized if the monthly distributions continue to decline year over year.

**Garbage Collection revenue** is the fifth largest generator of revenue. This revenue is used to pay the disposal costs of garbage collection contracted with a third party. The Village bills the residents and collects the revenue through the utility billing process. The Fiscal Year 2018 Budget estimates the revenue at \$2.5 million.

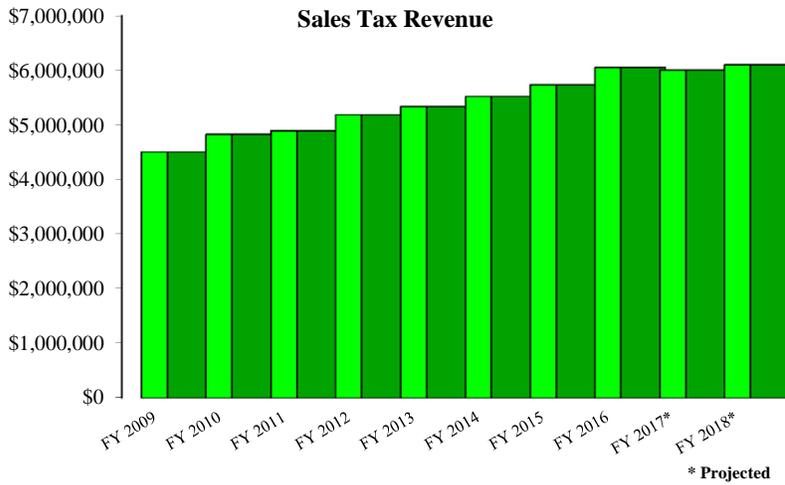
**Utility tax revenue** is the sixth largest revenue source for the Village. The Village taxes the use of three utilities: natural gas, electricity, and telecommunications. Telecommunications tax revenues have fluctuated over the past six fiscal years and are budgeted to decrease to \$0.6 million for Fiscal Year 2018. Gas and electric utility taxes are expected to increase to \$1.0 million in Fiscal Year 2018.

**Property tax revenue** is the seventh largest source of revenue for the Village and does not fluctuate due to the overall performance of the local and state economy. The Village annually determines how much in property tax revenue will be received from the property owners by levying a total dollar amount each December. The revenue is used to pay for the pension costs of the Police Officer's Pension Fund and the Illinois Municipal Retirement Fund (all non-police employees) with any remaining funds used for general operations. For Fiscal Year 2018, the entire property tax levy will be used to pay the Village contribution to the Police Officer's Pension system. \$1.2 million was levied and is expected to be received in FY 2018.

**Motor Fuel Tax revenues** are another major source of revenue for the Village. This revenue is dedicated to paying the costs of roadway infrastructure repairs completed within the Village. The revenue is distributed to the Village from the State of Illinois tax on gasoline and petroleum products on a per capita basis. The revenue increased as the Village's population increased over the past ten fiscal years. The Village expects to receive around \$0.8 million in FY 2018. This amount is the same amount budgeted in FY 2017.

**General Fund**

**Sales Tax Revenue**



Sales Tax		
Fiscal Year	Revenue	% Change
FY 2009	4,501,565	-4.2%
FY 2010	4,829,238	7.3%
FY 2011	4,892,537	1.3%
FY 2012	5,183,713	6.0%
FY 2013	5,331,846	2.9%
FY 2014	5,519,552	3.5%
FY 2015	5,729,920	3.8%
FY 2016	6,047,817	5.5%
FY 2017*	6,000,000	-0.8%
FY 2018*	6,100,000	1.7%

\* Projected

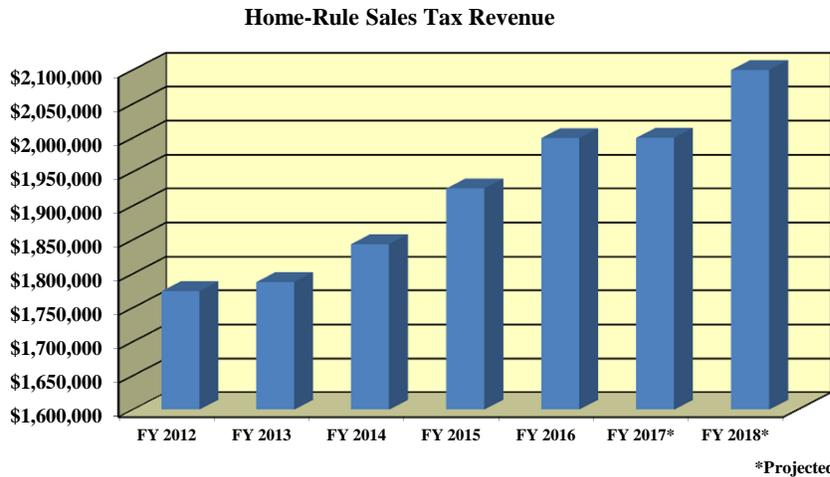
**Description**

The Village of Oswego receives from the State of Illinois, 16% of the 6.25% State sales tax on general merchandise (1% of gross sales). In addition, the Village also receives 100% of the 1.25% State sales tax on food and qualifying drugs (also 1% of gross sales). The tax money that the Village receives is based on actual sales made within the Village corporate limits. Kendall county has also implemented an additional sales tax rate of 1.0% on sales within the Village. The current total sales tax rate for the Village is 8.50% including the 1.25% home-rule sales tax.

**Analysis and Trends**

Sales tax revenue received by the Village is directly related to the dollar value of sales made within the Village limits. Sales in four categories account for 69% of the sales tax revenue received by the Village. General Merchandise, Auto/filling stations, Drinking & Eating Places and Food business types are where the majority of the overall sales occur in the Village. Sales tax revenue had been increasing annually for the Village as new retail developments and residents were locating here. The chart shows Sales tax revenue has now leveled off at \$6.0 million annually as overall development slowed the last two years. New development within the Village should increase the sales tax revenue received in subsequent years.

Sales Tax Revenue By Type of Business (Calendar Year)								
Category	2013		2014		2015		2016	
	Amount	% of Total						
General Merchandise	1,032,790	19.02%	1,772,784	30.91%	1,770,195	29.68%	1,739,752	28.80%
Food	477,393	8.79%	448,860	7.83%	600,712	10.07%	569,734	9.43%
Drinking & Eating Places	639,448	11.78%	714,404	12.46%	797,498	13.37%	844,653	13.98%
Apparel	263,034	4.84%	267,752	4.67%	276,743	4.64%	287,756	4.76%
Furniture & Fixtures	229,101	4.22%	226,135	3.94%	244,566	4.10%	226,675	3.75%
Lumber, Bldg., Hardware	249,375	4.59%	268,823	4.69%	279,081	4.68%	292,939	4.85%
Auto & Filling Stations	1,497,855	27.59%	941,139	16.41%	952,616	15.97%	979,398	16.21%
Drugs & Misc. Retail	693,093	12.76%	740,026	12.90%	581,195	9.74%	749,123	12.40%
Agriculture & All Others	324,119	5.97%	329,249	5.74%	425,135	7.13%	301,602	4.99%
Manufacturers	23,724	0.44%	25,620	0.45%	37,015	0.62%	49,030	0.81%
<b>Total</b>	<b>5,429,931</b>	<b>100.00%</b>	<b>5,734,792</b>	<b>100.00%</b>	<b>5,964,757</b>	<b>100.00%</b>	<b>6,040,663</b>	<b>100.00%</b>



Fiscal Year	Sale Tax Revenue	% Change
2012	1,774,132	29.4%
2013	1,787,783	0.8%
2014	1,843,723	3.1%
2015	1,925,463	3.1%
2016	1,999,631	1.3%
2017*	2,000,000	0.0%
2018*	2,100,000	5.0%

\*Projected

**Description**

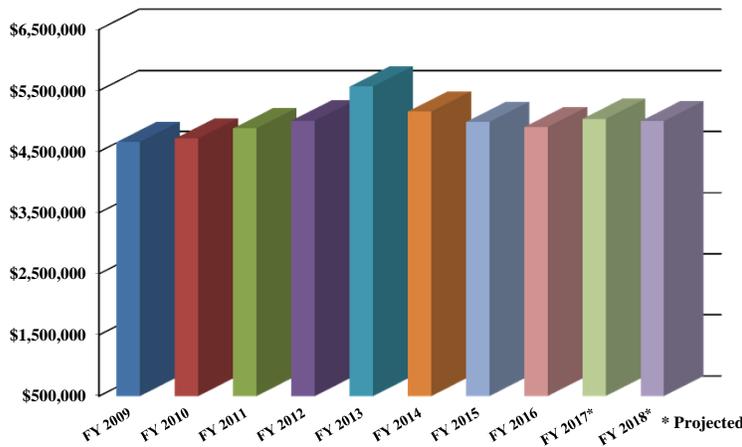
The Village of Oswego, pursuant to its home rule powers, implemented a 0.50% local home rule sales tax effective July 1, 2010. Communities over 25,000 are considered to be "home rule" by the State of Illinois and thus have the option of levying such a tax without voter approval. This tax is applicable to all sales except qualifying food and drugs not prepared for immediate consumption and titled vehicles. This sales tax applies to approximately 65% of all sales made within the Village. As of January 1, 2016, the Village increased the home rule sales tax rate 0.75%, bringing the total HR sales tax rate to 1.25%. The additional revenue will support the annual road program, building of a new police facility and other capital improvements.

**Analysis and Trends**

This revenue source will trend similarly to the general sales tax revenue. Home Rule Sales tax revenue is estimated to increase 73% in FY 2017 due to the rate increase. The recent trend shows a leveling off of this revenue source. The table below is presented to distinguish the sources of local home rule sales tax revenue received by the Village. The information is presented by calendar year, rather than fiscal year, since it is only provided by the Illinois Department of Revenue. The two largest categories generating Home Rule Sales tax revenues are "General Merchandise" and "Drinking & Eating places" for calendar year 2015 and calendar 2016 year to date.

Home Rule Sales Tax Revenue By Type of Business (Calendar Year)								
Category	2013		2014		2015		2016	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
General Merchandise	355,684	19.7%	524,363	27.1%	519,197	10.4%	1,291,982	25.8%
Food	82,826	4.6%	76,165	3.9%	136,196	2.7%	317,198	6.3%
Drinking & Eating places	317,169	17.6%	354,581	18.3%	395,760	7.9%	1,044,375	20.8%
Apparel	131,438	7.3%	133,754	6.9%	138,204	2.8%	354,666	7.1%
Furniture & HH & Radio	113,174	6.3%	112,355	5.8%	120,653	2.4%	281,364	5.6%
Lumber, Bldg., Hardware	124,058	6.9%	134,167	6.9%	139,352	2.8%	361,767	7.2%
Auto & Filling Stations	284,747	15.8%	185,903	9.6%	156,009	3.1%	386,040	7.7%
Drugs & Misc. Retail	233,106	12.9%	249,264	12.9%	219,204	4.4%	562,918	11.2%
Agriculture & All Others	153,561	8.5%	156,634	8.1%	138,599	2.8%	353,244	7.1%
Manufacturers	9,736	0.5%	9,904	0.5%	16,448	0.3%	56,253	1.1%
<b>Total</b>	<b>1,805,500</b>	<b>100%</b>	<b>1,937,089</b>	<b>100%</b>	<b>1,979,624</b>	<b>40%</b>	<b>5,009,807</b>	<b>100%</b>

Charges for Service Revenue



Fiscal Year	Charges for Service	% Change
2009	4,657,726	-3.3%
2010	4,715,415	1.2%
2011	4,883,915	3.6%
2012	5,009,047	2.6%
2013	5,567,132	11.1%
2014	5,159,314	-7.3%
2015	4,988,572	-3.3%
2016	4,904,822	-1.7%
2017*	5,038,000	2.7%
2018*	5,000,000	-0.8%

**Description**

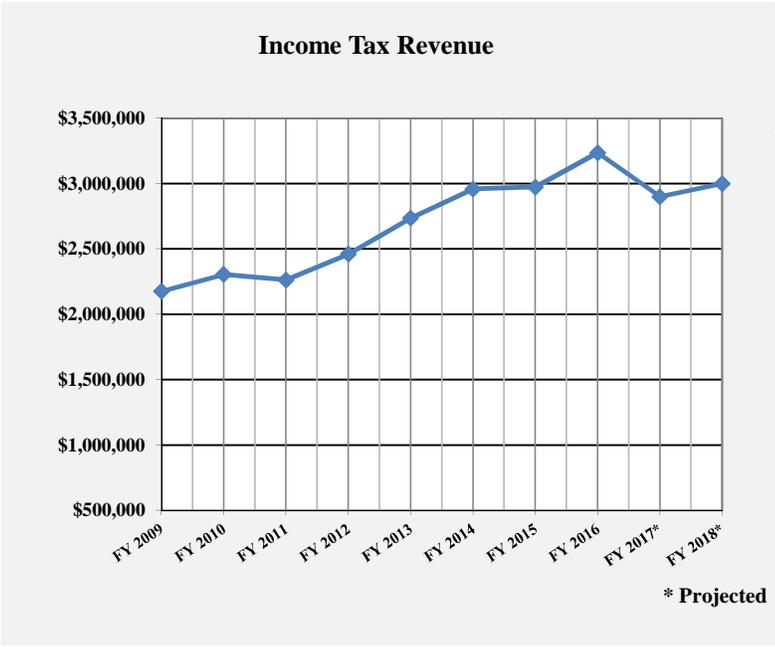
Water service charges represent 97% of all Water and Sewer Fund revenue. Water customers are billed bi-monthly for water and sewer services used at the current rate of \$3.03 for every 100 cubic feet of water used (\$4.05 per 1,000 gallons) and \$1.28 per 100 cubic feet of water used (\$1.71 per 1,000 gallons) for sanitary sewer maintenance. A monthly access fee of \$3.17 per month is also included on the bill. The Village's water system consists of eight wells, six water towers and the distribution system. The water rate set by the Village must be sufficient to cover all operating and capital costs for maintaining the entire system.

**Analysis and Trends**

Water and sewer usage fees account for 97% of all the revenues received to be used for maintaining and operating the water and sewer system. The Village experienced annual increases in water and sewer fee revenues up through FY 2008 due to new resident growth within the Village. Revenues peaked in FY 2013 and then declined through FY 2016. FY 2017 is projecting a 2% increase in revenue. The FY 2018 budget does not anticipate any increase above the FY 2017 year amount. The last rate increase of \$0.20 was in July 2010. Water rates will need to be increased beginning in FY 2018 to insure the rate structure is sufficient to support the operating, capital, and debt service costs of this enterprise.

**General Fund**

**Income Tax Revenue**



Fiscal Year	Income Tax Revenues	% Change
2009	2,175,465	9.2%
2010	2,304,243	5.9%
2011	2,261,968	-1.8%
2012	2,460,342	8.8%
2013	2,735,608	11.2%
2014	2,957,978	8.1%
2015	2,972,805	0.5%
2016	3,235,006	8.8%
2017*	2,900,000	-10.4%
2018*	3,000,000	3.4%

**Description**

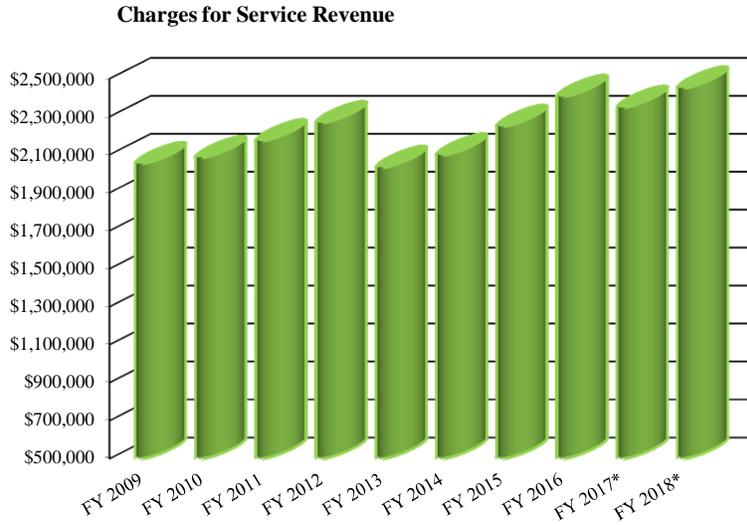
The State of Illinois currently has an income tax rate of 3.75% for individuals, trusts and estates and 5.25% for corporations. Of the total net income tax collections received by the State, 1/6th is set aside into the Local Government Distributive Fund (LGDF). The LGDF receipts are then distributed to municipalities and counties based on their population as a percentage of the State's official census population. There are no restrictions on the types of expenditures that a municipality may fund with their share of income tax revenues. On average, 10% of all income tax revenue received by the State is from corporations and 90% is from individuals, trusts and estates. This is a very elastic revenue source that fluctuates significantly based on the performance of the national and state economy.

**Analysis and Trends**

The Village's share of income tax revenue increased annually because of the growth experienced in the community until FY 2011 when receipts decreased 1.8% due to the economic downturn and high unemployment within the State. FY 2016 receipts reached \$3.2 million before declining due to a distribution error incurred at the State of Illinois causing a projected 10% decline for FY 2017. The State Legislature is considering income tax rate increases and distribution formula changes which has us concerned about the direction and trend for this revenue. The FY 2018 estimate could be 3.4% (\$100,000) to high if the State doesn't make any changes to the distribution formula.

**Garbage Collection Fund**

**Disposal Fees**



<b>Fiscal Year</b>	<b>Charges for Service</b>	<b>% Change</b>
FY 2009	2,052,072	18.1%
FY 2010	2,084,354	1.6%
FY 2011	2,172,351	4.2%
FY 2012	2,267,598	4.4%
FY 2013	2,032,054	-10.4%
FY 2014	2,097,286	3.2%
FY 2015	2,248,211	7.2%
FY 2016	2,405,709	7.0%
FY 2017*	2,348,000	-2.4%
FY 2018*	2,450,000	4.3%

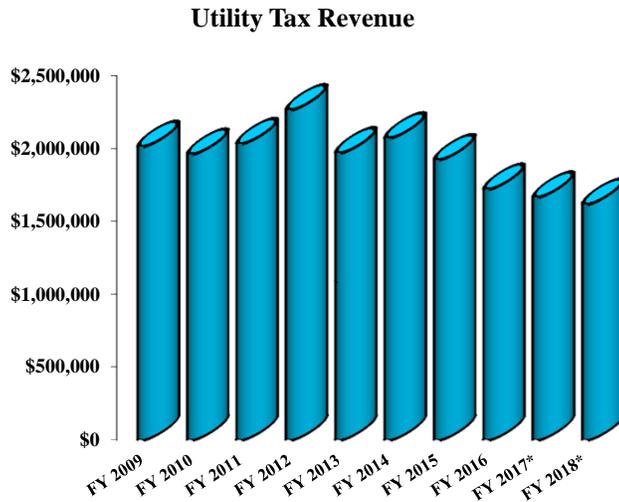
\* Projected

**Description**

Disposal fee service charges represent 99% of all Garbage Collection Fund revenue. The Village contracts with a third party for refuse collection and bills residents for the service through the Village utility bill. Billing is bi-monthly but payments to the vendor are remitted monthly. The Village must keep one to two months of billings in reserve within the Fund. Rates are set per the contracted party and passed on to the residents. The revenue received should equal what is paid to the contractor.

**Analysis and Trends**

The Village pays the vendor based on the number of accounts being serviced by the Village. Revenue has increased over the years due to the population growth of the Village. The revenue was increasing due to annual rate increases but a new negotiated contract beginning in FY 2013 resulted in lower costs for the service. In FY 2017, the contract was extended with lower rates for FY 2017 and annual increases of 2% to 4% which will be passed on to the residents.

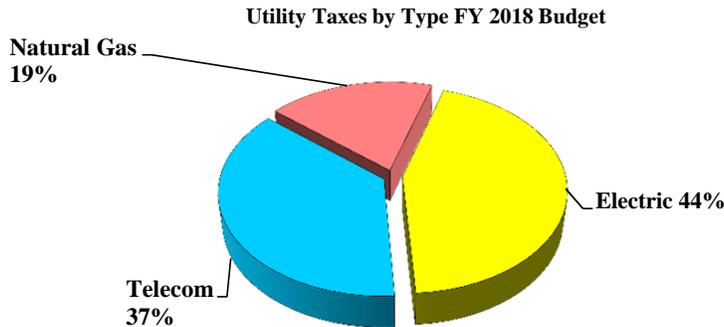


Fiscal Year	Utility Tax Revenue	% Change
2009	2,012,974	0.9%
2010	1,960,119	-2.6%
2011	2,032,494	3.7%
2012	2,263,962	11.4%
2013	1,969,166	-13.0%
2014	2,071,323	5.2%
2015	1,921,694	-7.2%
2016	1,719,282	-10.5%
2017*	1,665,000	-3.2%
2018*	1,616,000	-2.9%

\* Projected

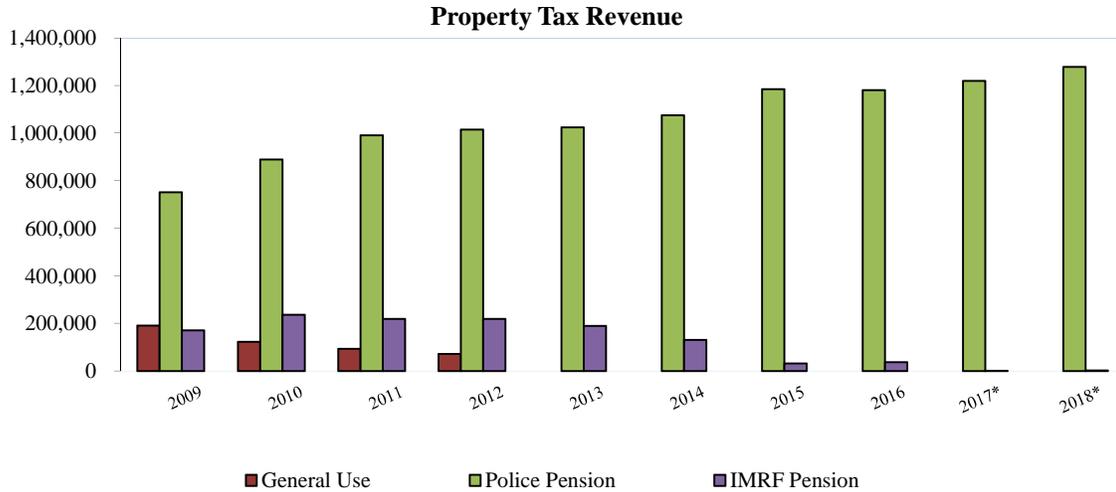
**Description**

The Village taxes the use of three utilities: natural gas, electricity, and telecommunications. The rates for each tax are: \$0.045 cents per therm for natural gas for those users subject to the gas use tax, a 3% of gross charges for natural gas, a 6.0% of gross charges for telecommunications, and a tiered kilowatt-hour use rate for electricity roughly equivalent to 3.0% of gross charges. Payments for the taxes on natural gas and electricity are made directly to the Village every month by the utility companies; Nicor for natural gas and Exelon, the parent company of ComEd for electricity. Telecommunications companies pay all taxes to the State of Illinois and the State remits the appropriate amounts to the Village on a monthly basis.



**Analysis and Trends**

Utility tax revenues were increasing annually through Fiscal Year 2008 because of telecommunication providers passing on cost increases for operations and because of the growth in new residents. Natural gas usage and electric usage will fluctuate from year to year based on the price of the commodity and on individual usage. The \$2.2 million received in FY 2012 has not been reached since due to the low fluctuating prices of these commodities. The current downward trend is due to the declining price of oil causing low rates for consumers for these commodities. This annual loss in revenue may require the Village to increase the tax rates on these commodities in order to get this revenue source back to the \$2.2 million annual amount.



**Description**

The Village levies a property tax based on the assessed valuation of each property within Village limits for funding pension costs. Property values are assessed by the Township Assessor on a quadrennial basis. The value of the property is equalized by the state and further equalized at 33% of the property value. The equalized value is then divided by \$100 and multiplied by the Village tax rate. Property taxes are collected one year in arrears. For example, the taxes levied at the end of December 2016 for calendar year 2016 will be collected between June 2017 and January 2018 and finance FY 2018. The levy on the tax bill includes the taxes levied to fund: General Use, the Village (IMRF) and Police Pensions. All property tax collections are recorded as revenue in the General Fund when received. The taxes levied for the Police Pension are expensed in the General Fund and recorded as Employer contributions in the Police Pension Fund.

**Analysis and Trends**

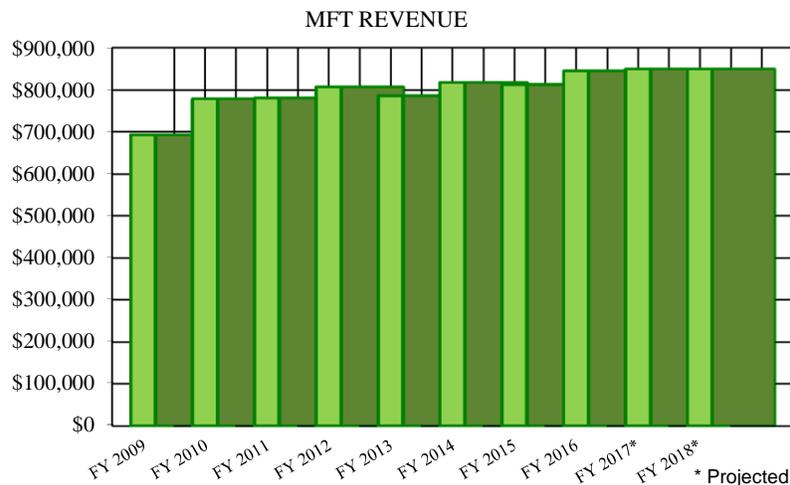
The amount of property tax levied was increased annually through fiscal year 2011. The Village Board kept the levy at the same dollar amount from FY 2013-FY 2015. For FY 2017, the Village Board decided to levy the same tax rate as FY 2016. The property tax levy only provides enough revenue to fund a portion of the Village's contribution to the Village's pension funds. The bar chart above shows that general use revenue has decreased substantially while the amount contributed to the Police pension Fund has steadily increased and is expected to continue rising in subsequent years.

Fiscal Year	General Use	Police Pension	IMRF Pension	General Use % of Total
2009	191,433	752,163	171,259	17.2%
2010	123,230	890,070	236,159	9.9%
2011	92,950	990,650	219,050	7.1%
2012	72,312	1,015,000	218,765	5.5%
2013	0	1,025,000	189,729	0.0%
2014	0	1,075,000	130,100	0.0%
2015	0	1,185,000	31,000	0.0%
2016	0	1,181,869	36,696	0.0%
2017*	0	1,219,638	9	0.0%
2018*	0	1,278,500	2,000	0.0%

\* Projected

**Motor Fuel Tax Fund**

**Motor Fuel Tax Revenue**



<b>Fiscal Year</b>	<b>Total MFT Allotment</b>	<b>% Change</b>
2009	693,600	9.1%
2010	778,801	12.3%
2011	780,549	0.2%
2012	807,637	3.5%
2013	786,270	-2.6%
2014	817,817	4.0%
2015	812,454	-0.7%
2016	845,024	4.0%
2017*	850,000	0.6%
2018*	850,000	0.0%

\*Projected

**Description**

The Village receives monthly distributions from the State of Illinois for Motor Fuel Tax (MFT) revenues. The revenues are derived from a State-imposed 19 cent per gallon tax on gasoline and a 21.5 cent per gallon tax on diesel fuel. A portion of this tax revenue is allocated to all municipalities in the State based on their total population as a percentage of the total municipal state population. Municipalities may use this revenue only for road maintenance and improvements authorized by the Illinois Department of Transportation (IDOT) and are subject to an annual audit by IDOT.

**Analysis and Trends**

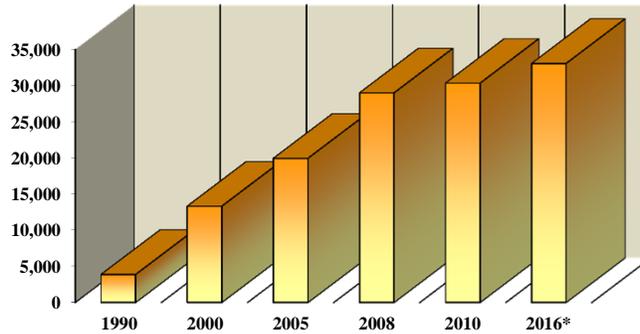
Motor Fuel Tax revenues increased from the FY 2008 amount of \$635,579 to the FY 2014 amount of \$817,817. This revenue source is one of the state shared revenues distributed on a per capita basis. The Village population increases have allowed the Village to receive a greater share of this revenue. You can see when the population changes occurred by viewing the chart and noting the jumps in revenue. The latest increasing trend is due to the Village special census being certified and the increase in per capita share to the Village.

TRENDS

Village of Oswego Population

<u>Year</u>	<u>Population</u>
1990	3,876
2000	13,326
2005	19,956
2008	29,012
2010	30,355
2016*	33,078

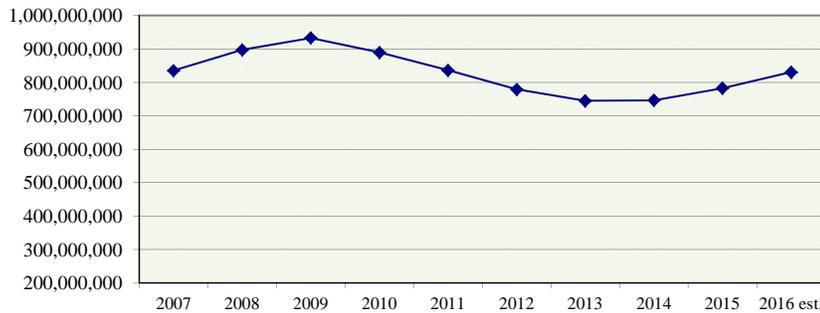
\*special census



Over the past 25 years the Village of Oswego population has grown to exceed 33,000 residents. The greatest growth and development expansion for Oswego took place between 2000 and 2008 when the Village's population increased by over 117%. The 2016 partial special census certified the population at 33,078. Oswego's population is expected to continue to grow reaching an estimated 40,000 by the year 2030.

<u>Levy Year</u>	<u>EAV</u>
2007	835,403,862
2008	897,802,932
2009	933,315,018
2010	889,906,116
2011	836,708,892
2012	779,490,106
2013	744,930,605
2014	746,521,305
2015	782,841,868
2016 est.	831,033,315

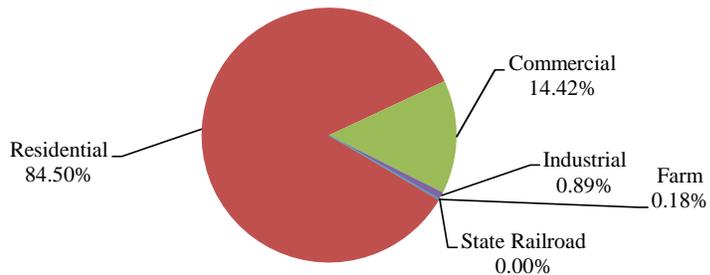
Village of Oswego Equalized Assessed Valuation



The Village of Oswego's total Equalized Assessed Valuation (EAV) on property increased at an average rate of 15.8% between 2000 and 2009 before declining in 2010 by 4.3% because of the housing downturn and mortgage crisis. The EAV decreased in 2010-2013 and has increased since 2014.

2016 EAV by Property Type

<u>2016 EAV by Property Type</u>	
Farm	1,517,689
Residential	702,215,302
Commercial	119,846,365
Industrial	7,426,266
State Railroad	27,693
	<hr/>
	831,033,315



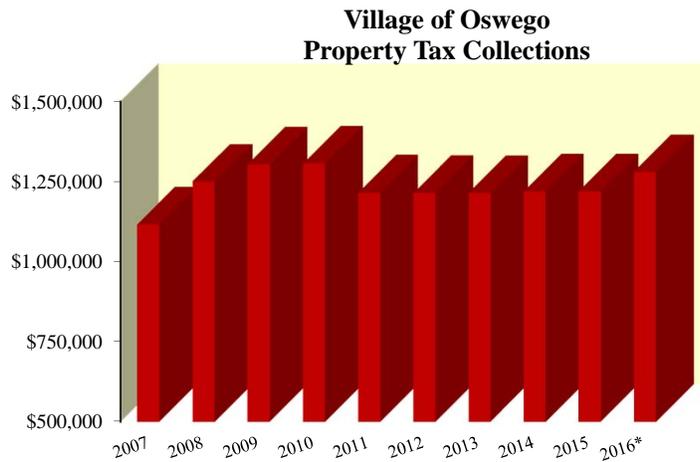
The Village of Oswego's total EAV s comprised of five different property types. However, over 98% of the EAV comes from residential (83.65%) or commercial (15.22%) development.

TRENDS

**Total Village Property Tax Collections**

Levy Year	Property Tax	% Change
2007	\$ 1,116,387	10.97%
2008	\$ 1,249,136	11.89%
2009	\$ 1,303,051	4.32%
2010	\$ 1,306,002	0.23%
2011	\$ 1,214,730	-6.99%
2012	\$ 1,214,380	-0.03%
2013	\$ 1,213,992	-0.03%
2014	\$ 1,218,564	0.38%
2015	\$ 1,219,646	0.09%
2016*	\$ 1,279,500	4.91%

\* estimated



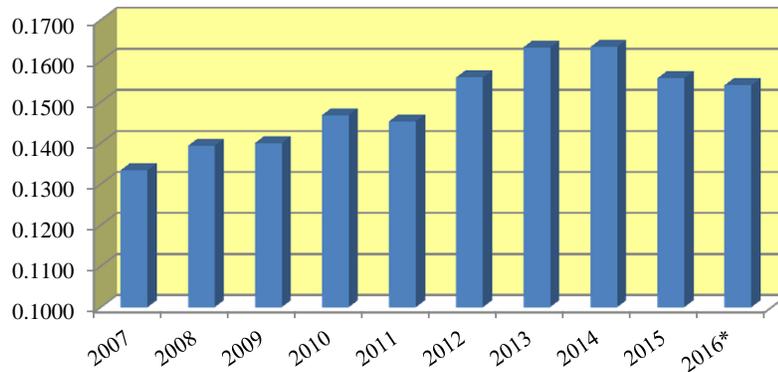
The Village's property tax collection consists of taxes levied for general corporate use, municipal employee's pensions, and police officers pensions. Collections for levy year 2007, 2008 and 2009 increased above the previous year due to increases in the levies to pay for rising pensions and operating costs. The 2010 levy increased marginally as the Village Board held the line on tax increases. The 2011 levy was reduced to compensate for the decreasing property assessments and the Village Board desire to keep the tax rate from increasing. For the 2016 levy, the Village Board decided to keep the tax rate the same as the 2015 levy causing the levy to increase by \$60,000.

**Total Village Property Tax Rate**

Levy Year	Tax Rate	% Change
2007	0.1334	-4.77%
2008	0.1393	4.42%
2009	0.1400	0.50%
2010	0.1468	4.86%
2011	0.1453	-1.02%
2012	0.1560	7.36%
2013	0.1633	4.68%
2014	0.1634	0.06%
2015	0.1558	-4.65%
2016*	0.1541	-1.09%

\*estimated

**Village of Oswego Tax Rate**



The Village of Oswego property tax rate has fluctuated slightly based on the EAV increases or decreases over the last 10 levy years. The tax rate had risen since 2007 to the 2014 rate of \$16.34 cents per \$100 of a property's EAV before dropping 5% in 2015. The Village Board desires to keep the tax rate the same from year to year to capture some of the growth in EAV.

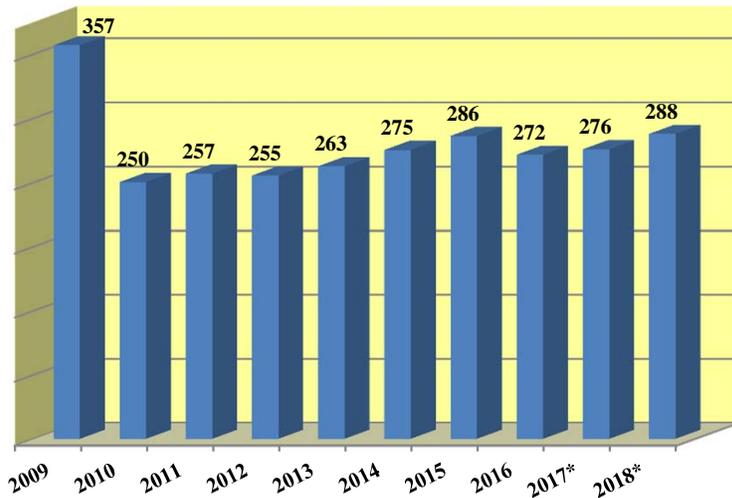
TRENDS

**Police Protection Service Costs**

<b>Fiscal Year</b>	<b>Operating Cost</b>	<b>Resident Cost</b>
2009	\$7,121,774	357
2010	\$7,262,424	250
2011	\$7,454,940	257
2012	\$7,753,773	255
2013	\$8,010,759	263
2014	\$8,466,514	275
2015	\$8,802,689	286
2016	\$8,938,046	272
2017*	\$9,126,441	276
2018*	\$9,522,133	288

\* projected

**Police Protection Cost per Resident**



The Village's population was certified at 29,012 in 2010 causing the per resident costs to decline in FY 2010 to a low of \$250 per resident. Since 2010, per resident costs have steadily increased due to rising pension costs and increases in operating costs over the time period. Operating costs are estimated to continue the increasing trend.

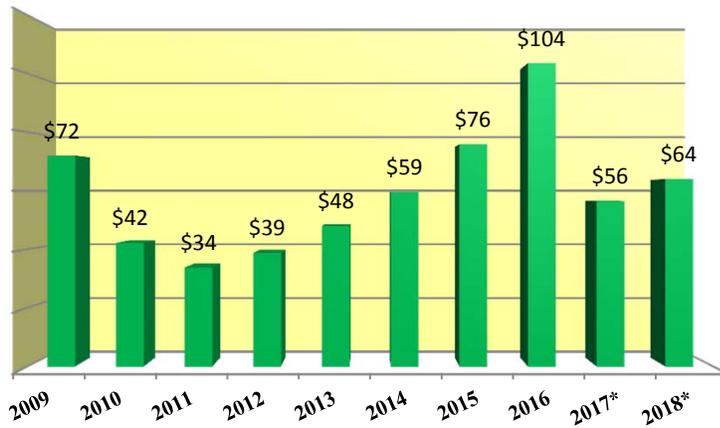
\*\*starting in FY 2017, costs associated with capital expenditures are accounted for in the Capital Improvement Fund or the Vehicle Fund, whichever is applicable.

**Road and Bridge Service Costs**

<b>Fiscal Year</b>	<b>Operating Cost</b>	<b>Resident Cost</b>
2009	\$1,438,984	\$72
2010	\$1,223,875	\$42
2011	\$980,614	\$34
2012	\$1,176,395	\$39
2013	\$1,462,157	\$48
2014	\$1,829,494	\$59
2015	\$2,331,042	\$76
2016	\$3,184,640	\$104
2017*	\$1,855,407	\$56
2018*	\$2,114,927	\$64

\* projected

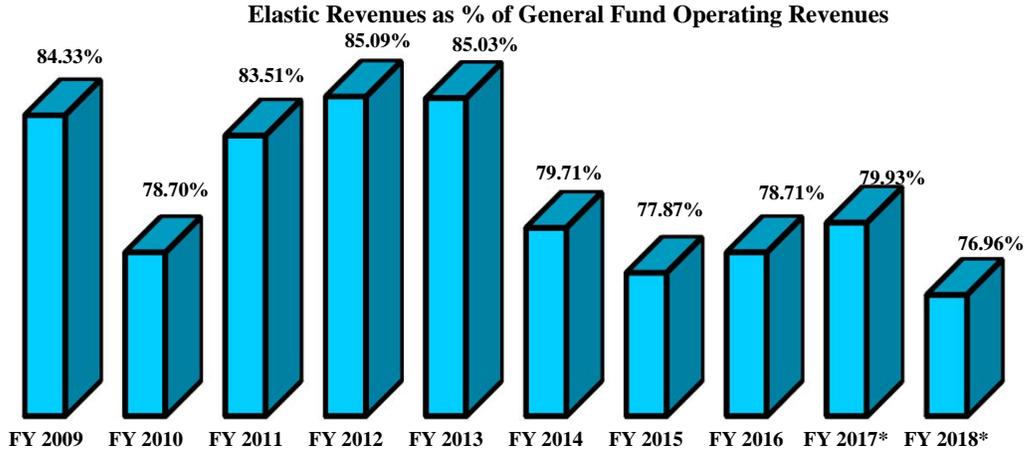
**Road and Bridge Cost per Resident**



The Road and Bridge costs per resident peaked in FY 2016 because of additional roadway improvements completed that fiscal year. Costs per resident decreased in 2017 because of removing all capital outlay costs from this departments budget. The trend is for continued increases in operating costs to sustain all the current services provided to residents.

\*\*starting in FY 2017, costs associated with capital expenditures are accounted for in the Capital Improvement Fund or the Vehicle Fund, whichever is applicable.

## TRENDS



\* indicates projected total revenues

### **Indicator Description**

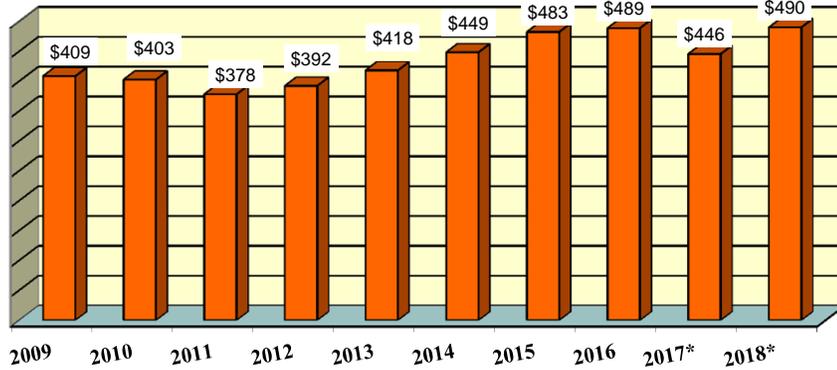
Elastic revenues are very responsive to changes in the economy. The general fund revenues considered to be elastic include: sales and use taxes, municipal utility taxes, licenses and permits, interest on investments and income taxes. The property tax is an example of a non-elastic revenue. During strong economic conditions, elastic tax revenues will parallel business growth providing increases in existing revenue sources. A balance between elastic and inelastic revenues alleviates the effects of economic growth or decline. During inflation, it is desirable to have a high percentage of elastic revenues because inflation increases the revenue received, keeping pace with the higher prices that the Village must pay for goods and services. If the percentage of elastic revenues declines during inflation, the Village receives less revenue, but the Village becomes more vulnerable because inflation pushes up the price of services.

As the graph indicates, the Village's general fund sources of operating revenue are mainly elastic in nature. The percentage of elastic revenues peaked in FY 2012 at 85% of general operating revenues. The percentage of elastic revenues declined to a low of 77% of general operating revenues in FY 2018. The decline in the reliance on elastic revenues is a positive sign and one that hopefully will continue. The Village will be able to sustain current operations much easier if more non elastic revenue sources are implemented to weather any economic downturns.

TRENDS

<u>Fiscal Year</u>	<u>Operating Expenditures</u>
2009	\$ 11,855,125
2010	\$ 11,885,605
2011	\$ 11,482,780
2012	\$ 11,969,047
2013	\$ 12,862,327
2014	\$ 13,792,208
2015	\$ 14,840,200
2016	\$ 16,176,090
2017*	\$ 14,744,071
2018*	\$ 16,217,246

General Fund Operating Expenditures per Resident



\* Projected

**Indicator Description**

The graph shows operating expenditures for the general fund per Village of Oswego resident. Changes in expenditures per resident fluctuate as expenditures and population changes. If the population remains constant and expenditures continue to increase the cost per resident will increase indicating the need for greater operating revenues to sustain operations. If expenditures remain constant and population increases, the cost per resident will decline which could suggest the current level of expenditures will not be sufficient to provide the same level of services to the residents.

General Fund operating expenditures have been increasing annually since 2009. The 2018 cost per resident is estimated to increase to \$490 based on the fiscal year budget. The population growth has slowed but costs to provide the same level of services to the residents continues to increase. If revenue does not increase to support the expenditure growth, either program eliminations or more efficient operations will need to be implemented by the Village.

Budget Year Comparison Summary - All Funds

<b>Fund</b>	<b>Fiscal Year 2018 Revenues</b>	<b>Fiscal Year 2018 Expenditures</b>	<b>Fiscal Year 2018 Difference</b>
<b><u>Major Governmental Funds</u></b>			
General Fund	17,697,406	17,655,562	41,844
Capital Improvement Fund	2,930,000	27,077,000	(24,147,000)
Debt Service Fund	2,923,316	2,922,844	472
<b>Total Major Governmental Funds</b>	<b>23,550,722</b>	<b>47,655,406</b>	<b>(24,104,684)</b>
<b><u>Non-Major Governmental Funds</u></b>			
Motor Fuel Tax Fund	854,000	1,162,500	(308,500)
Tax Increment Financing	40,500	350,500	(310,000)
<b>Total Non Major Governmental Funds</b>	<b>894,500</b>	<b>1,513,000</b>	<b>(618,500)</b>
<b><u>Proprietary Funds</u></b>			
<b>Enterprise Funds</b>			
Waterworks & Sewer Fund	5,174,200	5,203,471	(29,271)
Waterworks & Sewer Capital Fund	160,000	1,250,000	(1,090,000)
Garbage Fund	2,451,700	2,450,000	1,700
<b>Internal Service Funds</b>			
Vehicle Fund	90,400	85,000	5,400
<b>Total Proprietary Funds</b>	<b>7,876,300</b>	<b>8,988,471</b>	<b>(1,112,171)</b>
<b>Total Operating Funds</b>	<b>32,321,522</b>	<b>58,156,877</b>	<b>(25,835,355)</b>
<b><u>Non Operating Funds</u></b>			
<b><u>Fiduciary Funds</u></b>			
Police Officers' Pension Fund	2,243,100	728,300	1,514,800
<b>Total Fiduciary Funds</b>	<b>2,243,100</b>	<b>728,300</b>	<b>1,514,800</b>
<b>Total Non Operating Funds</b>	<b>2,243,100</b>	<b>728,300</b>	<b>1,514,800</b>
<b>Total All Funds</b>	<b>34,564,622</b>	<b>58,885,177</b>	<b>(24,320,555)</b>

**REVENUES - ALL FUNDS**

<b>FUND</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<b>Projected</b>	<b>Budget</b>
General	17,270,896	17,542,053	16,604,328	17,697,406	7%	1%
Motor Fuel Tax	892,689	801,250	853,300	854,000	0%	7%
Tax Increment Financing	0	0	500	40,500	100%	100%
Debt Service	1,774,573	1,754,594	2,390,143	2,923,316	22%	67%
Capital Improvement	886,931	34,587,059	35,057,928	2,930,000	-92%	-92%
Water and Sewer	5,823,419	5,190,800	5,240,506	5,174,200	-1%	0%
Water and Sewer Capital	6,351,628	796,000	188,968	160,000	-15%	-80%
Garbage Collection	2,407,632	2,501,950	2,349,672	2,451,700	4%	-2%
Vehicle	0	732,500	748,528	90,400	-88%	-88%
Police Pension	1,907,128	2,190,000	3,533,870	2,243,100	-37%	2%
<b>TOTAL REVENUES</b>	<b>37,314,896</b>	<b>66,096,206</b>	<b>66,967,743</b>	<b>34,564,622</b>	<b>-48%</b>	<b>-48%</b>

**FUND HIGHLIGHTS**

**Revenues**

General Fund revenues have increased 1% above the FY 2017 budget due to slowing growth in Sales and Income tax revenues.

Motor Fuel Tax revenues are up 7% due to the increase in population from the 2016 certified special census.

TIF Fund revenues are estimated as this is the first full year for the Fund.

Debt Service is up 67% above FY 2017 because of the additional debt payment for the 2016 bonds.

The Capital Improvement Fund revenue is 92% lower because in FY 2016, we received the bond proceeds for the new police facility.

The Water & Sewer Capital Fund is down 80% because of a decrease in tap on fees and the one-time transfer of funds from the Water & Sewer Fund in FY 2017.

The Vehicle Fund has decreased 88% because this revenue is directly correlated to the amount of expenses budgeted. Because the expenses are down 88%, so are the revenues.

Police Pension revenue has increased 2% over last year's budget due to increased investment income.

**EXPENDITURES - ALL FUNDS**

<b>FUND</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<b>Projected</b>	<b>Budget</b>
General	17,688,079	17,345,988	16,345,841	17,655,562	8%	2%
Motor Fuel Tax	679,004	862,500	838,500	1,162,500	39%	35%
Tax Increment Financing	0	0	1,605,764	350,500	-78%	100%
Debt Service	1,772,101	1,754,394	2,386,999	2,922,844	22%	67%
Capital Improvement	345,037	6,943,700	5,494,367	27,077,000	393%	290%
Water and Sewer	14,204,856	5,967,699	4,738,632	5,203,471	10%	-13%
Water and Sewer Capital	705,167	659,000	346,008	1,250,000	261%	90%
Garbage Collection	2,415,909	2,501,200	2,345,247	2,450,000	4%	-2%
Vehicle	0	713,680	692,372	85,000	-88%	-88%
Police Pension	598,532	634,900	707,625	728,300	3%	15%
<b>TOTAL EXPENDITURES</b>	<b>38,408,684</b>	<b>37,383,060</b>	<b>35,501,355</b>	<b>58,885,177</b>	<b>66%</b>	<b>58%</b>

**FUND HIGHLIGHTS**

**Expenditures**

General Fund expenditures have increased 2% over FY 2017 budget due to additional funding of an IT consultant and the annual maintenance fee of the new ERP system.

The Motor Fuel Tax Fund expenditures have increased 35% due to an increase in roadway improvements included in the Village's Annual Road Program.

The Debt Service Fund has an increase of 67% for the addition of the 2016 Bond payments.

The Capital Improvement Fund expenditures have increased 290% because of the construction of the new Police Headquarters.

The Water & Sewer Fund expenses decreased 13% due to the reduction in the transfer to the Water & Sewer Capital Fund and the Vehicle Fund.

The Water & Sewer Capital Fund has a 90% increase over FY 2017 budgeted amounts due to an increase in capital projects.

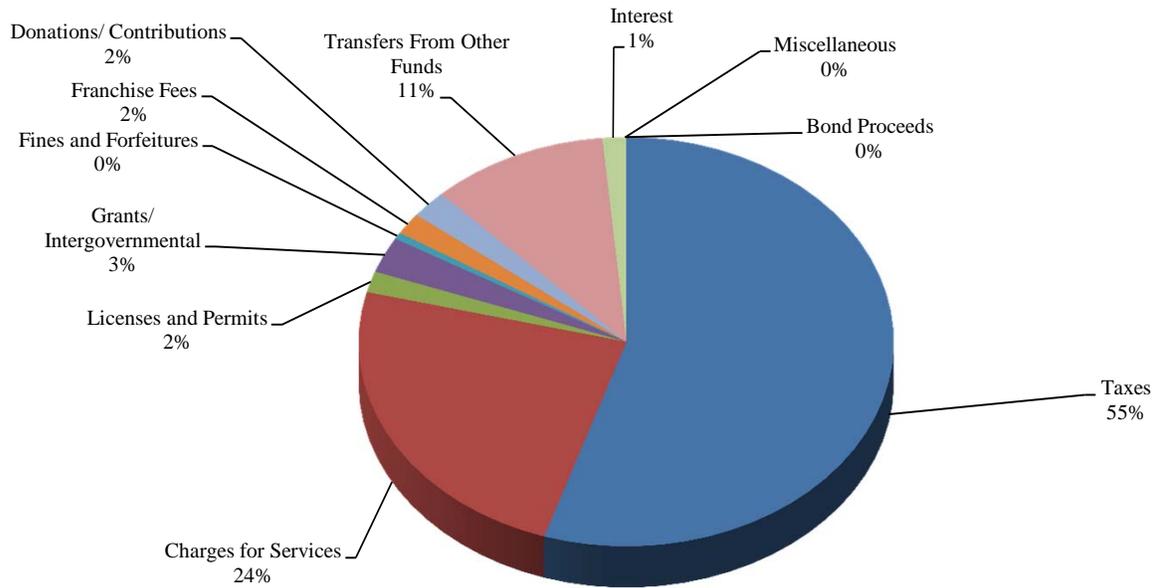
The Vehicle Fund has an 88% decrease. This is due to a decrease in the number of vehicles/equipment scheduled to be replaced in FY 2018.

The Police Pension Fund expenses have increased 15% due to increased benefit payments.

**REVENUES BY SOURCE - ALL FUNDS**

REVENUES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
Taxes	17,007,331	19,261,839	18,590,378	18,998,000	2%	-1%
Charges for Services	8,288,509	8,498,150	8,113,118	8,275,206	2%	-3%
Licenses and Permits	620,418	697,100	594,056	574,500	-3%	-18%
Grants/Intergovernmental	1,001,568	1,101,000	992,300	978,000	-1%	-11%
Fines and Forfeitures	291,922	307,100	205,654	181,000	-12%	-41%
Franchise Fees	545,401	1,113,561	689,346	592,500	-14%	-47%
Donations/ Contributions	752,916	924,362	968,528	759,600	-22%	-18%
Transfers From Other Funds	8,356,595	3,956,894	4,095,108	3,708,016	-9%	-6%
Interest	344,449	232,700	1,687,504	492,700	-71%	112%
Bond Proceeds	0	30,000,000	30,988,607	0	-100%	-100%
Miscellaneous	105,786	3,500	43,144	5,100	-88%	46%
<b>TOTAL REVENUE</b>	<b>37,314,896</b>	<b>66,096,206</b>	<b>66,967,743</b>	<b>34,564,622</b>	<b>-48%</b>	<b>-48%</b>

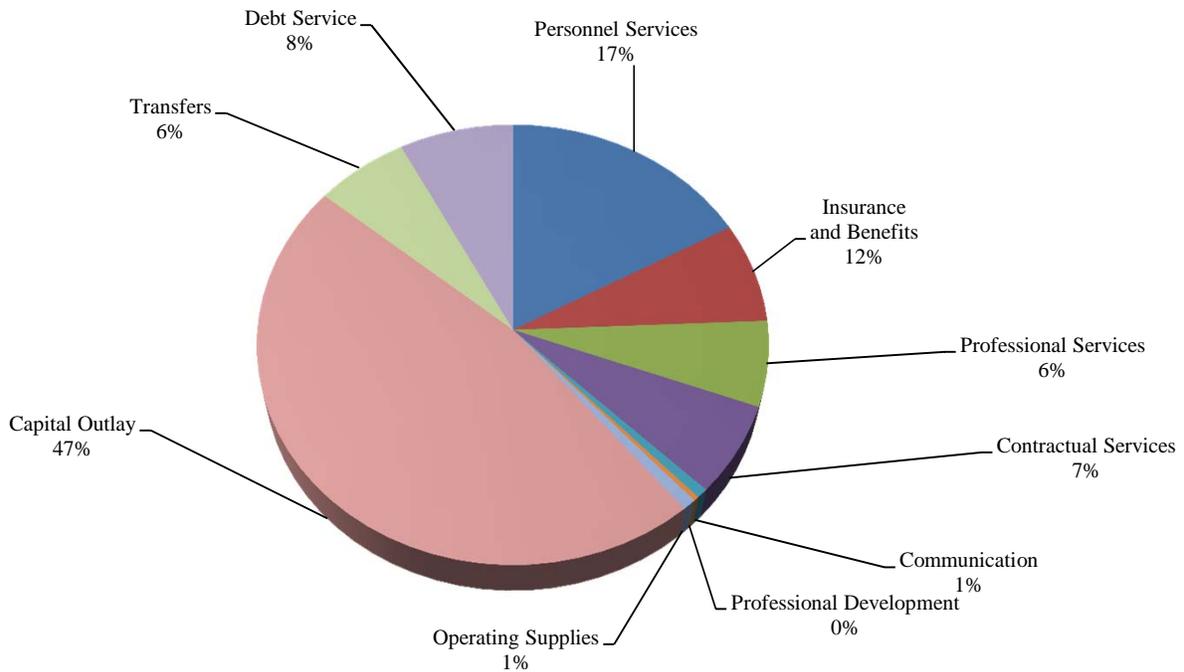
**Fiscal Year 2018 Revenues**



**EXPENDITURES BY TYPE - ALL FUNDS**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017</i>	
					<i>Projected</i>	<i>Budget</i>
Personnel Services	9,104,900	9,624,014	9,285,852	10,008,117	8%	4%
Insurance and Benefits	3,848,176	4,344,961	4,139,392	4,323,278	4%	0%
Professional Services	3,521,490	3,649,007	3,762,221	3,677,195	-2%	1%
Contractual Services	2,847,840	3,872,737	3,132,217	3,919,334	25%	1%
Communication	337,741	383,708	350,429	404,296	15%	5%
Professional Development	128,174	173,230	155,637	188,249	21%	9%
Operating Supplies	459,519	632,160	428,558	483,440	13%	-24%
Capital Outlay	3,465,599	8,281,380	7,121,040	27,639,800	288%	234%
Transfers	11,240,548	2,986,894	3,231,401	3,708,016	15%	24%
Debt Service	3,454,697	3,434,970	3,894,608	4,533,452	16%	32%
<b>TOTAL EXPENSES</b>	<b>38,408,684</b>	<b>37,383,060</b>	<b>35,501,355</b>	<b>58,885,177</b>	<b>66%</b>	<b>58%</b>

**Fiscal Year 2018 Expenditures**



Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>General Fund</b>								
<b>Taxes</b>								
Property Tax-IMRF	36,696	-	10	2,000	1,990	19900%	2,000	0%
Property Tax- Police Pension	1,181,869	1,219,638	1,218,289	1,278,500	60,211	5%	58,862	5%
Road and Bridge Tax	107,631	108,000	107,728	108,000	272	0%	-	0%
Sales Tax	6,047,817	6,313,311	6,000,000	6,100,000	100,000	2%	(213,311)	-3%
Local Sales Tax	1,999,631	2,066,000	2,000,000	2,100,000	100,000	5%	34,000	2%
Sales Tax Rebate	(457,489)	(390,000)	(397,200)	(398,000)	(800)	0%	(8,000)	2%
Telecommunications	751,196	724,058	665,000	600,000	(65,000)	-10%	(124,058)	-17%
Utility Tax	968,086	950,000	1,000,000	1,016,000	16,000	2%	66,000	7%
Use Tax	704,341	682,882	756,000	810,000	54,000	7%	127,118	19%
Games Tax	70,389	55,000	86,902	80,000	(6,902)	-8%	25,000	45%
Hotel/Motel Tax	77,951	75,000	77,000	75,000	(2,000)	-3%	-	0%
Income Tax	3,235,006	3,328,312	2,900,000	3,000,000	100,000	3%	(328,312)	-10%
Replacement Tax	9,582	10,000	7,360	8,000	640	9%	(2,000)	-20%
<b>Total Taxes</b>	<b>14,732,706</b>	<b>15,142,201</b>	<b>14,421,089</b>	<b>14,779,500</b>	<b>358,411</b>	<b>2%</b>	<b>(362,701)</b>	<b>-2%</b>
<b>Charges for Services</b>								
Coin Operated Device Fee	4,200	6,800	3,818	4,000	182	5%	(2,800)	-41%
Inspection/Observation Fee	13,051	17,000	8,900	10,000	1,100	12%	(7,000)	-41%
Filing Fees	4,125	10,000	4,200	5,000	800	19%	(5,000)	-50%
Plan Review Fees	110,697	150,000	128,023	136,000	7,977	6%	(14,000)	-9%
Elevator Inspections	3,911	5,500	4,533	4,000	(533)	-12%	(1,500)	-27%
Community Room Rental	-	200	300	300	-	0%	100	50%
Accident Report Fees	2,840	3,600	2,456	2,500	44	2%	(1,100)	-31%
Fingerprint Fees	3,074	2,600	2,590	2,600	10	0%	-	0%
Sex Offender Registration Fee	180	350	98	150	52	53%	(200)	-57%
Subpoena Fee	120	200	305	150	(155)	-51%	(50)	-25%
Reimbursements	62,374	70,000	37,668	40,000	2,332	6%	(30,000)	-43%
Newsletter Advertising Fees	8,532	8,200	5,935	8,000	2,065	35%	(200)	-2%
Police Security	245,156	252,000	240,000	250,000	10,000	4%	(2,000)	-1%
Salary Reimbursement	48,960	90,000	28,522	153,306	124,784	438%	63,306	70%
<b>Total Charges for Services</b>	<b>507,221</b>	<b>616,450</b>	<b>467,348</b>	<b>616,006</b>	<b>148,658</b>	<b>32%</b>	<b>(444)</b>	<b>0%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Licenses and Permits</b>								
Liquor Licenses	87,950	80,000	70,000	80,000	10,000	14%	-	0%
Tobacco License Fee	1,350	1,400	1,200	1,300	100	8%	(100)	-7%
Video Gaming License Fee	3,750	3,500	4,309	4,000	(309)	-7%	500	14%
Contractor Registration	69,900	75,000	64,000	70,000	6,000	9%	(5,000)	-7%
Building Permits	205,687	330,000	155,235	150,000	(5,235)	-3%	(180,000)	-55%
Sign Permits	15,086	10,000	11,569	10,000	(1,569)	-14%	-	0%
Repair Permits	203,006	165,000	248,298	225,000	(23,298)	-9%	60,000	36%
Demolition Permits	500	100	400	100	(300)	-75%	-	0%
Business Registration	20,270	22,000	18,597	20,000	1,403	8%	(2,000)	-9%
Truck Permits	4,540	4,400	6,043	5,000	(1,043)	-17%	600	14%
Misc. Permits	2,497	2,000	6,829	3,000	(3,829)	-56%	1,000	50%
Solicitors Permits	3,567	2,000	4,615	3,500	(1,115)	-24%	1,500	75%
Special Event Permits	1,375	1,400	1,200	1,400	200	17%	-	0%
Misc. Licenses	580	-	1,461	1,000	(461)	-32%	1,000	0%
<b>Total Licenses and Permits</b>	<b>620,058</b>	<b>696,800</b>	<b>593,756</b>	<b>574,300</b>	<b>(19,456)</b>	<b>-3%</b>	<b>(122,500)</b>	<b>-18%</b>
<b>Grants</b>								
State Grants	44,738	45,000	37,878	40,000	2,122	6%	(5,000)	-11%
Federal Grants	21,187	20,000	19,850	10,000	(9,850)	-50%	(10,000)	-50%
<b>Total Grants</b>	<b>65,925</b>	<b>65,000</b>	<b>57,728</b>	<b>50,000</b>	<b>(7,728)</b>	<b>-13%</b>	<b>(15,000)</b>	<b>-23%</b>
<b>Fines</b>								
Liquor Violations	750	1,100	2,000	1,000	(1,000)	-50%	(100)	-9%
Ordinance Violation Fines	111,579	125,000	109,914	95,000	(14,914)	-14%	(30,000)	-24%
Court Fines	117,473	105,000	71,355	65,000	(6,355)	-9%	(40,000)	-38%
Booking/Bonding of Arrestees	6,600	6,000	3,000	3,000	-	0%	(3,000)	-50%
Handicap Park-Temp. Hang Tags	20	-	-	-	-	0%	-	0%
Administrative Tow Fee	55,500	70,000	19,385	17,000	(2,385)	-12%	(53,000)	-76%
<b>Total Fines</b>	<b>291,922</b>	<b>307,100</b>	<b>205,654</b>	<b>181,000</b>	<b>(24,654)</b>	<b>-12%</b>	<b>(126,100)</b>	<b>-41%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Franchise Fees</b>								
Transition Fees	207,050	-	51,000	-	(51,000)	-100%	-	0%
Building Rent	2,081	1,600	709	1,500	791	112%	(100)	-6%
Tower Rent	57,849	59,119	59,000	61,000	2,000	3%	1,881	3%
Cable TV Franchise Fees	485,470	488,283	515,000	530,000	15,000	3%	41,717	9%
<b>Total Franchise Fees</b>	<b>752,451</b>	<b>549,002</b>	<b>625,709</b>	<b>592,500</b>	<b>(33,209)</b>	<b>-5%</b>	<b>43,498</b>	<b>8%</b>
<b>Donations/Contributions</b>								
Member Contributions	95,671	95,000	98,000	130,000	32,000	33%	35,000	37%
Cobra/Retiree Contributions	48,020	51,000	47,500	49,000	1,500	3%	(2,000)	-4%
Recycling Donations	67	-	-	-	-	0%	-	0%
Community Relations Contributions	-	-	1,800	-	(1,800)	-100%	-	0%
Asset Sales	28,945	-	217	-	(217)	-100%	-	0%
Insurance Proceeds	43,007	-	20,657	-	(20,657)	-100%	-	0%
<b>Total Donations/Contributions</b>	<b>215,710</b>	<b>146,000</b>	<b>168,174</b>	<b>179,000</b>	<b>10,826</b>	<b>6%</b>	<b>33,000</b>	<b>23%</b>
<b>Transfers</b>								
Transfers In	5,898	-	-	700,000	700,000	100%	700,000	100%
<b>Total Transfers In</b>	<b>5,898</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>700,000</b>	<b>100%</b>	<b>700,000</b>	<b>100%</b>
<b>Interest</b>								
Interest	18,630	16,000	21,775	20,000	(1,775)	-8%	4,000	25%
<b>Total Interest</b>	<b>18,630</b>	<b>16,000</b>	<b>21,775</b>	<b>20,000</b>	<b>(1,775)</b>	<b>-8%</b>	<b>4,000</b>	<b>25%</b>
<b>Miscellaneous</b>								
Community Events	200	2,500	100	100	-	0%	(2,400)	-96%
Miscellaneous	60,175	1,000	42,995	5,000	(37,995)	-88%	4,000	400%
<b>Total Miscellaneous</b>	<b>60,375</b>	<b>3,500</b>	<b>43,095</b>	<b>5,100</b>	<b>(37,995)</b>	<b>-88%</b>	<b>1,600</b>	<b>46%</b>
<b>Total General Fund</b>	<b>17,270,896</b>	<b>17,542,053</b>	<b>16,604,328</b>	<b>17,697,406</b>	<b>1,093,078</b>	<b>7%</b>	<b>155,353</b>	<b>1%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Motor Fuel Tax Fund</b>								
<b>Taxes</b>								
Motor Fuel Tax Allotments	845,024	800,000	850,000	850,000	-	0%	50,000	6%
<b>Other</b>								
Other-Grants	44,898	-	-	-	-	0%	-	0%
Miscellaneous	303	-	-	-	-	0%	-	0%
<b>Interest</b>								
Interest	2,464	1,250	3,300	4,000	700	21%	2,750	220%
<b>Total Motor Fuel Tax Fund</b>	<b>892,689</b>	<b>801,250</b>	<b>853,300</b>	<b>854,000</b>	<b>700</b>	<b>0%</b>	<b>52,750</b>	<b>7%</b>
<b>Tax Increment Financing Fund</b>								
<b>Taxes</b>								
Property Tax	-	-	-	40,000	40,000	100%	40,000	100%
<b>Interest</b>								
Interest	-	-	500	500	-	0%	500	100%
<b>Total Tax Increment Financing Fund</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>40,500</b>	<b>40,000</b>	<b>100%</b>	<b>40,500</b>	<b>100%</b>
<b>Debt Service Fund</b>								
<b>Transfers</b>								
Transfers In	1,511,989	1,491,894	2,126,525	2,660,516	533,991	25%	1,168,622	78%
Transfer from MFT	262,500	262,500	262,500	262,500	-	0%	-	0%
<b>Total Transfers</b>	<b>1,774,489</b>	<b>1,754,394</b>	<b>2,389,025</b>	<b>2,923,016</b>	<b>533,991</b>	<b>22%</b>	<b>1,168,622</b>	<b>67%</b>
<b>Interest</b>								
Interest	84	200	1,118	300	(818)	-73%	100	50%
<b>Total Debt Service Fund</b>	<b>1,774,573</b>	<b>1,754,594</b>	<b>2,390,143</b>	<b>2,923,316</b>	<b>533,173</b>	<b>22%</b>	<b>1,168,722</b>	<b>67%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Capital Improvement Fund</b>								
Taxes	885,706	2,900,000	2,900,000	2,900,000	-	0%	-	0%
Charges for Services	-	-	3,619	-	(3,619)	-100%	-	0%
Impact Fees	-	564,559	114,637	-	(114,637)	-100%	(564,559)	-100%
Grants	349	150,000	-	-	-	0%	(150,000)	-100%
Transfers In	-	970,000	973,583	-	(973,583)	-100%	(970,000)	-100%
Interest	876	2,500	77,482	30,000	(47,482)	-61%	27,500	1100%
Bond Proceeds	-	30,000,000	30,988,607	-	(30,988,607)	-100%	(30,000,000)	-100%
<b>Total Capital Improvement Fund</b>	<b>886,931</b>	<b>34,587,059</b>	<b>35,057,928</b>	<b>2,930,000</b>	<b>(32,127,928)</b>	<b>-92%</b>	<b>(31,657,059)</b>	<b>-92%</b>
<b>Water and Sewer Fund</b>								
<b>Charges for Services</b>								
Inspection/Observation Fees	13,483	18,000	2,833	10,000	7,167	253%	(8,000)	-44%
Water	3,640,521	3,700,000	3,738,000	3,700,000	(38,000)	-1%	-	0%
Sewer Maintenance	1,264,301	1,300,000	1,300,000	1,300,000	-	0%	-	0%
Meter Sales	1,302	-	1,300	-	(1,300)	-100%	-	0%
Bulk Water Sales	14,762	4,500	29,830	4,000	(25,830)	-87%	(500)	-11%
Consumption Reports	32,519	33,000	33,000	34,000	1,000	3%	1,000	3%
Reimbursements	33,791	35,000	24,115	20,000	(4,115)	-17%	(15,000)	-43%
Salary Reimbursements	-	-	425	-	(425)	-100%	-	0%
<b>Total Charges for Services</b>	<b>5,000,678</b>	<b>5,090,500</b>	<b>5,129,503</b>	<b>5,068,000</b>	<b>(61,503)</b>	<b>-1%</b>	<b>(22,500)</b>	<b>0%</b>
<b>Licenses and Permits</b>								
Temporary Water Permits	360	300	300	200	(100)	-33%	(100)	-33%
<b>Grants</b>								
Federal Grants	90,270	86,000	84,572	78,000	(6,572)	-8%	(8,000)	-9%
<b>Total Grants</b>	<b>90,270</b>	<b>86,000</b>	<b>84,572</b>	<b>78,000</b>	<b>(6,572)</b>	<b>-8%</b>	<b>(8,000)</b>	<b>-9%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Donations/Contributions</b>								
Member Contributions	9,577	8,000	9,300	11,000	1,700	18%	3,000	38%
Asset Sales	25,591	-	-	-	-	0%	-	0%
Insurance Proceeds	8,575	-	3,500	-	(3,500)	-100%	-	0%
<b>Total Donations/Contributions</b>	<b>43,743</b>	<b>8,000</b>	<b>12,800</b>	<b>11,000</b>	<b>(1,800)</b>	<b>-14%</b>	<b>3,000</b>	<b>38%</b>
<b>Interest</b>	<b>39,486</b>	<b>6,000</b>	<b>13,282</b>	<b>17,000</b>	<b>3,718</b>	<b>28%</b>	<b>11,000</b>	<b>183%</b>
<b>Miscellaneous</b>	<b>380</b>	<b>-</b>	<b>49</b>	<b>-</b>	<b>(49)</b>	<b>-100%</b>	<b>-</b>	<b>0%</b>
<b>Transfers In</b>	<b>648,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	<b>0%</b>
<b>Total Water and Sewer Fund</b>	<b>5,823,419</b>	<b>5,190,800</b>	<b>5,240,506</b>	<b>5,174,200</b>	<b>(66,306)</b>	<b>-1%</b>	<b>(16,600)</b>	<b>0%</b>
<b>Water and Sewer Capital Fund</b>								
<b>Charges for Services</b>								
Water Tap On Fees	330,530	220,000	132,000	110,000	(22,000)	-17%	(110,000)	-50%
MXU Fees	43,130	70,000	31,404	30,000	(1,404)	-4%	(40,000)	-57%
<b>Total Charges for Services</b>	<b>373,660</b>	<b>290,000</b>	<b>163,404</b>	<b>140,000</b>	<b>(23,404)</b>	<b>-14%</b>	<b>(150,000)</b>	<b>-52%</b>
<b>Transfers In</b>	<b>5,927,706</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>(500,000)</b>	<b>-100%</b>
<b>Interest</b>	<b>50,262</b>	<b>6,000</b>	<b>25,564</b>	<b>20,000</b>	<b>(5,564)</b>	<b>-22%</b>	<b>14,000</b>	<b>233%</b>
<b>Total Water and Sewer Capital Fund</b>	<b>6,351,628</b>	<b>796,000</b>	<b>188,968</b>	<b>160,000</b>	<b>(28,968)</b>	<b>-15%</b>	<b>(636,000)</b>	<b>-80%</b>
<b>Garbage Collection Fund</b>								
<b>Charges for Services</b>								
Disposal Fees	2,405,709	2,500,000	2,348,000	2,450,000	102,000	4%	(50,000)	-2%
Waste Stickers	1,241	1,200	1,244	1,200	(44)	-4%	-	0%
<b>Total Charges for Services</b>	<b>2,406,950</b>	<b>2,501,200</b>	<b>2,349,244</b>	<b>2,451,200</b>	<b>101,956</b>	<b>4%</b>	<b>(50,000)</b>	<b>-2%</b>
<b>Interest</b>	<b>682</b>	<b>750</b>	<b>428</b>	<b>500</b>	<b>72</b>	<b>17%</b>	<b>(250)</b>	<b>-33%</b>
<b>Total Garbage Collection Fund</b>	<b>2,407,632</b>	<b>2,501,950</b>	<b>2,349,672</b>	<b>2,451,700</b>	<b>102,028</b>	<b>4%</b>	<b>(50,250)</b>	<b>-2%</b>

Village of Oswego  
Revenue History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Vehicle Fund</b>								
<b>Donations/Contributions</b>								
Asset Sales	-	-	15,000	5,000	(10,000)	-67%	5,000	100%
<b>Transfers In</b>								
Transfer from the Capital Improvement	-	500,000	500,000	50,000	(450,000)	-90%	(450,000)	-90%
Transfer from the Water & Sewer Fund	-	232,500	232,500	35,000	(197,500)	-85%	(197,500)	-85%
<b>Total Transfers</b>	-	<b>732,500</b>	<b>732,500</b>	<b>85,000</b>	<b>(647,500)</b>	<b>-88%</b>	<b>(647,500)</b>	<b>-88%</b>
<b>Interest</b>	-	-	1,028	400	(628)	-61%	400	100%
<b>Total Vehicle Fund</b>	-	<b>732,500</b>	<b>748,528</b>	<b>90,400</b>	<b>(658,128)</b>	<b>-88%</b>	<b>(642,100)</b>	<b>-88%</b>
<b>Police Pension Fund</b>								
<b>Employer Contribution</b>								
Property Taxes	1,181,869	1,219,638	1,218,289	1,278,500	60,211	5%	58,862	5%
Village Contribution	68,131	330,362	331,721	121,500	(210,221)	-63%	(208,862)	-63%
<b>Total Employer Contribution</b>	<b>1,250,000</b>	<b>1,550,000</b>	<b>1,550,010</b>	<b>1,400,000</b>	<b>(150,010)</b>	<b>-10%</b>	<b>(150,000)</b>	<b>-10%</b>
<b>Donations/Contributions</b>								
Member Contributions	418,110	440,000	440,833	443,100	2,267	1%	3,100	1%
Member Contributions- Prior Service	6,910	-	-	-	-	0%	-	0%
Interest-Prior Service Contribution	312	-	-	-	-	0%	-	0%
<b>Total Donations/Contributions</b>	<b>425,332</b>	<b>440,000</b>	<b>440,833</b>	<b>443,100</b>	<b>2,267</b>	<b>1%</b>	<b>3,100</b>	<b>1%</b>
<b>Interest</b>								
Realized Gain/Loss	(508,075)	-	800,000	-	(800,000)	-100%	-	0%
Interest	739,871	200,000	743,027	400,000	(343,027)	-46%	200,000	100%
<b>Total Interest</b>	<b>231,796</b>	<b>200,000</b>	<b>1,543,027</b>	<b>400,000</b>	<b>(1,143,027)</b>	<b>-74%</b>	<b>200,000</b>	<b>100%</b>
<b>Total Police Pension Fund</b>	<b>1,907,128</b>	<b>2,190,000</b>	<b>3,533,870</b>	<b>2,243,100</b>	<b>(1,290,770)</b>	<b>-37%</b>	<b>53,100</b>	<b>2%</b>
<b>Total Revenues</b>	<b>37,314,896</b>	<b>66,096,206</b>	<b>66,967,743</b>	<b>34,564,622</b>	<b>(32,403,121)</b>	<b>-48%</b>	<b>(31,531,584)</b>	<b>-48%</b>

Village of Oswego  
Expenditure History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>General Fund</b>								
<b>Corporate</b>								
Personnel Services	607,969	576,612	574,639	674,792	100,153	17%	98,180	17%
Insurance & Benefits	149,781	159,999	148,119	199,531	51,412	35%	39,532	25%
Professional Services	374,263	384,050	369,571	345,700	(23,871)	-6%	(38,350)	-10%
Contractual Services	117,405	184,012	130,749	131,903	1,154	1%	(52,109)	-28%
Communication	18,123	18,224	23,195	24,486	1,291	6%	6,262	34%
Professional Development	35,863	40,905	47,640	52,040	4,400	9%	11,135	27%
Operating Supplies	2,514	4,250	2,295	5,590	3,295	144%	1,340	32%
Capital Outlay	269,434	-	-	-	-	0%	-	0%
<b>Corporate Total</b>	<b>1,575,353</b>	<b>1,368,052</b>	<b>1,296,208</b>	<b>1,434,042</b>	<b>137,834</b>	<b>11%</b>	<b>65,990</b>	<b>5%</b>
<b>Building &amp; Zoning</b>								
Personnel Services	427,648	445,103	446,956	463,356	16,400	4%	18,253	4%
Insurance & Benefits	172,414	177,786	175,139	182,425	7,286	4%	4,639	3%
Professional Services	7,879	20,500	5,137	20,500	15,363	299%	-	0%
Contractual Services	38,002	41,101	41,362	39,184	(2,178)	-5%	(1,917)	-5%
Communication	5,738	8,539	8,023	7,789	(234)	-3%	(750)	-9%
Professional Development	4,552	7,225	7,225	7,925	700	10%	700	10%
Operating Supplies	7,925	11,250	8,189	11,500	3,311	40%	250	2%
Capital Outlay	49,300	-	-	-	-	0%	-	0%
<b>Building &amp; Zoning Total</b>	<b>713,457</b>	<b>711,504</b>	<b>692,031</b>	<b>732,679</b>	<b>40,648</b>	<b>6%</b>	<b>21,175</b>	<b>3%</b>
<b>Community Development</b>								
Personnel Services	367,355	344,149	275,000	309,157	34,157	12%	(34,992)	-10%
Insurance & Benefits	135,269	125,187	95,286	106,906	11,620	12%	(18,281)	-15%
Professional Services	53,896	41,000	6,203	13,100	6,897	111%	(27,900)	-68%
Contractual Services	24,399	21,812	25,200	26,273	1,073	4%	4,461	20%
Communication	6,317	5,472	4,824	5,050	226	5%	(422)	-8%
Professional Development	3,058	5,050	4,300	4,600	300	7%	(450)	-9%
Operating Supplies	3,312	10,500	5,900	9,500	3,600	61%	(1,000)	-10%
<b>Community Development Total</b>	<b>593,607</b>	<b>553,170</b>	<b>416,713</b>	<b>474,586</b>	<b>57,873</b>	<b>14%</b>	<b>(78,584)</b>	<b>-14%</b>

Village of Oswego  
Expenditure History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Road &amp; Bridge</b>								
Personnel Services	410,719	412,257	434,901	534,193	99,292	23%	121,936	30%
Insurance & Benefits	142,535	157,560	143,655	195,187	51,532	36%	37,627	24%
Professional Services	9,991	12,000	13,952	18,000	4,048	29%	6,000	50%
Contractual Services	916,886	1,104,840	1,034,371	1,108,867	74,496	7%	4,027	0%
Communication	10,578	15,138	14,666	24,080	9,414	64%	8,942	59%
Professional Development	11,073	9,600	10,000	10,800	800	8%	1,200	13%
Operating Supplies	195,250	227,000	203,862	223,800	19,938	10%	(3,200)	-1%
Capital Outlay	1,487,608	-	-	-	-	0%	-	0%
<b>Road &amp; Bridge Total</b>	<b>3,184,640</b>	<b>1,938,395</b>	<b>1,855,407</b>	<b>2,114,927</b>	<b>259,520</b>	<b>14%</b>	<b>176,532</b>	<b>9%</b>
<b>Community Relations</b>								
Personnel Services	122,653	126,651	127,875	133,360	5,485	4%	6,709	5%
Insurance & Benefits	41,096	44,832	44,556	46,392	1,836	4%	1,560	3%
Professional Services	50,386	122,100	124,399	117,450	(6,949)	-6%	(4,650)	-4%
Contractual Services	29,670	32,281	32,081	33,249	1,168	4%	968	3%
Communication	21,324	33,948	29,600	34,037	4,437	15%	89	0%
Professional Development	356	2,500	2,000	2,500	500	25%	-	0%
Operating Supplies	116	1,780	800	1,500	700	88%	(280)	-16%
<b>Community Relations Total</b>	<b>265,601</b>	<b>364,092</b>	<b>361,311</b>	<b>368,488</b>	<b>7,177</b>	<b>2%</b>	<b>4,396</b>	<b>1%</b>
<b>Economic Development</b>								
Personnel Services	121,810	107,186	50,000	109,200	59,200	118%	2,014	2%
Insurance & Benefits	24,270	21,320	9,280	21,367	12,087	130%	47	0%
Professional Services	30,410	61,500	10,000	50,000	40,000	400%	(11,500)	-19%
Contractual Services	4,726	5,011	5,534	4,995	(539)	-10%	(16)	0%
Communication	5,646	8,904	7,948	8,840	892	11%	(64)	-1%
Professional Development	10,043	10,200	10,257	11,600	1,343	13%	1,400	14%
Operating Supplies	170	350	1,800	750	(1,050)	-58%	400	114%
Capital Outlay	-	-	212	-	(212)	-100%	-	0%
<b>Economic Development Total</b>	<b>197,076</b>	<b>214,471</b>	<b>95,031</b>	<b>206,752</b>	<b>111,721</b>	<b>118%</b>	<b>(7,719)</b>	<b>-4%</b>

Village of Oswego  
Expenditure History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Finance</b>								
Personnel Services	274,399	368,448	288,463	307,759	19,296	7%	(60,689)	-16%
Insurance & Benefits	89,750	156,393	99,529	102,410	2,881	3%	(53,983)	-35%
Professional Services	300,324	70,750	78,500	70,525	(7,975)	-10%	(225)	0%
Contractual Services	28,535	34,934	31,702	29,947	(1,755)	-6%	(4,987)	-14%
Communication	6,007	6,559	5,050	6,865	1,815	36%	306	5%
Professional Development	6,933	8,700	7,200	8,750	1,550	22%	50	1%
Operating Supplies	2,363	1,500	2,000	1,500	(500)	-25%	-	0%
<b>Finance Total</b>	<b>708,310</b>	<b>647,284</b>	<b>512,444</b>	<b>527,756</b>	<b>15,312</b>	<b>3%</b>	<b>(119,528)</b>	<b>-18%</b>
<b>Information Technology</b>								
Personnel Services	-	65,434	78,056	85,262	7,206	9%	19,828	30%
Insurance & Benefits	-	28,300	30,091	31,884	1,793	6%	3,584	13%
Professional Services	-	36,200	36,200	160,000	123,800	342%	123,800	342%
Contractual Services	-	391,903	237,511	540,252	302,741	127%	148,349	38%
Communication	-	2,430	612	2,100	1,488	243%	(330)	-14%
Professional Development	-	8,135	915	8,135	7,220	789%	-	0%
Operating Supplies	-	5,250	5,100	8,250	3,150	62%	3,000	57%
<b>Information Technology Total</b>	<b>-</b>	<b>537,652</b>	<b>388,485</b>	<b>835,883</b>	<b>447,398</b>	<b>115%</b>	<b>298,231</b>	<b>55%</b>
<b>Police</b>								
Personnel Services	5,172,440	5,495,214	5,294,868	5,579,194	284,326	5%	83,980	2%
Insurance & Benefits	2,645,829	2,999,086	2,951,410	2,970,909	19,499	1%	(28,177)	-1%
Professional Services	130,972	140,907	102,718	74,663	(28,055)	-27%	(66,244)	-47%
Contractual Services	422,246	452,444	416,116	456,269	40,153	10%	3,825	1%
Communication	200,115	218,827	195,594	224,949	29,355	15%	6,122	3%
Professional Development	49,333	62,955	57,435	63,199	5,764	10%	244	0%
Operating Supplies	124,561	150,040	108,300	152,950	44,650	41%	2,910	2%
Capital Outlay	192,550	-	-	-	-	0%	-	0%
<b>Police Total</b>	<b>8,938,046</b>	<b>9,519,473</b>	<b>9,126,441</b>	<b>9,522,133</b>	<b>395,692</b>	<b>4%</b>	<b>2,660</b>	<b>0%</b>

Village of Oswego  
Expenditure History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>General Administration</b>								
Transfers	1,511,989	1,491,894	1,601,770	1,438,316	(163,454)	-10%	(53,578)	-4%
<b>General Administration Total</b>	<b>1,511,989</b>	<b>1,491,894</b>	<b>1,601,770</b>	<b>1,438,316</b>	<b>(163,454)</b>	<b>-10%</b>	<b>(53,578)</b>	<b>-4%</b>
<b>General Fund Total</b>	<b>17,688,079</b>	<b>17,345,987</b>	<b>16,345,841</b>	<b>17,655,562</b>	<b>1,309,721</b>	<b>8%</b>	<b>309,575</b>	<b>2%</b>
<b>Motor Fuel Tax Fund</b>								
Transfers	262,500	262,500	262,500	262,500	-	0%	-	0%
Capital Outlay	416,504	600,000	576,000	900,000	324,000	56%	300,000	50%
<b>Motor Fuel Tax Fund Total</b>	<b>679,004</b>	<b>862,500</b>	<b>838,500</b>	<b>1,162,500</b>	<b>324,000</b>	<b>39%</b>	<b>300,000</b>	<b>35%</b>
<b>Tax Increment Financing Fund</b>								
Professional Services	-	-	103,444	50,000	(53,444)	-52%	50,000	100%
Communication	-	-	2,320	500	(1,820)	-78%	500	100%
Capital Outlay	-	-	1,500,000	300,000	(1,200,000)	-80%	300,000	100%
<b>Tax Increment Financing Fund Total</b>	<b>-</b>	<b>-</b>	<b>1,605,764</b>	<b>350,500</b>	<b>(1,255,264)</b>	<b>-78%</b>	<b>350,500</b>	<b>100%</b>
<b>Debt Service Fund</b>								
<b>General Administration</b>								
Professional Services	1,612	4,000	1,974	2,200	226	11%	(1,800)	-45%
Debt Service	1,770,489	1,750,394	2,385,025	2,920,644	535,619	22%	1,170,250	67%
<b>Debt Service Fund Total</b>	<b>1,772,101</b>	<b>1,754,394</b>	<b>2,386,999</b>	<b>2,922,844</b>	<b>535,845</b>	<b>22%</b>	<b>1,168,450</b>	<b>67%</b>
<b>Capital Improvement Fund</b>								
Professional Services	-	-	353,076	-	(353,076)	-100%	-	0%
Transfers	-	500,000	1,134,631	1,972,200	837,569	74%	1,472,200	294%
Capital Outlay	345,037	6,443,700	4,006,660	25,104,800	21,098,140	527%	18,661,100	290%
<b>Capital Improvement Fund Total</b>	<b>345,037</b>	<b>6,943,700</b>	<b>5,494,367</b>	<b>27,077,000</b>	<b>21,582,633</b>	<b>393%</b>	<b>20,133,300</b>	<b>290%</b>

Village of Oswego  
Expenditure History - By Fund

	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018	Budget Analysis			
					Budget vs Projected		Budget vs Budget	
					Increase (Decrease)	Percent Change	Increase (Decrease)	Percent Change
<b>Water &amp; Sewer Fund</b>								
<b>Operating</b>								
Personnel Services	1,081,927	1,148,960	1,107,994	1,184,844	76,850	7%	35,884	3%
Insurance & Benefits	447,229	474,498	442,327	466,267	23,940	5%	(8,231)	-2%
Professional Services	72,757	163,800	121,000	212,557	91,557	76%	48,757	30%
Contractual Services	1,265,973	1,604,399	1,177,591	1,548,395	370,804	31%	(56,004)	-3%
Communication	63,897	65,667	58,597	65,600	7,003	12%	(67)	0%
Debt Service	1,684,208	1,684,575	1,509,583	1,612,808	103,225	7%	(71,767)	-4%
Professional Development	6,005	15,400	5,658	15,400	9,742	172%	-	0%
Operating Supplies	3,655,154	77,900	83,382	62,600	(20,782)	-25%	(15,300)	-20%
Transfers	5,927,706	732,500	232,500	35,000	(197,500)	-85%	(697,500)	-95%
<b>Water &amp; Sewer Fund Total</b>	<b>14,204,856</b>	<b>5,967,699</b>	<b>4,738,632</b>	<b>5,203,471</b>	<b>464,839</b>	<b>10%</b>	<b>(764,228)</b>	<b>-13%</b>
<b>Water &amp; Sewer Capital Fund</b>								
Capital Outlay	705,167	659,000	346,008	1,250,000	903,992	261%	591,000	90%
<b>Water &amp; Sewer Capital Fund Total</b>	<b>705,167</b>	<b>659,000</b>	<b>346,008</b>	<b>1,250,000</b>	<b>903,992</b>	<b>261%</b>	<b>591,000</b>	<b>90%</b>
<b>Vehicle Replacement Fund</b>								
General Administration								
Capital Outlay	-	713,680	692,372	85,000	(607,372)	-88%	(628,680)	-88%
<b>Vehicle Replacement Fund Total</b>	<b>-</b>	<b>713,680</b>	<b>692,372</b>	<b>85,000</b>	<b>(607,372)</b>	<b>-88%</b>	<b>(628,680)</b>	<b>-88%</b>
<b>Garbage Fund</b>								
General Administration								
Professional Services	2,415,909	2,501,200	2,345,247	2,450,000	104,753	4%	(51,200)	-2%
<b>Garbage Fund Total</b>	<b>2,415,909</b>	<b>2,501,200</b>	<b>2,345,247</b>	<b>2,450,000</b>	<b>104,753</b>	<b>4%</b>	<b>(51,200)</b>	<b>-2%</b>
<b>Police Pension Fund</b>								
General Administration								
Personnel Services	517,978	534,000	607,100	627,000	19,900	3%	93,000	17%
Professional Services	2,436	5,000	1,800	1,500	(300)	-17%	(3,500)	-70%
Operating Supplies	5,226	6,000	6,930	5,500	(1,430)	-21%	(500)	-8%
<b>Police Pension Fund Total</b>	<b>598,532</b>	<b>634,900</b>	<b>707,625</b>	<b>728,300</b>	<b>20,675</b>	<b>3%</b>	<b>93,400</b>	<b>15%</b>
<b>Grand Total</b>	<b>38,408,684</b>	<b>37,383,060</b>	<b>35,501,355</b>	<b>58,885,177</b>	<b>23,383,822</b>	<b>66%</b>	<b>21,502,117</b>	<b>58%</b>

## Summary of Fund Balances and Unrestricted Net Assets

### Fund Balance/ Net Assets

The Village has adopted a Fund Balance Policy for Governmental Fund types and Unrestricted Net Assets balances for other Fund types. The policy can be found in the Budget Overview section of this Budget. The policies establish guidelines for desired balances to be maintained within the respective Funds. Fund Balances or Net Asset balances are a good indicator of the financial strength of the local government. The following schedule details the estimated Fund/Net Asset balances at the end of Fiscal Year 2018.

FUND	Actual FY 2015	Actual FY 2016	Fiscal Year Budget FY 2017	Projected FY 2017	Budget FY 2018
<b>GENERAL</b>					
Beginning Fund Balance	6,697,078	7,143,646	6,726,461	6,726,461	6,984,948
Revenues	16,831,873	17,270,895	17,542,053	16,604,328	17,697,406
Expenditures	14,840,200	16,176,091	15,854,093	14,744,071	16,217,246
Change in Fund Balance	1,991,673	1,094,804	1,687,960	1,860,257	1,480,160
Other Financing Sources/(Uses)	(1,545,106)	(1,511,989)	(1,491,894)	(1,601,770)	(1,438,316)
Ending Fund Balance	7,143,646	6,726,461	6,922,527	6,984,948	7,026,792
Non-spendable	228,305	327,754	150,000	150,000	150,000
Unrestricted-assigned	6,119,152	6,071,095	6,179,447	6,179,447	6,179,447
Unrestricted-unassigned	796,189	327,612	593,081	655,501	697,345

*The General Fund Ending Fund Balance is projected to increase \$41,844 from the Fiscal Year Ending 2017 projected Fund Balance. The increase is due to the reduction in expenditures from what was budgeted as some mid year reductions were identified*

### **MOTOR FUEL TAX**

Beginning Restricted Fund Balance	1,201,799	692,430	906,115	906,115	920,915
Revenues	1,066,521	892,689	801,250	853,300	854,000
Expenditures	1,575,890	679,004	862,500	838,500	1,162,500
Change in Fund Balance	(509,369)	213,685	(61,250)	14,800	(308,500)
Ending Restricted Fund Balance	692,430	906,115	844,865	920,915	612,415

*The Ending Restricted Fund Balance decrease is due to an increase of \$300,000 to the annual road program expenditures for FY 2018. The Fund will still have a sufficient reserve at fiscal year end to support the \$600,000 annual road program expenditures from this tax.*

FUND	Fiscal Year				
	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018
<b>TAX INCREMENT FINANCING</b>					
Beginning Restricted Fund Balance	-	-	-	-	394,736
Revenues	-	-	-	500	40,500
Expenditures	-	-	-	1,605,764	350,500
Change in Fund Balance	-	-	-	(1,605,264)	(310,000)
Other Financing Sources/(Uses)	-	-	-	2,000,000	-
Ending Restricted Fund Balance	-	-	-	394,736	84,736

*The Tax Increment Financing Fund was established during FY 2017. The FY 2018 Budget is estimated based on limited activity occurring within the TIF District. The Ending Fund Balance will only occur if all the expenditures are realized. Additional loans will be made to the Fund if necessary to maintain a positive Ending Fund Balance.*

#### **DEBT SERVICE**

Beginning Restricted Fund Balance	24,833	63,494	65,965	65,965	69,109
Revenues	1,387	1,774,573	1,754,594	2,390,143	2,923,316
Expenditures	1,769,050	1,772,101	1,754,394	2,386,999	2,922,844
Change in Fund Balance	(1,767,663)	2,471	200	3,144	472
Other Financing Sources/(Uses)	1,806,324	-	-	-	-
Ending Restricted Fund Balance	63,494	65,965	66,166	69,109	69,581

*The Ending Restricted Fund Balance has increased slightly. Any additional surplus will be used to reduce an upcoming interest bond payment.*

#### **CAPITAL IMPROVEMENT FUND**

Beginning Fund Balance	660,421	257,558	799,452	799,452	30,363,013
Revenues	18,286	886,931	3,617,059	3,095,738	2,930,000
Expenditures	421,149	345,037	6,443,700	4,359,736	25,104,800
Change in Fund Balance	(402,863)	541,894	(2,826,641)	(1,263,998)	(22,174,800)
Other Financing Sources/(Uses)	-	-	30,470,000	30,827,559	(1,972,200)
Ending Fund Balance	257,558	799,452	28,442,811	30,363,013	6,216,013
Restricted-road fees				3,619	-
Restricted-Bond Proceeds				28,133,976	5,833,604
Unrestricted-assigned	257,558	799,452	28,442,811	2,225,418	382,409

*The Ending Fund Balance is the result of a new dedicated revenue to help fund capital improvement projects and proceeds from the 2016 Debt Issuance.*

FUND	Fiscal Year				
	Actual FY 2015	Actual FY 2016	Budget FY 2017	Projected FY 2017	Budget FY 2018
<b>WATER &amp; SEWER</b>					
Unrestricted Net Assets	8,712,536	8,619,387	237,950	237,950	739,824
Revenues	6,169,520	5,823,419	5,190,800	5,240,506	5,174,200
Expenses	5,096,897	4,738,797	5,235,199	4,506,132	5,168,471
Change in Unrestricted Net Assets	1,072,623	1,084,622	(44,399)	734,374	5,729
Other Financing Sources/(Uses)	(1,165,772)	(9,466,059)	(732,500)	(232,500)	(35,000)
Unrestricted Net Assets	8,619,387	237,950	(538,949)	739,824	710,553

*Unrestricted Net Assets decreased because of the annual transfer to the Vehicle Fund to pay for a vehicle replacement.*

#### **WATER & SEWER CAPITAL**

Unrestricted Net Assets		-	5,646,461	5,646,461	5,489,421
Revenues		423,922	296,000	188,968	160,000
Expenses		705,167	659,000	346,008	1,250,000
Change in Unrestricted Net Assets		(281,245)	(363,000)	(157,040)	(1,090,000)
Other Financing Sources/(Uses)		5,927,706	500,000	-	-
Unrestricted Net Assets		5,646,461	5,783,461	5,489,421	4,399,421

*Unrestricted Net Assets decreased because of capital projects scheduled for completion in Fiscal Year 2018.*

#### **GARBAGE**

Unrestricted Net Assets	530,891	521,714	513,437	513,437	517,862
Revenues	2,248,593	2,407,632	2,501,950	2,349,672	2,451,700
Expenses	2,257,770	2,415,909	2,501,200	2,345,247	2,450,000
Change in Unrestricted Net Assets	(9,177)	(8,276)	750	4,425	1,700
Unrestricted Net Assets	521,714	513,437	514,187	517,862	519,562

*Unrestricted Net Assets increased due to interest earnings on the reserve balance in the Fund.*

#### **VEHICLE FUND**

Unrestricted Net Assets			-	-	56,156
Revenues			-	16,028	5,400
Expenses			713,680	692,372	85,000
Change in Unrestricted Net Assets			(713,680)	(676,344)	(79,600)
Other Financing Sources/(Uses)			732,500	732,500	85,000
Unrestricted Net Assets			18,820	56,156	61,556

*Unrestricted Net Assets increased from the sales of replaced vehicles.*

<b>FUND</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Fiscal Year Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
<b>POLICE PENSION</b>					
Net Assets held in Trust	18,838,810	21,245,031	22,553,626	22,553,626	25,379,871
Additions	2,974,244	1,907,128	2,190,000	3,533,870	2,243,100
Deductions	568,023	598,532	634,900	707,625	728,300
Change in Net Assets	2,406,222	1,308,596	1,555,100	2,826,245	1,514,800
Net Assets held in Trust	21,245,031	22,553,626	24,108,726	25,379,871	26,894,671

*Net Assets held in Trust for pension benefits will increase each year as the actuarially required contribution is far greater than the annual pension payments. It will be a number of years before the pension payments for additional retirees catch up with the annual contribution.*

## Summary of Positions and Personnel Changes

### Personnel Changes and Compensation

The Fiscal Year 2018 Budget includes the expenditures for 110 full time and 17 part time positions. Included in the Budget are total personnel cost increases of 5% or \$0.44 million compared to the Fiscal Year 2017 Budget. Employer insurance and benefit costs have decreased 2% or \$0.09 million. Personnel cost increases are due to wage growth and the addition of a Facilities Manager position to be shared with two other municipalities. Insurance and benefits has decreased due to employees choosing to opt-out of the Village sponsored health insurance program.

Village employees are compensated based on individual contracts/agreements approved by the Village Board, the Village Compensation Policy or the contents of a Collective Bargaining Agreement. The Village Administrator and Police Chief have individual contracts with the Village Board which expire April 30, 2019.

Non-union employees are covered by the Village Compensation Policy. The Compensation Policy established a three percent merit increase pool and a one percent bonus pool. Merit adjustments are allocated based on three criteria; performance, overall achievement of goals and tasks and the appropriate level of pay within the range considering performance. The budget for Fiscal Year 2018 includes 4% pay increases for these employees. Actual increases will be based on performance evaluations.

The first collective bargaining agreement was approved by the Village Board in March, 2010 for the village police patrol officers. The Metropolitan Alliance of Police (MAP) represents the 37 police patrol officers. A new agreement was approved in January, 2015. The agreement awarded patrol officers a six step pay plan with step increases ranging from 6.44% to 8.67% received on the employee anniversary date if not at the highest step. As of April 30, 2016, there are 29 officers who have reached the top of the step plan. The agreement also outlined annual cost of living increases for the contract years 2013-2018 as 2.5% for the first 4 years and 2.9% for the final year of the contract. The agreement expires April 30, 2018.

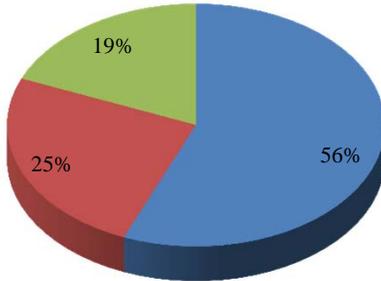
The Village has an agreement with the Police Sergeants employed in the Village Police Department. These employees, (eight positions), are not members of the MAP union which represents the police patrol officers. The Agreement is effective May 1, 2013 and expires April 30, 2018. The Agreement states all Sergeants promoted before January 1, 2010 will maintain a base salary which is 15% above the highest paid patrol officer's base salary. Sergeants promoted after January 1, 2010 have a 3 step plan consisting of base pay at a rate of 10% greater than the highest paid patrol officer for the 1<sup>st</sup> year, 12.5% greater for the 2<sup>nd</sup> year and 15% greater for the 3<sup>rd</sup> year.

The Village also has a collective bargaining agreement with the Public Works employees who are represented by the International Union of Operating Engineers, Local 150 Public Employees. Their second agreement was approved in January 2016. This agreement is effective May 1, 2015 and expires April 30, 2018. A total of 18 employees are represented by the union. Employees were placed into a 10 step wage program with progression through the steps on an employee's anniversary date and May 1 increases to the steps of 2.5% in 2015, 2.5% in 2016 and 2.75% in 2017.

The following table and chart show the latest five year history of staffing levels for the Village. Total staffing measured in FTE's has increased by 7 over the five year period. This amount is comprised of 4 full-time positions and 3 additional part-time employees.

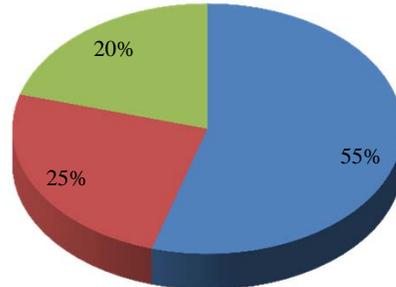
Village of Oswego

**Summary of Staffing by Function  
2014**



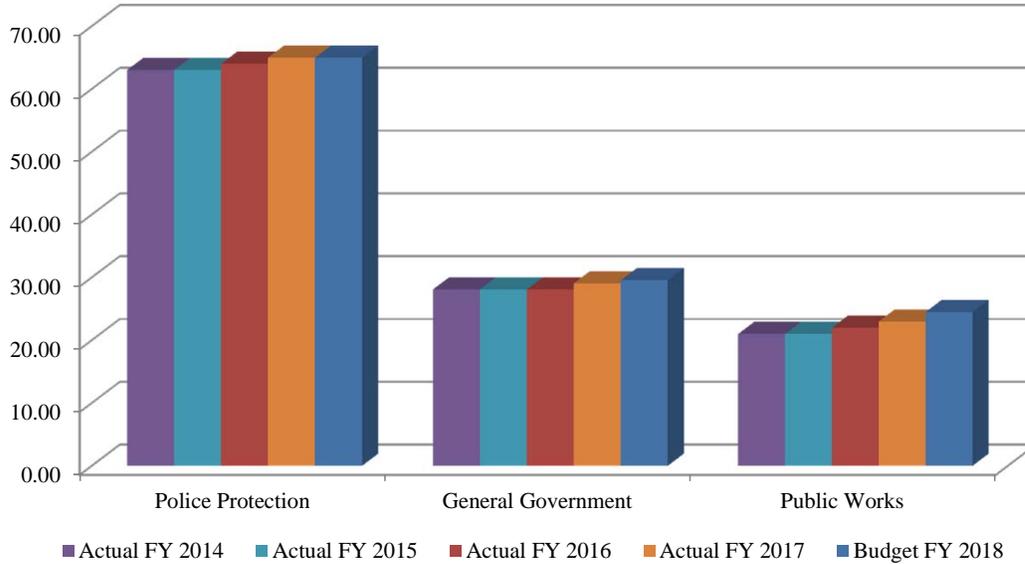
Police Protection    General Government  
Public Works

**Summary of Staffing by Function  
2018**



Police Protection    General Government  
Public Works

**Five-Year History of Staffing by Function**



Actual FY 2014    Actual FY 2015    Actual FY 2016    Actual FY 2017    Budget FY 2018

Village of Oswego  
Summary of Staffing by Full-Time Equivalents (FTE)

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
<b><u>Village Clerk</u></b>						
Village Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50
<b>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b><u>Corporate</u></b>						
Village Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Village Administrator	0.50	0.50	0.50	0.50	0.50	0.50
Joint Procurement Specialist	-	-	-	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.50	0.50	0.50	0.50
Graduate Student Intern	0.50	0.50	0.50	0.50	0.50	0.50
OHS Intern	0.25	0.25	0.25	0.25	0.25	-
Human Resources Director	0.50	0.50	0.50	0.50	0.50	0.50
Human Resources Generalist	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>	<b>5.25</b>	<b>5.25</b>	<b>5.00</b>
<b><u>Building &amp; Zoning</u></b>						
Building and Zoning Manager	1.00	1.00	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector	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
Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Summer Intern	0.30	0.30	0.30	0.30	0.30	-
Permit Coordinator	1.00	1.00	1.00	1.00	1.00	-
Building & Zoning Assistant	-	-	-	-	-	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Building & Zoning Intern	-	-	-	-	-	0.50
<b>Total</b>	<b>7.30</b>	<b>7.30</b>	<b>7.30</b>	<b>7.30</b>	<b>7.30</b>	<b>7.50</b>
<b><u>Community Development</u></b>						
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Staff Planner	1.00	1.00	1.00	1.00	1.00	1.00
GIS/IT Coordinator	1.00	1.00	1.00	-	-	-
Development Project Manager	-	-	-	1.00	-	-
Chief Infrastructure Inspector	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>

Village of Oswego  
Summary of Staffing by Full-Time Equivalents (FTE)

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
<b><u>Community Relations</u></b>						
Community Relations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Visitors' Bureau Assistant & Grant Writer	1.00	1.00	1.00	1.00	1.00	1.00
Intern					-	0.25
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.25</b>
<b><u>Economic Development</u></b>						
Economic Development Director	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><u>Finance</u></b>						
Finance Director	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
Staff Accountant	1.00	1.00	1.00	1.00	1.00	1.00
Finance Assistant/AP	1.00	1.00	1.00	1.00	1.00	1.00
Utility Billing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Reception/Cashier	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><u>Information Technology</u></b>						
IT Manager	-	-	-	1.00	1.00	1.00
Intern	-	-	-	-	-	0.25
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>
<b><u>Police Department</u></b>						
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chiefs of Police	-	-	2.00	2.00	2.00	2.00
Captain	3.00	3.00	-	-	-	-
Commander	-	-	1.00	1.00	1.00	1.00
Sergeants	8.00	8.00	8.00	8.00	8.00	8.00
Patrol Officers	37.00	37.00	37.00	37.00	37.00	37.00
Community Service Officers	3.00	3.00	4.00	4.00	4.00	4.00
Administrative Assistants	1.00	1.00	1.00	1.00	1.00	1.00
CALEA Manager	1.00	1.00	1.00	1.00	1.00	1.00
Evidence Custodian	-	-	-	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	6.50	6.50	6.50	6.50	6.50	6.50
Police Cadet	0.50	0.50	0.50	0.50	0.50	0.50
<b>Police Department Total</b>	<b>63.00</b>	<b>63.00</b>	<b>64.00</b>	<b>65.00</b>	<b>65.00</b>	<b>65.00</b>
Sworn Personnel	49.00	49.00	49.00	49.00	49.00	49.00

Village of Oswego  
Summary of Staffing by Full-Time Equivalents (FTE)

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
<b><u>Public Works Department</u></b>						
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00
Utility Services Director	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Assistant Director	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Manager	-	-	-	-	-	1.00
Administrative Assistant	1.50	1.50	1.00	1.50	1.00	1.50
Operations Superintendent	2.00	2.00	2.00	2.00	2.00	2.00
Operations Supervisor	3.00	3.00	3.00	3.00	3.00	3.00
Technicians I	6.50	6.50	9.00	10.00	10.00	10.00
Technicians II	5.00	5.00	4.00	4.00	4.00	4.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>22.00</b>	<b>23.50</b>	<b>23.00</b>	<b>24.50</b>
<b><u>Village Summary</u></b>						
Clerk	2.50	2.50	2.50	2.50	2.50	2.50
Corporate	4.25	4.25	4.25	5.25	5.25	5.00
Building and Zoning	7.30	7.30	7.30	7.30	7.30	7.50
Community Development	5.00	5.00	5.00	5.00	4.00	4.00
Community Relations	2.00	2.00	2.00	2.00	2.00	2.25
Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
Finance	6.00	6.00	6.00	6.00	6.00	6.00
Information Technology	-	-	-	1.00	1.00	1.25
Police Department	63.00	63.00	64.00	65.00	65.00	65.00
Public Works Department	21.00	21.00	22.00	23.50	23.00	24.50
<b>Total Village Full-Time Equivalent Positions</b>	<b>112.05</b>	<b>112.05</b>	<b>114.05</b>	<b>118.55</b>	<b>117.05</b>	<b>119.00</b>

Village of Oswego  
Summary of Staffing by Full-Time Equivalents (FTE)

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
<b><u>Reconciliation of FTE's to Number of Employees</u></b>						
<b>Total Full-Time Employees</b>						
Village President/Trustees,Clerk's Dept.	2.50	2.50	2.50	2.50	2.50	2.50
Corporate	3.50	3.50	3.50	3.50	3.50	3.50
Building and Zoning	7.00	7.00	7.00	7.00	7.00	7.00
Community Development	5.00	5.00	5.00	5.00	4.00	4.00
Community Relations	2.00	2.00	2.00	2.00	2.00	2.00
Economic Development	1.00	1.00	1.00	1.00	1.00	1.00
Finance	6.00	6.00	6.00	6.00	6.00	6.00
Information Technology	-	-	-	1.00	1.00	1.00
Police Department	59.00	59.00	59.00	60.00	60.00	60.00
Public Works Department	20.00	20.00	21.00	22.00	22.00	23.00
<b>Total Full-Time Employees</b>	<b>106.00</b>	<b>106.00</b>	<b>107.00</b>	<b>110.00</b>	<b>109.00</b>	<b>110.00</b>
<b>Total Part-Time Employees</b>						
Corporate	2.00	2.00	2.00	2.00	2.00	1.00
Building and Zoning	1.00	1.00	1.00	1.00	1.00	1.00
Community Relations	-	-	-	-	-	1.00
Information Technology	-	-	-	-	-	1.00
Police Department	10.00	10.00	10.00	10.00	10.00	10.00
Public Works Department	2.00	2.00	2.00	3.00	2.00	3.00
<b>Total Part-Time Employees</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>16.00</b>	<b>15.00</b>	<b>17.00</b>
(Equates to Full-Time Equivalents)	<b>6.05</b>	<b>6.05</b>	<b>8.05</b>	<b>7.55</b>	<b>8.05</b>	<b>9.00</b>
<b>Total Staff by FT Equivalents</b>	<b>112.05</b>	<b>112.05</b>	<b>115.05</b>	<b>117.55</b>	<b>117.05</b>	<b>119.00</b>
Total Employees	121.00	121.00	122.00	126.00	124.00	127.00

This page was intentionally left blank.

## **Village of Oswego Capital Improvement Program (CIP) Fiscal Years 2018-2022**

The Village adopted the CIP Plan for Fiscal Years 2018-2037 in April, 2017. The CIP is updated annually and discussed in conjunction with the Annual Village Budget. A summary of the first five years of the CIP are included within the Village Budget since the Fiscal Year 2018 capital projects have been included in the Budget. The goal of the CIP is to assist the Village Board and Staff in the long term financial planning of capital improvements. The Strategic Plan adopted by the Village in February, 2017 provides guidance and prioritizing capital improvements for the next three years. There are a number of high cost projects listed in the Strategic Plan which require staff to work on;

- ❖ Infrastructure for roadways and water/sewer lines
- ❖ Defining an alternate water source and associated costs
- ❖ Construction of a new Police Headquarters Facility
- ❖ Bringing METRA (train service) to the Village
- ❖ Researching funding alternatives for widening Wolf's Crossing Road

### Background

The population of Oswego increased from 13,000 residents in calendar year 2000 to over 33,000 residents in calendar year 2016. With the increased population came numerous new subdivisions, commercial development and a host of public infrastructure improvements. With the new development came miles of new roadways, curb and gutter, water mains, sewer mains, storm sewers, street lighting, traffic signals, wells and water towers, street signage and landscaping. The Village is responsible for the maintenance and future replacement of this entire new infrastructure. Long term planning discussions allow the Village to appropriately schedule and secure the funding needed to ensure the Village infrastructure is maintained at acceptable levels for the residents now and in the future.

### Capital Planning

The Capital Planning process is a financial tool used to plan for future infrastructure replacement. By identifying the future costs and year of replacement for the respective project/infrastructure improvement, action can be taken to determine the sources of funding to use to pay for the capital item. Accumulating the money over time or using debt financing are a couple of possible funding options. The end product of this planning is formally known as a Capital Improvement Plan/Program (CIP).

***Capital Improvement Plan (Program), or CIP, is a short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and funding options for the plan.***

***Capital Improvement/Project- a capital improvement is a substantial, nonrecurring expenditure for a physical improvement with a useful life greater than one year. Repairs and maintenance expenditures are generally not considered as capital improvements unless the repair extends the useful life or productive capacity of the asset. Capital improvements/projects included in the CIP have a cost equal to or greater than \$25,000. Vehicle replacements are included in the CIP for long term planning purposes.***

The completed CIP is available for viewing on the Village of Oswego website at [www.oswegoil.org](http://www.oswegoil.org).

Funding for capital improvements is supported from the annual Motor Fuel tax revenue, Roadway capital improvement fees/Developer contributions and local sales tax revenues received by the Village. Capital improvements to our water distribution and sanitary sewage collection systems are generally funded from user fees billed to customers. The CIP has an extended time horizon out to twenty years because the majority of the public infrastructure within the Village is less than ten years old and will require replacement beyond ten years from today. A concern for the Village is the fact that a large amount of the infrastructure replacement will be due for completion at the same time at a high cost.

**Fiscal Year 2018-2022 CIP**

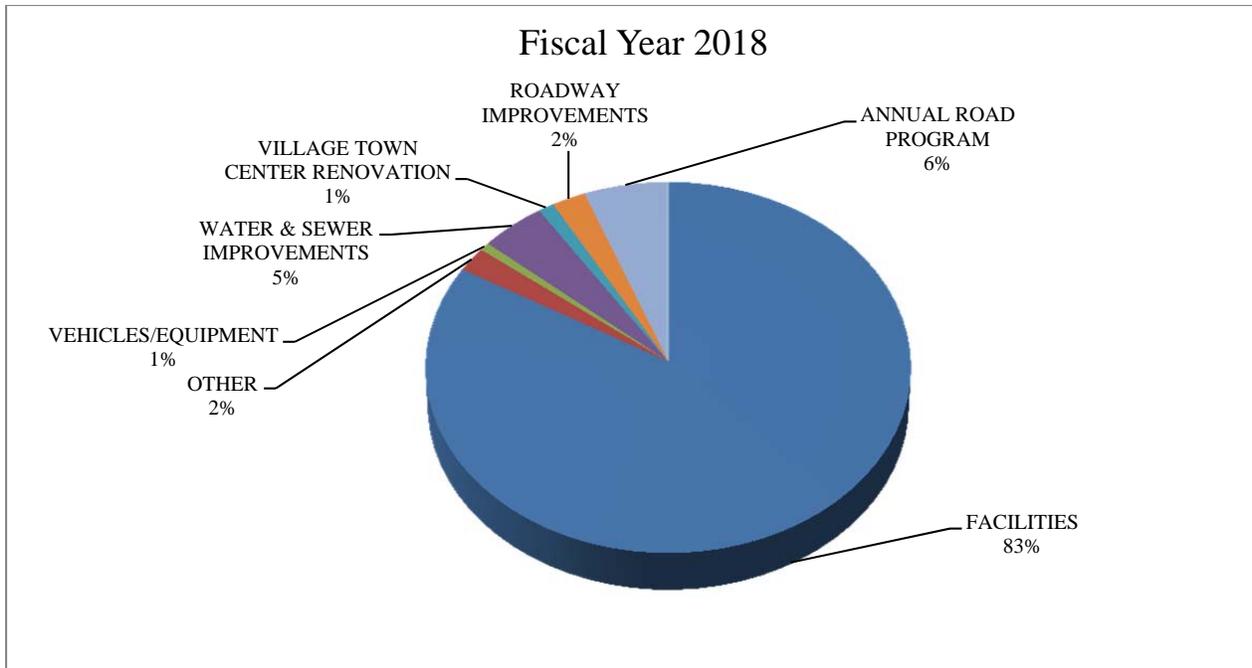
The CIP has listed expenditures over the next five years in excess of \$82 million. The Village Board and staff will be reviewing the listed capital projects to determine priorities, determine project timing, determining the need for the project and identifying funding sources. Projects may be deferred or even eliminated if no funding can be found to pay for the project. Fiscal Year 2018 projects have been approved and included in the Fiscal Year 2018 Budget.

Funding for the projects is provided from the General Fund, Motor Fuel Tax Fund, TIF Fund, Capital Improvement Fund and the Water & Sewer Fund. The expenditures for all the capital improvements are accounted for in the Motor Fuel Tax Fund, TIF Fund, Capital Improvement Fund, the Water & Sewer Capital Fund or the Vehicle Fund. The following table shows the capital improvements listed by category and by year for Fiscal Year 2018-2022.

Category	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FACILITIES	\$23,060,000	\$5,058,000	\$0	\$0	\$300,000
OTHER	\$590,000	\$95,000	\$0	\$0	\$0
VEHICLES/EQUIPMENT	\$195,000	\$695,370	\$1,044,095	\$1,574,291	\$819,142
WATER & SEWER IMPROVEMENTS	\$1,250,000	\$1,941,000	\$2,431,500	\$9,351,150	\$5,842,450
VILLAGE TOWN CENTER RENOVATION	\$300,000	\$0	\$0	\$0	\$0
ROADWAY IMPROVEMENTS	\$644,800	\$1,077,000	\$748,100	\$14,786,000	\$543,000
ANNUAL ROAD PROGRAM	\$1,600,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
<b>TOTAL</b>	<b>\$27,639,800</b>	<b>\$10,866,370</b>	<b>\$6,223,695</b>	<b>\$27,711,441</b>	<b>\$9,504,592</b>

Facilities expenditures are 83% of the capital projects for Fiscal Year 2018. The new police headquarters facility accounts for \$23 million of the total costs. The new facility is anticipated to be completed over the next two fiscal years. The Village issued debt of \$27 million in FY 2017 to provide the funding for the project. The local sales tax revenue will be used to pay the annual debt service on the debt issuances over the next 20 years.

Roadway improvements plus the Annual Road Program account for \$2.2 million of the total Fiscal Year 2018 Capital Plan. During FY 2015, the Village completed a roadway pavement analysis which provided data to determine the quality of the pavement and underlying road structure. This analysis allows the Village to determine the year and costs of rehabilitation of the streets.



Vehicles/equipment average an annual cost of \$0.8 million over the first five years of the CIP. The Village vehicle policy and grading system are used to determine the year of replacement for each vehicle and piece of equipment. Even though an item's grading score warrants the item for replacement, many vehicles and equipment are not replaced until sometime after the scheduled replacement year. For Fiscal Year 2018, \$195,000 is budgeted including \$55,000 for two vehicle replacements, \$110,000 for police vehicles mobile computer replacements and \$30,000 for Street Sweeper rehabilitation.

### **Fiscal Year 2018 Budget**

The Fiscal Year 2018 budget includes a total of \$27.6 million in capital improvements. The capital projects are budgeted in the Motor Fuel Tax Fund, Capital Improvement Fund, Water/Sewer Capital Fund and the Vehicle Fund. All of these expenditures are being supported from operating revenues or reserve balances of the respective Fund. Transfers from the Capital Improvement Fund and Water & Sewer Fund are budgeted to support the Vehicle Fund expenditures.

### **Motor Fuel Tax Fund**

The annual capital expenditures charged to this Fund are for the **Annual Road Program**. The Village has \$0.9 million in the FY 2018 Budget for road infrastructure improvements consisting of milling and repaving existing roads. The roads are selected based on the Public Works departments rating condition of the streets, street usage and other local agency factors.

### **Capital Improvement Fund**

\$25.1 million in capital improvement projects is included in the Fiscal Year 2018 Budget. Six projects are being started or completed during the fiscal year.

- Annual Road Program- \$0.7 million included for road rehabilitation program which may include the removal of the surface course, subgrade patching, installation of a new surface course, curb repairs, installation of handicap ramps, and pavement markings. Repair of concrete pavement may include joint repairs and sealing. Also included is the amount for State Route 34 Roadway Improvement of \$113,600. The project is the Village's cost share of a project to

be constructed by the Illinois Department of Transportation. IDOT will install traffic signals, lighting, sidewalks/bike paths, Emergency Vehicle Preemption devices and utility relocations along IL US 34.

- Police Facility- \$23 million is included in the budget. The building of a new police facility with an estimated total cost of \$30 million. Groundbreaking was in March, 2017 with construction planned to be completed in the fall of 2018.
- Salt Dome roof repair- \$60,000 to remove and replace shingles on the salt storage dome at the Public Works facility.
- Police department vehicle mobile computer replacements budgeted at \$110,000.
- Enterprise Information Planning System- \$590,000 is budgeted for the purchase of the ERP system modules, implementation training and implementation project oversight. The ERP system includes new financial software with integrated modules for accounting, cash receipting, payroll, human resources, payables, permitting, reporting, budget, customer service, utility billing, accounts receivable billing, etc. Modules will also include integrated adjudication software, ticketing software, work management software and this system will be accessible and used by all departments.
- Wolf’s Crossing Rd - \$644,800 for Phase I (environmental) engineering. This is the completion of a two year project.

**Water and Sewer Capital Fund**

\$1,250,000 is included in the Budget for this Fund. Five projects account for the budget amount in Fiscal Year 2018.

- Sanitary Sewer Lining Program-\$125,000 to continue the annual sewer lining program
- Water meter & remote reader replacement program- \$600,000 is budgeted to begin this program. Total cost of the program is estimated to be \$4.0 million over a four or five year period.
- Water tower demolition- \$80,000 to take down an abandoned water tower in the Kendall Point Business Park. This tower has not been in service for a number of years.
- Water tower cleaning- \$45,000 to clean the five active water towers. Removal of the mold on the bottom of the bowls will be completed.
- Future Water Plant- \$400,000 for land acquisition and preliminary governance and engineering for the future plant.

**Vehicle Fund**

\$85,000 is included in the budget to replace two vehicles and repair one piece of equipment.

- Police- \$20,000
- Community Service Vehicle -                     \$ 20,000
- Public works- \$65,000
- Ford F250 4x4 pick up -                             \$ 35,000
- Rebuild Street sweeper -                           \$ 30,000

**Impact of Capital Improvements on Operating Costs**

Most capital improvement projects are non-recurring in nature and are considered a one-time outlay. However, some projects do add to future operating costs. Some capital improvements are considered recurring because dollars are spent annually on that type of improvement. Of all the projects listed previously, three improvements are considered as recurring by the Village. The Annual Road Program,

Sewer Sanitary Lining program and Vehicle replacements budgeted in either the Motor Fuel Tax Fund, Capital Improvement Fund, Water & Sewer Capital Fund or Vehicle Fund are recurring expenditures. The Annual Road Program plan is to spend \$2.0 million each year to rehabilitate roadways to avoid having to totally reconstruct a roadway in the future. The program saves the Village thousands in reconstruction costs as the cost to resurface a road is \$14/square foot compared to \$80/square foot to reconstruct the road. The Sanitary Sewer Lining program spends \$80,000 to \$125,000 annually on relining the existing sanitary sewer system rather than replace the existing lines through major construction. This saves the Village thousands in contracted construction costs and liability insurance claims for sewerage backups in homes. The vehicle replacement expenditures effectively reduce the maintenance and repair costs which would occur if the vehicles were kept in the fleet for longer time periods. The Village has reduced the budget for vehicle maintenance collectively by approximately \$10,000 annually. The replacements also provide a positive effect on the environment because of the more efficient vehicles being purchased and a positive morale boost to the employees.

The other listed items are all significant nonrecurring expenditures.

### **Motor Fuel Tax Fund**

The Annual Road Program is supported from State Shared revenue received from the State imposed fuel tax (\$850,000) which is restricted in use to only allowable expenditures per IDOT. If the Village did not use this money for road rehabilitation, it would be used to offset operating costs for snow removal and the cold patching of pot-hole repairs and other general street maintenance costs. State of Illinois projects consist of one roadway project initiated by the State and require the Village to share in the costs and then become responsible for the maintenance of the improvements afterward. State Route 34 will cause an increase in the operating costs for maintenance of sidewalks, traffic lights, bike paths and street lighting. Estimated annual costs of \$1,000 for maintenance and \$100,000 for future sidewalk and path replacements.

### **Capital Improvement Fund**

The \$25.1 million in capital improvement projects included in the Fiscal Year 2018 Budget are all non-recurring expenditures. If we break the projects into categories of State of Illinois projects, Maintenance projects, Annual Road Program and Facility projects, the impacts on operations can be identified.

Maintenance projects account for two of the listed projects.

- Salt Dome roof repair. A total of \$60,000 in non-recurring budgeted maintenance costs. All of these projects will have little impact on operating costs as they are one-time cost. This repair should last 20 years before having to be repaired again.
- Police vehicle mobile computer replacement and connectivity project will cost \$110,000. This is a one-time non-recurring cost and should last 3 to 5 years.

The Annual Road Program is funded from \$0.7 million of local sales tax dollars and saves the Village thousands of dollars in potential reconstruction costs if the program was not in place. This program is supplemental to the MFT Annual Road Program.

Wolfs Crossing Road Improvements- Phase One engineering is budgeted at \$644,800 to complete the two year environmental impact study. Once completed, this will allow the Village to apply for federal and state grants to complete the future construction project.

Facility projects include the Police Facility construction and the Enterprise Information Management System.

- The new Police Facility to be constructed is a non-recurring item which will have a significant increase in operating costs above the current police facility and will also require additional

staffing to operate the new facility. The total costs are not accurately measurable at this time but based on initial perceptions the increase in annual operating costs could be in the range of \$300,000 to \$500,000 including new personnel.

- The Enterprise Information Management system is also a one-time non-recurring expenditure which will have an increase to the cost of operations. \$590,000 is budgeted for implementation costs in FY 2018. The annual maintenance fee after the initial installation and implementation will be \$202,000 for support and system upgrades. The efficiencies gained from the new system should more than offset the increase in annual costs.

### **Water and Sewer Capital Fund**

Four of the five projects totaling \$1,125,000 are non-recurring projects included in the Budget.

- **Water Meter & Remote Reader Replacement-** The budget includes \$600,000 for the first year of a five year system upgrade. The obsolescence of current equipment is forcing the replacement of the approximately 11,000 water meters and remote readers. Estimated total cost of over \$4.0 million.
- **Water Tower Demolition -** \$80,000 for removal of an abandoned water tower is a non-recurring expense
- **Water Tower Cleaning -** \$45,000 included in the budget to clean the mold off of the six active water towers. This does not need to be done every year and is a non-recurring expense.
- **Future Water Plant Improvements -** \$400,000 is budgeted for land acquisition, engineering for supply and governance of the plant.

All of the above projects are being funded through accumulated reserves, sales tax revenue and annual operating transfers from the respective Funds.

**Capital Improvement 5-Year Plan by Fund**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
--	---------	---------	---------	---------	---------

**Capital Improvement Fund****Finance**

## ERP System

New financial/work mgmt./adjudication software	590,000				
--	---------	--	--	--	--

**Finance Total****590,000****Police**

## Police Facility/land site

Construct a new police station facility	23,000,000	5,000,000			
---	------------	-----------	--	--	--

**Police Total****23,000,000 5,000,000****Public Works**

## Annual Road Program

Selected roadways based on paver analysis each year. Annually, project is bid out. Fiscal Year 18 includes Woolley Road Reconstruction and engineering for a new traffic light at Galena and Concord.	700,000	1,400,000	1,400,000	1,400,000	1,400,000
---	---------	-----------	-----------	-----------	-----------

## Bridge Repair-Pfund Court

Bridge repair on Pfund				94,000	115,000
------------------------	--	--	--	--------	---------

## Bridge-Minkler Rd (Replacement)

Reconfigure and reconstruct the Minkler Rd bridge		106,000	92,000	254,000	
---	--	---------	--------	---------	--

## Downtown Holiday Lights

Holiday lights for Main Street & Washington Street		60,000			
--	--	--------	--	--	--

## Public Works Facility - Expansion

Construct additional building for Vehicle/equip. storage					300,000
--	--	--	--	--	---------

## Public Works Facility - Salt Dome Roof Repair

Roof Replacement	60,000				
------------------	--------	--	--	--	--

## Sidewalk and Path Connections

Construct paths and sidewalk connections				38,100	
--	--	--	--	--------	--

## Streetlights - LED Conversion

Convert existing Village streetlights to LED lights				125,000	125,000
---	--	--	--	---------	---------

## Wolf's Crossing- Phase 1 Engineering

Reconstruction of Wolf's Crossing Road to a five lane cross section from US Route 34 to US Route 30; IDOT to reimburse \$80,000 for 2016 study	644,800				
--	---------	--	--	--	--

## Wolf's Crossing- Section 1 - Phase 2 &amp; 3

Reconstruction of Wolf's Crossing Road to a five lane cross section from Harvey to Eola; STP Funding		954,000	324,000	12,874,000	
--	--	---------	---------	------------	--

**Capital Improvement 5-Year Plan by Fund**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Wolf's Crossing- Section 2 - Phase 2 & 3 Reconstruction of Wolfs Crossing Road to a five lane cross section from Roth to Harvey; STP Funding				383,000	198,000
Public Works Facility Parking Lot Repairs Partial repair of PW Facility Parting Lot		58,000			
Traffic Signal at Washington/Harrison Install traffic signal at this intersection					30,000
Bridge Repairs (3) Bridge repairs - Barnaby, Old Post, & Pearce's Ford		17,000	106,000		
IDOT Improvements - US 30 Village's Share of IDOT Intersection Improvements at US 30 & Treasure Road - New Traffic Signal			150,000		
<b>Public Works Total</b>	<b>1,404,800</b>	<b>2,595,000</b>	<b>2,072,000</b>	<b>15,168,100</b>	<b>2,168,000</b>
Information Technology Village Facility Surveillance Camera System Purchase Surveillance equipment for Village Hall and Public Works Facility					
		35,000			
Squad CAR MDT Upgrade Update all Mobile Digital Compters	110,000				110,000
<b>Information Technology Total</b>	<b>110,000</b>	<b>35,000</b>			<b>110,000</b>
<b>Capital Improvement Fund Total</b>	<b>25,104,800</b>	<b>7,630,000</b>	<b>2,072,000</b>	<b>15,168,100</b>	<b>2,278,000</b>

**Water & Sewer Capital Fund****Public Works**

Generators Wells 3 & 4 Initial installation of generators at Wells 3 & 4			400,000		
New Main - Minkler Road Watermain New water main along Hunt Club Road				375,000	1,950,000
New Main - Wolf Road Watermain New 12" watermain along Wolf Road			695,000	5,096,500	
Roof Replacement - Wells 03 and 06 Roof Replacement			49,300		
Sanitary Sewer Lining Annual Sewer Lining Program	125,000	80,000	80,000	80,000	100,000
Water Tower - Fox Chase Repair and repaint water tower		625,000			
Water Tower - Hunt Club Repair and repaint water tower				825,000	

**Capital Improvement 5-Year Plan by Fund**

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
--	---------	---------	---------	---------	---------

## Water Treatment Facility - New 5 MGD

Construction of a 5 MGD Water Treatment Facility at the Fox River				1,767,450	2,592,450
---	--	--	--	-----------	-----------

## Water Tower Demolition - Kendall Point

Demolition of abandoned water tower	80,000				
-------------------------------------	--------	--	--	--	--

## Water Meter &amp; Reader Replacement

Replace 12,000 water meters and readers	600,000	1,200,000	1,200,000	1,200,000	1,200,000
---	---------	-----------	-----------	-----------	-----------

## Water Tower - Wash

Wash all water towers	45,000				
-----------------------	--------	--	--	--	--

## Water Treatment Facility-Preliminary Engineering

Governance review, land acquisition, and Fox River water quality testing for a future water treatment facility.	400,000	36,000	7,200	7,200	
---	---------	--------	-------	-------	--

<b>Public Works Total</b>	<b>1,250,000</b>	<b>1,941,000</b>	<b>2,431,500</b>	<b>9,351,150</b>	<b>5,842,450</b>
---------------------------	------------------	------------------	------------------	------------------	------------------

<b>Water &amp; Sewer Capital Fund Total</b>	<b>1,250,000</b>	<b>1,941,000</b>	<b>2,431,500</b>	<b>9,351,150</b>	<b>5,842,450</b>
---	------------------	------------------	------------------	------------------	------------------

**Motor Fuel Tax****Public Works**

## Annual Road Program

Selected roadways based on paver analysis each year. Annually, project is bid out. Fiscal Year 18 includes Woolley Road Reconstruction and engineering for a new traffic light at Galena and Concord.	900,000	600,000	600,000	600,000	600,000
---	---------	---------	---------	---------	---------

<b>Public Works Total</b>	<b>900,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
---------------------------	----------------	----------------	----------------	----------------	----------------

<b>Motor Fuel Tax Total</b>	<b>900,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
-----------------------------	----------------	----------------	----------------	----------------	----------------

**Vehicle Fund****Building & Zoning**

## Replacement Vehicles - B&amp;Z

Building & Zoning Vehicles/Vehicle Replacements		27,040	27,970	28,809	29,555
---	--	--------	--------	--------	--------

<b>Building &amp; Zoning Total</b>		<b>27,040</b>	<b>27,970</b>	<b>28,809</b>	<b>29,555</b>
------------------------------------	--	---------------	---------------	---------------	---------------

**Police**

## Replacement Vehicles - Police

Police Vehicles/Equipment Replacements	20,000	340,830	291,125	416,495	383,100
--	--------	---------	---------	---------	---------

## Smart Trailer

Purchase one new speed trailer					23,500
--------------------------------	--	--	--	--	--------

<b>Police Total</b>	<b>20,000</b>	<b>340,830</b>	<b>291,125</b>	<b>416,495</b>	<b>406,600</b>
---------------------	---------------	----------------	----------------	----------------	----------------

<b>Capital Improvement 5-Year Plan by Fund</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>Public Works</b>					
Leaf Machine				186,000	
Sewer Vacuum/Excavator Truck				485,000	
Replacement Vehicles - Public Works					
Public Works Vehicle Replacements	35,000				
Replacement Vehicles/Equipment - Public Works					
Public Works Vehicle/Equipment Replacements		202,000	725,000	457,987	272,987
Tire Mounter & Wheel Balancer					
Purchase a tire mounter and wheel balancer		22,000			
Wood Chipper					
Purchase new Wood Chipper to replace existing 2002 chipper		73,500			
Rebuild Current Street Sweeper					
Rebuild - Street Sweeper	30,000				
Fuel Tanks - Public Works					
Replace fuel tanks, pumps, and monitoring system		30,000			
<b>Public Works Total</b>	<b>65,000</b>	<b>327,500</b>	<b>725,000</b>	<b>1,128,987</b>	<b>272,987</b>
<b>Vehicle Fund Total</b>	<b>85,000</b>	<b>695,370</b>	<b>1,044,095</b>	<b>1,574,291</b>	<b>709,142</b>
<b>Tax Incremental Financing Fund</b>					
<b>Public Works</b>					
Downtown Parking Lot					
Construct 20 stall parking lot at 103 S. Adams	300,000				
<b>Public Works Total</b>	<b>300,000</b>				
<b>Tax Incremental Financing Fund Total</b>	<b>300,000</b>				
<b>Other</b>					
Economic Development					
Goodwin Drive Extension					
Engineering & Construction of Goodwin Dr Extension. Developer driven project or SSA to provide funding.			76,100	1,017,900	
<b>Economic Development Total</b>			<b>76,100</b>	<b>1,017,900</b>	
<b>Public Works</b>					
Traffic Calming - Washington Street					
Install traffic calming measures on Washington Street from Harrison to Madison					75,000
<b>Public Works Total</b>					<b>75,000</b>
<b>Other Total</b>			<b>76,100</b>	<b>1,017,900</b>	<b>75,000</b>
<b>Grand Total</b>	<b>27,639,800</b>	<b>10,866,370</b>	<b>6,223,695</b>	<b>27,711,441</b>	<b>9,504,592</b>

### **Village of Oswego's Debt Restrictions and Requirements**

Debt restrictions in the State of Illinois differ for home rule municipalities and non-home-rule municipalities. The Village of Oswego is a home rule municipality. All municipalities in the State of Illinois with a population greater than 25,000 are automatically granted home rule status unless this designation is removed by the voters through a referendum. Municipalities with a population under 25,000 may achieve home rule status if approved by the voters through a referendum.

Currently, there are **no substantive legal restrictions or limits** imposed by the State of Illinois on the amount of debt that a **home rule municipality** can incur. However, non-home-rule municipalities are limited in the amount of debt they can incur to 8.625% of the community's equalized assessed valuation. Home rule municipalities are also not required to submit a referenda question to the voters regarding the issuance of debt whereas non-home-rule municipalities under most circumstances may not issue debt unless a referendum has been approved by the voters which authorizes the issuance of said debt.

### **Debt Guidelines**

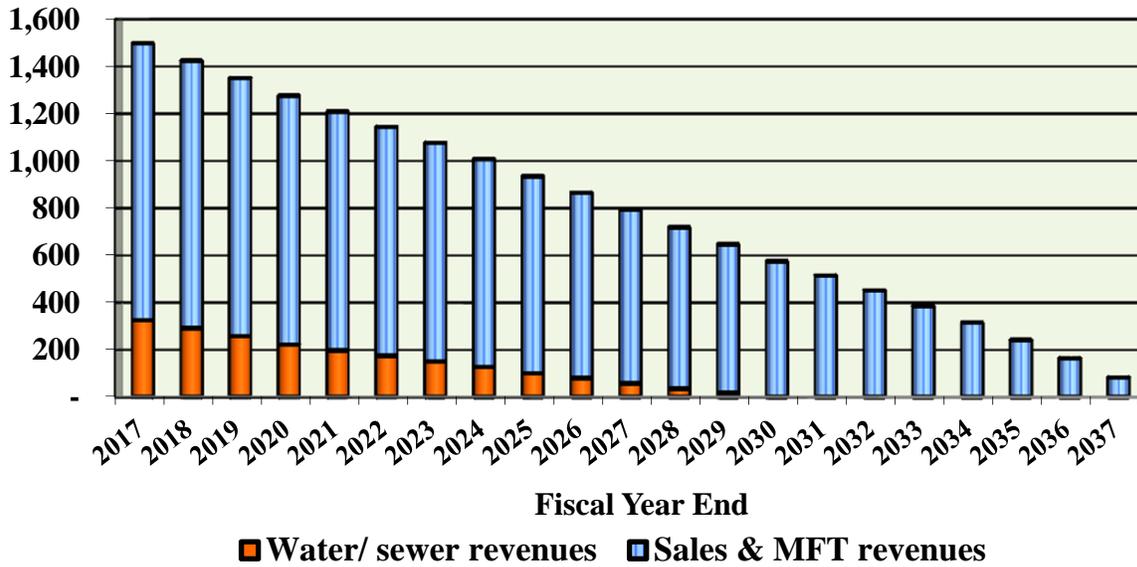
The Village adheres to the following guidelines regarding the issuance of debt:

- ✓ The Village will limit short and long-term borrowing to capital improvements or projects which carry a benefit that exceeds five years (5 years) and cannot be financed from current revenues.
- ✓ When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the useful life of the project.
- ✓ The Village will limit the amount of outstanding general obligation debt of the Village to a maximum of 5% of the equalized assessed valuation of the Village.
- ✓ When issuing debt, the Village will strive to maintain a level annual debt service repayment schedule to maintain a stable debt service tax rate from year to year. When possible, debt issues will be re-paid using alternate revenue sources.
- ✓ The Village will comply with all annual debt disclosures and file them with the respective agencies.

Although the **Village of Oswego is not restricted to the amount of debt that it may incur**, there always exists the possibility that the State may impose such a restriction in the future. The Village's estimated taxable equalized assessed valuation for the 2016 levy year is \$831,033,315.

Using the current debt limit restriction for non-home-rule municipalities, 8.625% of the Village's EAV would yield a maximum debt limit amount of \$71,676,623. As of May 1, 2017, the Village had principal outstanding of \$49,545,000 which would be applicable to the limit if such a limit were imposed upon all municipalities in the State, including home rule municipalities. As of May 1, 2017, the Village's debt to EAV ratio calculates to 5.96% using the 2016 taxable equalized assessed valuation.

## Total Debt Per Capita



The Village’s current bond rating is Aa2. The official U.S. Census population for the village is 33,078 which results in a gross debt per capita as of May 1, 2017 of \$1,498. The debt per capita for issuances supported by pledged Sales taxes and Motor Fuel Tax (MFT) revenues is \$1,174 compared to the issuances supported by water & sewer revenues of \$324. Of the eight outstanding debt issuances described below, the 2006A, a portion of the 2009, a portion of the 2011, a portion of the 2013, a portion of the 2014 and the 2016 debt issuances are to be repaid from sales and MFT revenues and the 2006B, a portion of the 2009, a portion of the 2011, the 2012, a portion of the 2013 and a portion of the 2014 debt issuances are to be repaid from water & sewer revenues. All of the debt issuances would be supported from property tax levies if the pledged revenue sources were not sufficient to cover the annual debt service requirements.

### Summary of Current Debt Issues as of May 1, 2017

- Corporate Purpose Bond Series of 2006A  
 Original Issue Amount: \$9,970,000                      Outstanding Principal: \$ 525,000  
 Original Issue Date: May 15, 2006                      Outstanding Interest: \$ 22,575  
 Date of Maturity: December 15, 2017  
 Description: Bonds issued to provide funding for the Town Center Renovation project and construction of a new Village Hall. Financing is being provided from sales tax revenues generated within the Village. The debt is being retired by the Debt Service Fund.
- Corporate Purpose Bond Series of 2006B  
 Original Issue Amount: \$1,585,000                      Outstanding Principal: \$ 125,000  
 Original Issue Date: May 15, 2006                      Outstanding Interest: \$ 5,313  
 Date of Maturity: December 15, 2017  
 Description: Bonds issued to provide funding for the Town Center Renovation project. Financing is being provided from water and sewer revenues. The debt is being retired by the Water & Sewer Fund.
- Corporate Purpose Bond Series of 2009  
 Original Issue Amount: \$9,015,000                      Outstanding Principal: \$5,890,000  
 Original Issue Date: August 15, 2009                      Outstanding Interest: \$2,278,232  
 Date of Maturity: December 15, 2029  
 Description: Bonds issued to provide funding to complete the Douglas Road project and construct

Well #11 and Water Tower. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The outstanding debt is being retired by the Debt Service Fund (\$285,000) and the Water & Sewer Fund (\$5,605,000).

- Corporate Purpose Refunding Bond Series of 2011

Original Issue Amount: \$4,055,000                      Outstanding Principal: \$2,850,000

Original Issue Date: August 15, 2009                      Outstanding Interest: \$ 462,100

Date of Maturity: December 15, 2029

Description: Bonds issued to refund \$2,300,000 of Corporate Purpose Bond Series 2004A and \$1,755,000 of Corporate Purpose Bond Series 2004B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The outstanding debt is being retired by the Debt Service Fund (\$1,620,000) and the Water & Sewer Fund (\$1,230,000).

- Corporate Purpose Refunding Bond Series of 2012

Original Issue Amount: \$2,325,000                      Outstanding Principal: \$1,060,000

Original Issue Date: October 11, 2012                      Outstanding Interest: \$ 64,350

Date of Maturity: December 30, 2019

Description: Bonds issued to refund \$2,430,000 of Corporate Purpose Refunding Bond Series 2004. Financing is being provided from water and sewer revenues. The debt is being retired by the Water & Sewer Fund.

- Corporate Purpose Refunding Bond Series of 2013

Original Issue Amount: \$8,595,000                      Outstanding Principal: \$8,430,000

Original Issue Date: May 17, 2013                      Outstanding Interest: \$1,834,350

Date of Maturity: December 15, 2027

Description: Bonds issued to refund \$3,350,000 of Corporate Purpose Bond Series 2006A, \$1,725,000 of Corporate Purpose Bond Series 2007A and \$2,950,000 of Corporate Purpose Bond Series 2007B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The outstanding debt is being retired by the Debt Service Fund (\$6,635,000) and the Water & Sewer Fund (\$1,795,000).

- Corporate Purpose Refunding Bond Series of 2014

Original Issue Amount: \$4,040,000                      Outstanding Principal: \$3,560,000

Original Issue Date: November 20, 2014                      Outstanding Interest: \$ 274,900

Date of Maturity: December 15, 2027

Description: Bonds issued to refund \$1,725,000 of Corporate Purpose Bond Series 2006A, \$395,000 of Corporate Purpose Bond Series 2006B, \$675,000 of Corporate Purpose Bond Series 2007A and \$1,170,000 of Corporate Purpose Bond Series 2007B. Financing is being provided from motor fuel tax revenues, sales tax revenues and water and sewer revenues. The outstanding debt is being retired by the Debt Service Fund (\$2,645,000) and the Water & Sewer Fund (\$915,000).

- Corporate Purpose Bond Series of 2016

Original Issue Amount: \$27,105,000                      Outstanding Principal: \$27,105,000

Original Issue Date: June 8, 2016                      Outstanding Interest: \$18,676,100

Date of Maturity: December 15, 2037

Description: Bonds issued to pay for the land acquisition and construction of a new Police Headquarters Facility. Financing is being provided from sales tax revenues. The outstanding debt is being retired by the Debt Service Fund.

## Summary of Current Loans as of May 1, 2017

- IEPA Low Interest Loan

Original Loan Amount: \$1,346,766

Outstanding Principal: \$ 625,125

Loan Date: January 15, 2005

Outstanding Interest: \$ 68,481

Date of Maturity: January 15, 2025

Description: Loan acquired to provide for the installation of radium removal equipment at well sites. The loan is being paid from water and sewer revenues from the Water and Sewer Fund.

Principal and interest payments are paid out of the Village's Debt Service Fund for debt supported by pledged sales tax and MFT tax revenues.

The Water & Sewer Fund pays out the principal and interest for debt supported by water and sewer revenues. Of the \$4,446,750 in Bond principal and interest payments to be made in FY 2018, \$2,920,644 will be paid from general sales tax and motor fuel tax revenue and \$1,526,106 will be paid from water and sewer revenues.

<u>Summary of Debt Outstanding and Fiscal Year 2018 Debt Service Requirements</u>					
	Original	Principal			
Debt Issuance Name	Issue	Outstanding as of May 1, 2017	Principal Due FY 2018	Interest Due FY 2018	Total Due FY 2018
2006A (Town Center & Village Hall)	9,970,000	525,000	525,000	22,575	547,575
2006B (Town Center)	1,585,000	125,000	125,000	5,313	130,313
2009 (Douglas Road & Well #11)	9,015,000	5,890,000	595,000	295,488	890,488
2011 (Refunding Bonds 2004A & B)	4,055,000	2,850,000	310,000	96,575	406,575
2012 (Refunding Bonds 2004)	2,325,000	1,060,000	340,000	31,800	371,800
2013 (Refunding Bonds 2006A, 2007A & B)	8,595,000	8,430,000	55,000	251,150	306,150
2014 (Refunding Bonds 2006A&B, 2007A&B)	4,040,000	3,560,000	470,000	102,100	572,100
2016 General Obligation Bonds	27,105,000	27,105,000	-	1,221,750	1,221,750
Total Debt Service	66,690,000	49,545,000	2,420,000	2,026,750	4,446,750
2004 IEPA Loan #17-1445	1,346,766	625,125	71,517	15,183.92	86,700.68
Total Debt and Loans	68,036,766	50,170,125	2,491,517	2,041,934	4,533,451

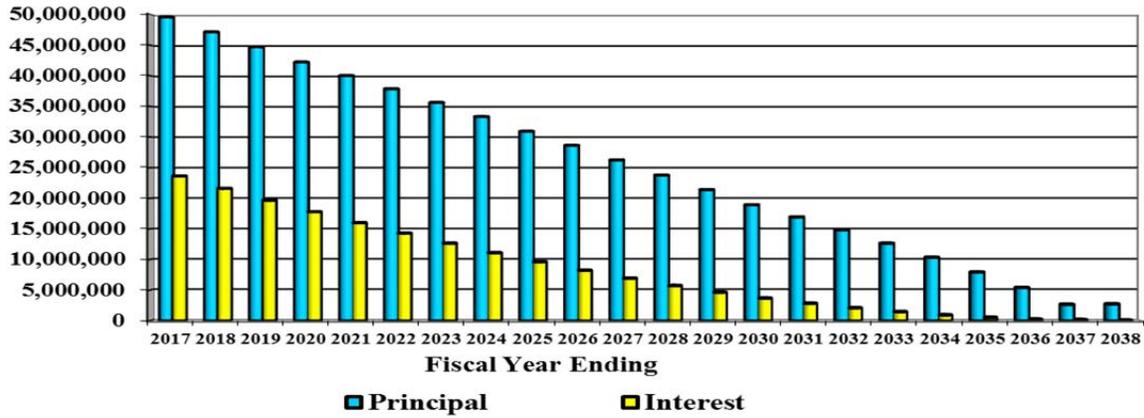
The Water and Sewer Fund is also responsible for repaying the IEPA loan. The principle and interest to be paid in FY 2018 totals \$86,701.

### Impact of Debt Issuances

All of the information on the current outstanding debt issuances shows the Village is committed to paying the debt service through 2037. The Fiscal Year debt service due of \$4.5 million declines annually through 2037. The general sales taxes, motor fuel taxes and water revenues used to pay down the debt would be utilized to expand existing programs, create new programs, increase roadway maintenance and save for designated capital improvements if the Village did not have the outstanding debt service payments.

The following chart shows the total principal and interest outstanding at the end of each fiscal year. The IEPA Loans are not included in this chart. The Village abates the tax levies for all of these debt issuances each year.

### Total Future Debt Service



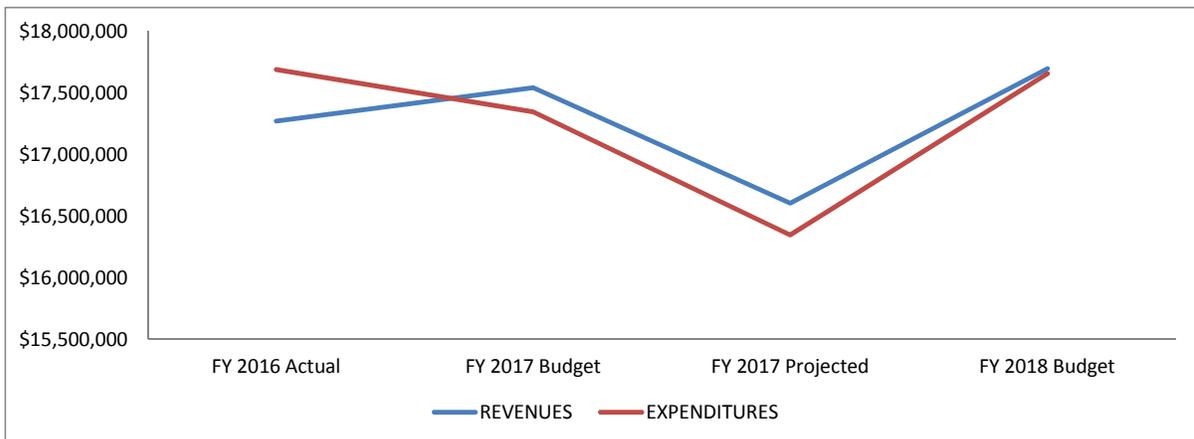
If the pledged revenues are not sufficient to meet the annual debt service, these debt issuances if left on the property tax rolls would create the tax rates indicated in the following chart. The Tax rates reflect the Village’s desire to maintain a level debt service structure to avoid large variations year over year. The fiscal year tax rate is calculated based on the 2016 EAV.

Future Debt Service Payments				
Fiscal Year	Principal	Interest	Total	Tax Rate*
2018	2,420,000	2,026,750	4,446,750	0.5351
2019	2,425,000	1,942,831	4,367,831	0.5256
2020	2,485,000	1,865,919	4,350,919	0.5236
2021	2,215,000	1,784,879	3,999,879	0.4813
2022	2,150,000	1,708,709	3,858,709	0.4643
2023	2,230,000	1,633,569	3,863,569	0.4649
2024	2,305,000	1,555,194	3,860,194	0.4645
2025	2,395,000	1,475,694	3,870,694	0.4658
2026	2,295,000	1,390,594	3,685,594	0.4435
2027	2,380,000	1,306,756	3,686,756	0.4436
2028	2,485,000	1,198,600	3,683,600	0.4433
2029	2,360,000	1,085,600	3,445,600	0.4146
2030	2,480,000	964,825	3,444,825	0.4145
2031	1,990,000	837,900	2,827,900	0.3403
2032	2,085,000	738,400	2,823,400	0.3397
2033	2,190,000	634,150	2,824,150	0.3398
2034	2,300,000	524,650	2,824,650	0.3399
2035	2,415,000	409,650	2,824,650	0.3399
2036	2,535,000	288,900	2,823,900	0.3398
2037	2,665,000	162,150	2,827,150	0.3402
2038	2,740,000	82,200	2,822,200	0.3396
	<b>49,545,000</b>	<b>23,617,919</b>	<b>73,162,919</b>	
**Tax Rate based on 2016 estimated EAV				831,033,315

This page was intentionally left blank.

**GENERAL FUND FUND SUMMARY**

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Beginning Fund Balance</b>	7,143,645	6,726,461	6,726,461	6,984,948	4%	4%
<b><u>REVENUES</u></b>						
Taxes	14,939,756	15,142,201	14,472,089	14,779,500	2%	-2%
Charges for Services	507,221	616,450	467,348	616,006	32%	0%
Licenses and Permits	620,058	696,800	593,756	574,300	-3%	-18%
Grants	65,925	65,000	57,728	50,000	-13%	-23%
Fines and Forfeitures	291,922	307,100	205,654	181,000	-12%	-41%
Franchise Fees	545,401	549,002	574,709	592,500	3%	8%
Donations/Contributions	215,710	146,000	168,174	179,000	6%	23%
Transfers In	5,898	0	0	700,000	100%	100%
Interest	18,630	16,000	21,775	20,000	-8%	25%
Miscellaneous	60,375	3,500	43,095	5,100	-88%	46%
<b>TOTAL REVENUE</b>	<b>17,270,895</b>	<b>17,542,053</b>	<b>16,604,328</b>	<b>17,697,406</b>	<b>7%</b>	<b>1%</b>
<b><u>EXPENDITURES</u></b>						
General Corporate	1,575,353	1,368,051	1,296,208	1,434,042	11%	5%
Building and Zoning	713,457	711,504	692,031	732,679	6%	3%
Community Development	593,607	553,170	416,713	474,586	14%	-14%
Road and Bridge	3,184,640	1,938,395	1,855,407	2,114,927	14%	9%
Community Relations	265,602	364,092	361,311	368,488	2%	1%
Economic Development	197,076	214,471	95,031	206,752	118%	-4%
Finance	708,311	647,284	512,444	527,756	3%	-18%
Technology	0	537,652	388,485	835,883	115%	55%
Police	8,938,046	9,519,473	9,126,441	9,522,133	4%	0%
<b>Operating Expenditures</b>	<b>16,176,091</b>	<b>15,854,093</b>	<b>14,744,071</b>	<b>16,217,246</b>	<b>10%</b>	<b>2%</b>
<b>Revenues Over/Under Expenditures</b>	1,094,804	1,687,960	1,860,257	1,480,160	-20%	-12%
<b>Other Financing Sources/(Uses)</b>	(1,511,989)	(1,491,894)	(1,601,770)	(1,438,316)	-10%	-4%
<b>Change in Fund Balance</b>	(417,185)	196,066	258,487	41,844	-84%	-79%
<b>Ending Fund Balance</b>	<b>6,726,461</b>	<b>6,922,527</b>	<b>6,984,948</b>	<b>7,026,792</b>	<b>1%</b>	<b>2%</b>



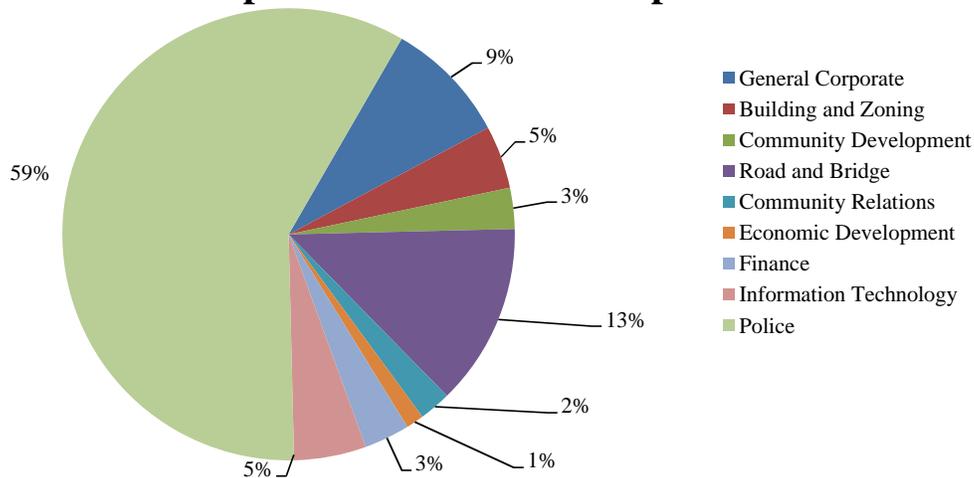
**GENERAL FUND REVENUE SUMMARY**

REVENUE	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
Property Taxes	1,326,196	1,327,638	1,326,027	1,388,500	5%	5%
Sales Taxes	6,047,817	6,313,311	6,000,000	6,100,000	2%	-3%
Sales Tax Rebate	(457,489)	(390,000)	(397,200)	(398,000)	0%	2%
Local Sales Tax	1,999,631	2,066,000	2,000,000	2,100,000	5%	2%
Transition Fees	207,050	-	51,000	-	-100%	0%
Use Tax	704,341	682,882	756,000	810,000	7%	19%
Income Tax	3,235,006	3,328,312	2,900,000	3,000,000	3%	-10%
Replacement Tax	9,582	10,000	7,360	8,000	9%	-20%
Telecommunications	751,196	724,058	665,000	600,000	-10%	-17%
Utility Tax	968,086	950,000	1,000,000	1,016,000	2%	7%
Games Tax	70,389	55,000	86,902	80,000	-8%	45%
Hotel/Motel Tax	77,951	75,000	77,000	75,000	-3%	0%
<b>Total Tax Revenues</b>	<b>14,939,756</b>	<b>15,142,201</b>	<b>14,472,089</b>	<b>14,779,500</b>	<b>2%</b>	<b>-2%</b>
Charges for Services	507,221	616,450	467,348	616,006	32%	0%
Licenses and Permits	620,058	696,800	593,756	574,300	-3%	-18%
Grants	65,925	65,000	57,728	50,000	-13%	-23%
Fines and Forfeitures	291,922	307,100	205,654	181,000	-12%	-41%
Franchise Fees	545,401	549,002	574,709	592,500	3%	8%
Donations/Contributions	215,710	146,000	168,174	179,000	6%	23%
Transfers In	5,898	0	0	700,000	100%	100%
Interest	18,630	16,000	21,775	20,000	-8%	25%
Miscellaneous	60,375	3,500	43,095	5,100	-88%	46%
<b>TOTAL REVENUES</b>	<b>17,270,896</b>	<b>17,542,053</b>	<b>16,604,328</b>	<b>17,697,406</b>	<b>7%</b>	<b>1%</b>

**GENERAL FUND  
EXPENDITURE SUMMARY BY DEPARTMENT**

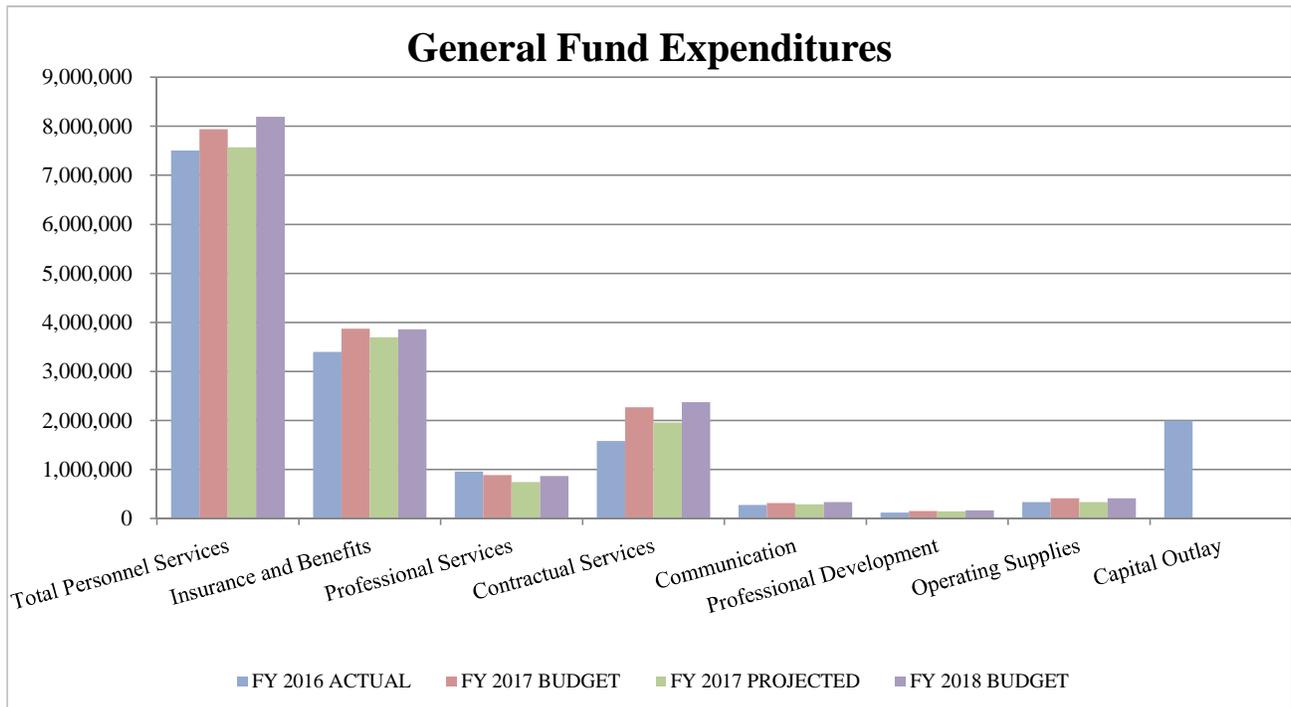
EXPENDITURES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
General Corporate	1,575,353	1,368,051	1,296,208	1,434,042	11%	5%
Building and Zoning	713,457	711,504	692,031	732,679	6%	3%
Community Development	593,607	553,170	416,713	474,586	14%	-14%
Road and Bridge	3,184,640	1,938,395	1,855,407	2,114,927	14%	9%
Community Relations	265,602	364,092	361,311	368,488	2%	1%
Economic Development	197,076	214,471	95,031	206,752	118%	-4%
Finance	708,311	647,284	512,444	527,756	3%	-18%
Information Technology	0	537,652	388,485	835,883	115%	55%
Police	8,938,046	9,519,473	9,126,441	9,522,133	4%	0%
<b>Sub-Total Expenditures</b>	<b>16,176,090</b>	<b>15,854,093</b>	<b>14,744,071</b>	<b>16,217,246</b>	<b>10%</b>	<b>2%</b>
Transfer to Vehicle Fund			109,876		-100%	0%
Transfer to Debt Service	1,511,989	1,491,894	1,491,894	1,438,316	-4%	-4%
<b>Total Transfers Out</b>	<b>1,511,989</b>	<b>1,491,894</b>	<b>1,601,770</b>	<b>1,438,316</b>	<b>-10%</b>	<b>-4%</b>
<b>TOTAL EXPENDITURES</b>	<b>17,688,079</b>	<b>17,345,987</b>	<b>16,345,841</b>	<b>17,655,562</b>	<b>8%</b>	<b>2%</b>

**Department % of Total Expenditures**



**GENERAL FUND  
EXPENDITURES BY TYPE-ALL DEPARTMENTS**

EXPENDITURES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Personnel Services</b>						
Salaries Full-Time	6,877,483	7,412,628	7,043,700	7,621,492	8%	3%
Salaries Part-Time	265,611	155,327	197,184	170,690	-13%	10%
Overtime	345,451	356,099	314,374	387,091	23%	9%
Stipends	16,450	17,000	15,500	17,000	10%	0%
<b>Total Personnel Services</b>	<b>7,504,994</b>	<b>7,941,054</b>	<b>7,570,758</b>	<b>8,196,273</b>	<b>8%</b>	<b>3%</b>
<b>Insurance and Benefits</b>	3,400,948	3,870,463	3,697,065	3,857,011	4%	0%
<b>Professional Services</b>	958,122	889,007	746,680	869,938	17%	-2%
<b>Contractual Services</b>	1,581,866	2,268,338	1,954,626	2,370,939	21%	5%
<b>Communication</b>	273,844	318,041	289,512	338,196	17%	6%
<b>Professional Development</b>	119,933	153,930	147,184	169,549	15%	10%
<b>Operating Supplies</b>	337,491	413,260	338,246	415,340	23%	1%
<b>Capital Outlay</b>	1,998,892	0	0	0	0%	0%
<b>Total Operating Expenditures</b>	<b>16,176,090</b>	<b>15,854,093</b>	<b>14,744,071</b>	<b>16,217,246</b>	<b>10%</b>	<b>2%</b>
<b>Transfers</b>	1,511,989	1,491,894	1,601,770	1,438,316	-10%	-4%
<b>TOTAL EXPENDITURES</b>	<b>17,688,079</b>	<b>17,345,987</b>	<b>16,345,841</b>	<b>17,655,562</b>	<b>8%</b>	<b>2%</b>



## Corporate

The Corporate department is the general administrative hub of the Village. Village Board, Administration, Village Clerk and Human Resources expenditures are all found within this department.

In FY 2017, the Village hired a Purchasing Manager in a shared staffing agreement with the United City of Yorkville. Yorkville reimburses the Village for half of the total cost of employment. The Assistant Village Administrator also serves as Human Resources Director. Similarly, the Executive Assistant shares time between the Village Administrator and Village Clerk. The High School Intern is currently being utilized by the Building and Zoning Department.

<u>Corporate</u>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Village Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant to the Village Administrator	0.5	0.5	0.5	0.5	0.5	0.5
Assistant Village Administrator	0.0	0.5	0.5	0.5	0.5	0.5
Purchasing Manager	0.0	0.0	0.0	1.0	1.0	1.0
Graduate Student Intern	0.5	0.5	0.5	0.5	0.5	0.5
High School Intern	0.25	0.5	0.25	0.25	0.25	0.0
Human Resources Director	0.5	0.5	0.5	0.5	0.5	0.5
Human Resources Generalist	1.0	1.0	1.0	1.0	1.0	1.0
Village Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5
<b>Total</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>7.75</b>	<b>7.75</b>	<b>7.50</b>

### Administration

The Village Administrator is responsible for all the day-to-day administrative functions of the Village. The Village Administrator supervises members of the management team and coordinates efforts to implement the policy direction of the Village Board.

The Village Clerk's Office is the official keeper of the records for the Village that includes but is not limited to intergovernmental agreements, Village project files, ordinances, resolutions, minutes of Board meetings and all other legal documentation in regards to the actions of the Village of Oswego. Records retention, storage and destruction are functions of the Village Clerk. The Clerk is also appointed as the Local Election Official and the Freedom of Information Act (FOIA) and Open Meetings Act (OMA) officer for the Village.

The Assistant Village Administrator/Human Resource Director is responsible for the personnel management of the Village and oversees special projects at the direction of the Village

Administrator. The Assistant Village Administrator oversees the IT/GIS Manager and Purchasing Manager.

The Human Resource Department maintains a centralized personnel program that assists departments with recruiting, risk management, training and supervising the Village workforce while complying with local, state and federal laws. The Department coordinates the Village's insurance programs and all employee benefit programs.

### **Fiscal Year 2018 Budget**

Total department budget expenditures have increased 5% from FY 2017 budgeted amounts and increased 11% from FY 2017 projected expenditures.

- Personnel costs are up 17% (\$98,120) due to the creation of the Purchasing Manager position and regular wage increases. The full cost of the Purchasing Manager is included in the expenditures with an offsetting revenue budget for the United City of Yorkville's reimbursement of half of the total position's cost.
- Insurance and Benefits costs have increased 25% (\$39,532) because of the Purchasing Manager position.
- Professional Services have decreased 10% due to the completion of the FY2017 Community Survey and Strategic Planning projects. These projects will be completed every three years moving forward.
- Contractual services is down 28% as the Building maintenance line item budget was decreased \$52,000.
- Professional development costs are up 32% for training, dues and travel costs.

### **Challenges/Issues**

Implementation of the 2017 Strategic Plan will be a major focus over the coming year. While the Village Administrator will have a role moving all Strategic Priorities forward, the Administration Staff will particularly focus in two areas: Efficient Growth and Development and a Productive and Engaged Workforce.

- Effective Growth and Development: In the short term, downtown economic development will be a top priority of the Village. With the approval of the downtown TIF in 2016, staff is focused on pursuing and realizing development to enhance downtown Oswego. The 59 S. Adams property is the top priority, however there are other prime sites the Village is marketing. The Economic Development Director will drive much of the economic development focus, with the support from the Village Administrator.
- Residential growth is also becoming a key component for the Village's long-term financial stability. The Village will be focusing on attracting residential developers that fit the Village's high-quality development goals. The Strategic Plan has set a target of 100 new residential unit permits per year.
- Creating a Productive and Engaged Workforce includes a variety of factors. First is ensuring the staff is the right size and has the right tools in place. The Village wants to ensure it is capable of delivering the level of service residents have come to expect while containing personnel costs. The Village will continue to look at shared service

opportunities, embracing new technology and exploring staffing additions in creative ways.

- The Strategic Plan also seeks to ensure employees are highly qualified, empowered and accountable. In the coming year, staff has been tasked with creating a leadership development program and focusing on succession planning to ensure employees can achieve their desired career goals and the Village benefits with well-trained staff.

### **Fiscal Year 2017 Accomplishments**

The Village completed several significant projects in FY 2017. The Village Board approved a TIF District in downtown Oswego and purchased the property at 59 S. Adams with the goal of spurring development in downtown with this catalytic project.

The Village Clerk's Office achieved major strides in the use of technology to improve operations. This included new software for FOIA responses, an upgrade to the Village's agenda management process and a streamlined business registration process.

The Village continues to lead and participate in shared service initiatives. Regular meetings with the Village of Montgomery and the United City of Yorkville have resulted in several shared service opportunities, including a Public Works intergovernmental agreement, cooperative fleet services, joint training opportunities and a shared Purchasing Manager working on joint procurement and shared service opportunities for the Village of Oswego and the United City of Yorkville.

### **Strategic Plan Goals and Objectives**

#### Village Administrator

- Support economic development efforts, especially downtown redevelopment and residential growth in the community.
- Continue to advocate for Metra extension to Oswego, including developing a lobbying strategy and working with CMAP to list the project as a high priority project.

#### Village Clerk

- Work with the Public Works Director, Community Development personnel and Engineering firm(s) on the streamlining and implementation of sureties, cash, and bond tracking process for commercial and residential projects.
- Continue Village Code Review and Update

#### Assistant Village Administrator/Human Resources Director

- Continue Shared Service Initiatives
- Establish Leadership Development Program to support employee skill development
- Work with departments to create service improvement goals

## Performance Measures

<u>Human Resources</u>	<b>Calendar Year</b>				
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Staff Turnover	12	12	10	11	12
Number of insurance claims	36	18	20	37	28
Total claim dollars paid as of Jan. 1 for CY claims	\$35,967	\$4,258	\$158,941	\$99,026	\$83,040

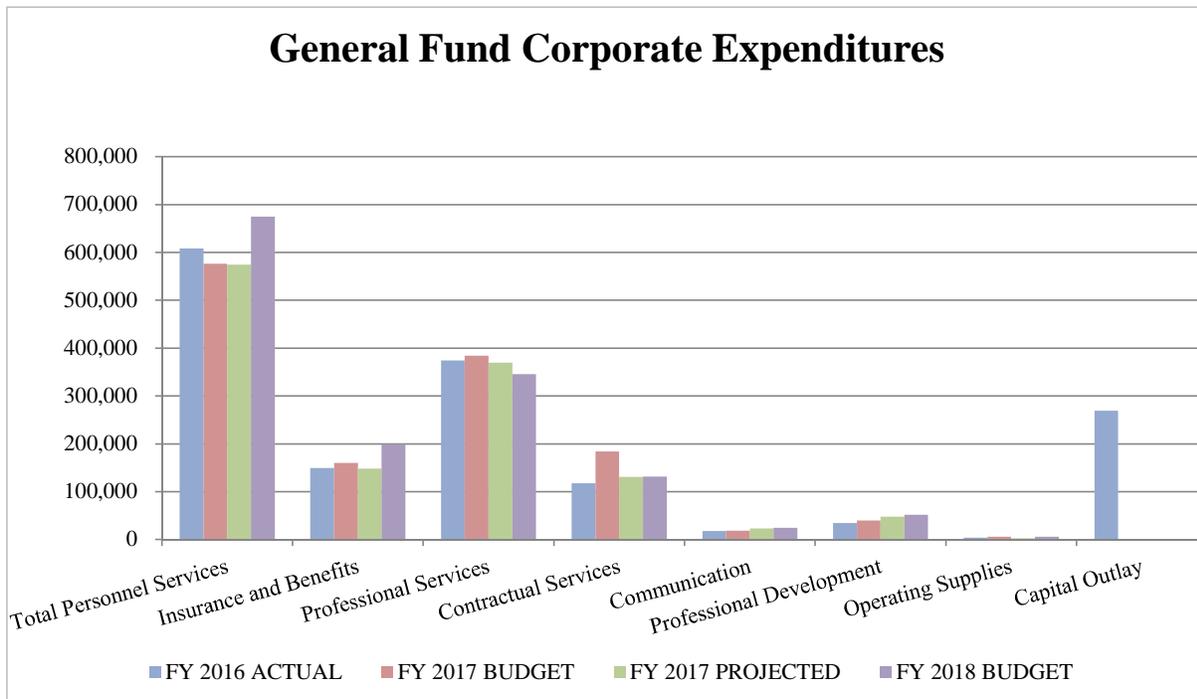
\*Data based on calendar year

<u>Clerk's Department</u>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
Number of new business licenses (C-Commercial H- Home)				56 C/56 H	49 C/53 H	51 C/24 H
Number of business license renewals				553 C/276 H	560 C/273 H	455 C/295 H
Number of business licenses processed (new and renewals)	574 C 305 H	589 C 310 H	586 C 314 H	*	*	*
Number of Ordinances	94	82	34	113	84	71
Number of Resolutions	55	59	22	60	81	94
Number of FOIA requests processed	238	259	166	337	289	218
Raffle licenses processed	19	25	12	18	14	12
Liquor licenses processed	49	56	55	61	64	58
Pawnbroker license processed						2
Tobacco licenses processed	29	28	28	23	23	25
Video Gaming licenses processed				6	8	8

\*\*See number above. Number of new and renewal business licenses are now tracked separately.

**GENERAL FUND (01)  
CORPORATE (01)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017</i>	
					<i>Projected</i>	<i>Budget</i>
<b>Personnel Services</b>						
Salaries Full-Time	464,972	509,012	512,400	610,910	19%	20%
Salaries Part-Time	24,475	23,000	19,139	19,282	1%	-16%
Contractual Employees	74,772	-	-	-	0%	0%
Salaries, Elected Officials	27,300	27,600	27,600	27,600	0%	0%
Stipends	16,450	17,000	15,500	17,000	10%	0%
<b>Total Personnel Services</b>	<b>607,969</b>	<b>576,612</b>	<b>574,639</b>	<b>674,792</b>	<b>17%</b>	<b>17%</b>
<b>Insurance and Benefits</b>	149,782	159,999	148,119	199,531	35%	25%
<b>Professional Services</b>	374,263	384,050	369,571	345,700	-6%	-10%
<b>Contractual Services</b>	117,405	184,012	130,749	131,903	1%	-28%
<b>Communication</b>	18,123	18,224	23,195	24,486	6%	34%
<b>Professional Development</b>	34,583	39,565	47,640	52,040	9%	32%
<b>Operating Supplies</b>	3,794	5,590	2,295	5,590	144%	0%
<b>Capital Outlay</b>	269,434	-	-	-	0%	0%
<b>TOTAL EXPENDITURES</b>	<b>1,575,353</b>	<b>1,368,052</b>	<b>1,296,208</b>	<b>1,434,042</b>	<b>11%</b>	<b>5%</b>



**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>						
50-6210 Salaries, Full-Time						
Administration	188,266	231,592	234,980	372,185	137,205	140,593
Clerks Office	128,658	123,927	123,927	128,676	4,749	4,749
Human Resources	148,048	153,493	153,493	110,049	(43,444)	(43,444)
Total Salaries, Full-Time	464,972	509,012	512,400	610,910	98,510	101,898
50-6222 Salaries, Part-Time	24,475	23,000	19,139	19,282	143	(3,718)
50-6240 Contractual Employees	74,772	-	-	-	-	-
50-6245 Salaries, Elected Officials	27,300	27,600	27,600	27,600	-	-
50-6250 Meeting Stipend- elected officials	16,450	17,000	15,500	17,000	1,500	-
<b>Total Personnel Services</b>	<b>607,969</b>	<b>576,612</b>	<b>574,639</b>	<b>674,792</b>	<b>100,153</b>	<b>98,180</b>
<b><u>Insurance and Benefits</u></b>						
51-6310 FICA, Village Share	41,079	43,922	38,900	51,045	12,145	7,123
51-6315 IMRF, Village Share	53,483	61,582	55,500	70,782	15,282	9,200
51-6330 Health Insurance	51,036	49,456	49,000	71,549	22,549	22,093
51-6333 Life Insurance	162	174	174	213	39	39
51-6335 Dental Insurance	4,022	4,865	4,545	5,942	1,397	1,077
<b>Total Insurance and Benefits</b>	<b>149,782</b>	<b>159,999</b>	<b>148,119</b>	<b>199,531</b>	<b>51,412</b>	<b>39,532</b>

**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Professional Services</u></b>						
52-6520 Legal Service	138,189	180,000	160,000	180,000	20,000	-
52-6530 Miscellaneous Professional Service						
Adjudication Services	1,650	2,500	2,500	2,500	-	-
IL Railway - Annual Rent	-	1,200	1,210	1,250	40	50
Development Impact Fee Study	24,191	-	-	-	-	-
Community Survey	-	25,000	21,350	-	(21,350)	(25,000)
Strategic Plan	-	25,000	23,940	-	(23,940)	(25,000)
Miscellaneous Professional Services	73,000	2,000	1,000	2,000	1,000	-
Total Miscellaneous Professional Service	98,841	55,700	50,000	5,750	(44,250)	(49,950)
52-6760 Human Resources Professional Services						
Miscellaneous	(13)	300	300	300	-	-
Flex Spending Program	-	700	900	900	-	200
Employee Assistance Program (EAP)	893	-	1,100	-	(1,100)	-
Pre-employment Expenditures	1,876	3,500	3,585	3,500	(85)	-
Total Human Resources Professional Services	2,757	4,500	5,885	4,700	(1,185)	200
52-6761 Human Resource Programs						
Wellness Program	1,245	2,500	2,500	2,500	-	-
Employee Relations	3,380	5,000	7,000	9,000	2,000	4,000
Safety Committee	-	1,000	1,000	1,000	-	-
Staff Development	4,267	4,000	8,294	10,000	1,706	6,000
Total Human Resources Programs	8,891	12,500	18,794	22,500	3,706	10,000

**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
52-6790 Community Relations	522	2,000	2,397	2,000	(397)	-
52-6791 Senior Center Village Support for Senior Center	38,500	40,000	40,000	40,000	-	-
52-6796 Utility Tax Rebates	41,562	43,000	46,145	43,000	(3,145)	-
52-6840 Transit Services Para Transit	45,000	46,350	46,350	47,750	1,400	1,400
<b>Total Professional Services</b>	<b>374,263</b>	<b>384,050</b>	<b>369,571</b>	<b>345,700</b>	<b>(22,371)</b>	<b>(38,350)</b>
<b><u>Contractual Services</u></b>						
53-6325 Unemployment Insurance	19,352	15,000	2,607	15,000	12,393	-
53-6500 General Insurance	32,529	33,012	35,000	32,903	(2,097)	(109)
53-6605 Property Tax Payments	2,770	3,000	2,813	3,000	187	-
53-7310 Maintenance, Building All expenditures related to Village Hall grounds, building exterior/interior repairs and mechanical equipment, including cleaning contract	61,289	132,000	90,000	80,000	(10,000)	(52,000)
53-7315 Maintenance, Equipment Maint. Contracts on Office Equipment	1,464	1,000	329	1,000	671	-
<b>Total Contractual Services</b>	<b>117,405</b>	<b>184,012</b>	<b>130,749</b>	<b>131,903</b>	<b>1,154</b>	<b>(52,109)</b>

**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Communication</u></b>						
54-6505 Codification Expense						
Sterling Codifiers - Update of Code Books	3,981	5,000	2,000	5,000	3,000	-
On-line codification	500	500	800	500	(300)	-
Total Codification Expense	4,481	5,500	2,800	5,500	2,700	-
54-6550 Printing Expense						
Multi-Function Copier Lease	2,433	1,875	1,875	1,875	-	-
Community Conversations	-	-	2,149	1,425		
Business Conversations	-	-	600	600		
Miscellaneous	27	500	500	500	-	-
Total Printing Expense	2,460	2,375	5,124	4,400	-	-
54-6715 Advertising, Bids and Records	2,410	1,500	1,482	1,500	18	-
Legally Required Village Postings						
54-6720 HR Advertising	900	2,500	5,402	5,000	(402)	2,500
Advertising for Open Village Positions						
54-6765 Postage	2,380	2,500	3,087	5,000	1,913	2,500
54-6785 Telephone Expense	5,492	3,849	5,300	3,086	(2,214)	(763)
Village Hall Telephone Service; Cell Phones						
<b>Total Communication</b>	<b>18,123</b>	<b>18,224</b>	<b>23,195</b>	<b>24,486</b>	<b>2,015</b>	<b>4,237</b>

**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Professional Development</u></b>						
55-6566 Travel and Training						
Administration	6,134	8,200	5,607	6,700	1,093	(1,500)
Village Clerk's Office	1,815	2,415	2,415	2,450	35	35
Mileage Reimbursements	500	-	600	1,200	600	1,200
Village Board	5,000	5,000	7,925	10,300	2,375	5,300
Human Resources	1,885	2,985	2,985	1,200	(1,785)	(1,785)
Total Travel and Training	15,334	18,600	19,532	21,850	2,318	3,250
55-6567 Meeting Expense	42	200	147	5,050	4,903	4,850
55-6730 Dues						
Illinois Lincoln Highway Coalition	404	405	405	405	-	-
Fox River ECO	100		100	100	-	100
Metropolitan Mayors Caucus		1,370	1,370	1,370	-	-
International City Managers Association(ICMA)	712	2,000	2,100	2,200	100	200
Illinois City Managers Association (ILCMA)	424	550	1,344	625	(719)	75
HR Public Salary	390	400	390	400	10	-
Illinois Public Employee Labor Relations Assoc.	205	205	205	205	-	-
Society of Human Resource Managers	190	190	190	190	-	-
Metro West Council of Governments	11,815	10,625	11,584	11,590	6	965
CMAP		2,065	2,065	2,065	-	-
Illinois Municipal League	2,894	1,950	2,000	2,000	-	50
Int'l Institute of Municipal Clerks	195	200	195	195	-	(5)
Int'l Council of Shopping Centers	50	-	-	-	-	-
Municipal Clerks of Illinois	75	80	80	80	-	-
Local Memberships - Optimist Club	-	100	100	100	-	-
Oswego Chamber of Commerce	275	275	275	275	-	-
Legacy	40	40	40	40	-	-
NIMCA	110	110	-	-	-	(110)
American Planning Association	638	-	698	400		400

**GENERAL FUND (01)  
CORPORATE (01)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
Miscellaneous	25	200	2,820	900	(1,920)	700
Will County Governmental League	666	-	2,000	2,000	-	2,000
Total Dues	19,207	20,765	27,961	25,140	(2,523)	4,375
<b>Total Professional Development</b>	<b>34,583</b>	<b>39,565</b>	<b>47,640</b>	<b>52,040</b>	<b>4,698</b>	<b>12,475</b>
<b><u>Operating Supplies</u></b>						
56-6720 Books and Publications						
Administration	484	250	69	250	181	-
AHEAD Capital Fax	500	500		500	500	-
Local Government News	780	840		840	840	-
Total Books and Publications	1,764	1,590	69	1,590	1,521	-
56-6740 Office Supplies	2,011	2,000	1,700	2,000	300	-
56-6750 Computer Supplies			500		(500)	-
56-6806 Miscellaneous	19	2,000	26	2,000	1,974	-
<b>Total Operating Supplies</b>	<b>3,794</b>	<b>5,590</b>	<b>2,295</b>	<b>5,590</b>	<b>3,295</b>	<b>-</b>
<b>TOTAL CORPORATE</b>	<b>1,575,353</b>	<b>1,368,052</b>	<b>1,296,208</b>	<b>1,434,042</b>	<b>140,356</b>	<b>65,990</b>

This page was intentionally left blank.

## Building and Zoning

The function of the Building and Zoning Department is to foster healthy living conditions, to ensure building code compliance and to preserve the Village’s existing housing/commercial stock through the administration and implementation of all adopted Village ordinances.

**The Building and Zoning Department Mission Statement:**

The purpose and function of the Building and Zoning Department is to ensure public safety, health and welfare during building construction and renovation; to secure the safety of life and property from hazards incidental to the design, erection, repair and occupancy of buildings through proper inspection practices; and to preserve the appearance and property value of existing housing through efficient code enforcement; while providing the highest level of customer service attainable.

- We believe the residents of Oswego and builders alike are entitled to professional, efficient and accurate guidance from trained professionals in the areas of construction and maintenance of any and all property within the Village.
- We are committed to provide the highest level of professional, ethical and customer-oriented services to our residents and fellow professionals in a courteous and timely manner.
- We willingly participate in a program of continuing education and testing in order to keep our staff informed of the latest techniques and requirements within the building trades industry, national building and fire codes as well as customer service and computer literacy.

The Building and Zoning Department serves a vital role in the community and wants to provide that service in the most expeditious and courteous manner possible. Staffing has remained at the same levels since FY 2014.

<b><u>Building &amp; Zoning</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Building and Zoning Manager	1.0	1.0	1.0	1.0	1.0	1.0
Chief Building Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Plumbing Inspector	1.0	1.0	1.0	1.0	1.0	1.0
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0	1.0
Code Enforcement Summer Intern	0.3	0.3	0.3	0.3	0.3	-
Permit Coordinator	1.0	1.0	1.0	1.0	1.0	-
Building & Zoning Assistant	-	-	-	-	-	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Building & Zoning Intern						0.5
<b>Total</b>	<b>7.3</b>	<b>7.3</b>	<b>7.3</b>	<b>7.3</b>	<b>7.3</b>	<b>7.5</b>

The Department presides over three divisions: Inspection Services, Administrative Services, and Code Compliance. Staffing has remained constant over the past few years.

The purpose of the Inspection Services operation of the department is to secure the expressed intent of the building code and to ensure public health and safety insofar as they are affected by building construction. This is achieved by completing “plan reviews” (plans and specifications conform to the requirements of the building code) and “field inspections” (construction conforms to the plans and specifications).

The Code Compliance Division is responsible for ensuring compliance with Village Ordinances such as public nuisances, zoning violations, solid waste disposal violations, inoperable vehicles, weeds and signage, etc. Code Compliance is necessary to maintain a high-quality community environment. This is accomplished through education and enforcement as well as responding timely to complaints and the resolution.

The Administrative function of the Department is responsible for the development and implementation of processes and procedures, building permit entry and billing, customer service, inspection scheduling, code enforcement coordination, contractor registration and other administrative tasks.

### **Fiscal Year 2018 Budget**

Total department budget is up 3% (\$21,175) compared to the FY 2017 Budget.

- Personnel Services are up 4% (\$18,253) due to normal wage increases.
- Communication costs are down 9% (\$1,917) due to decreases in printing and postage costs.
- Professional development is up 10% for training of staff.

### **Challenges/Issues**

The department has been operating with limited staff for completing all the requirements of Village Ordinances and the building code. Immediate needs within the department are more computerization of incoming data from field inspections. Scanning and electronic document management for permits will be necessary. As future growth occurs, staffing levels may need to be reviewed or more efficient operations put in place to keep up with the increase in demand for services. Revenue sources will also need to be analyzed to compensate for the potential number of employees hired and the operating costs which may be incurred. Increased home starts may stretch the department to the limits in the spring and summer months. Additional clerical staff will be required when home starts exceed 150/year and normal permit volume remains or increases.

### **Fiscal Year 2017 Accomplishments**

- Increased cross departmental and inter-jurisdictional communication and cooperation.
- Established relationships and cooperation with external organizations including but not limited to: other municipalities, chamber of commerce, contractors, business owners, and residents.
- Compliance rates for code enforcement activity were improved again over FY 17.

- Change of Occupancy permit process has been fully integrated with the Fire District.
- Staff training and continuing education increased for all inspectors. Multiple new certifications were obtained.
- Maintained International Code Council 100% ICC certified department status.
- Working to empower employees through continued weekly department wide and individual employee meetings. Ensuring everyone is more accountable.
- Increased safety updates and training are being provided in the Department.
- Worked to Organize and secure storage solutions for Village Hall storage area.
- Modified Code Enforcement to gain better compliance. We have initiated a proactive strategy and informational program utilizing the summer internship program to curb non-compliance regarding grass and weed violations and gain increased compliance. Ticket writing is down and forced compliance through contracted mowing services is down as well.

### **Building Permits**

	Calendar Year					
	2011	2012	2013	2014	2015	2016
Single family	88	112	131	103	53	54
Two family units	0	0	0	0	0	0
Multi-family units	24	0	83	10	0	0
Senior Housing Units	98	3	18	77	19	2
<b>Total</b>	<b>210</b>	<b>115</b>	<b>232</b>	<b>190</b>	<b>72</b>	<b>56</b>

### **Percentage Split**

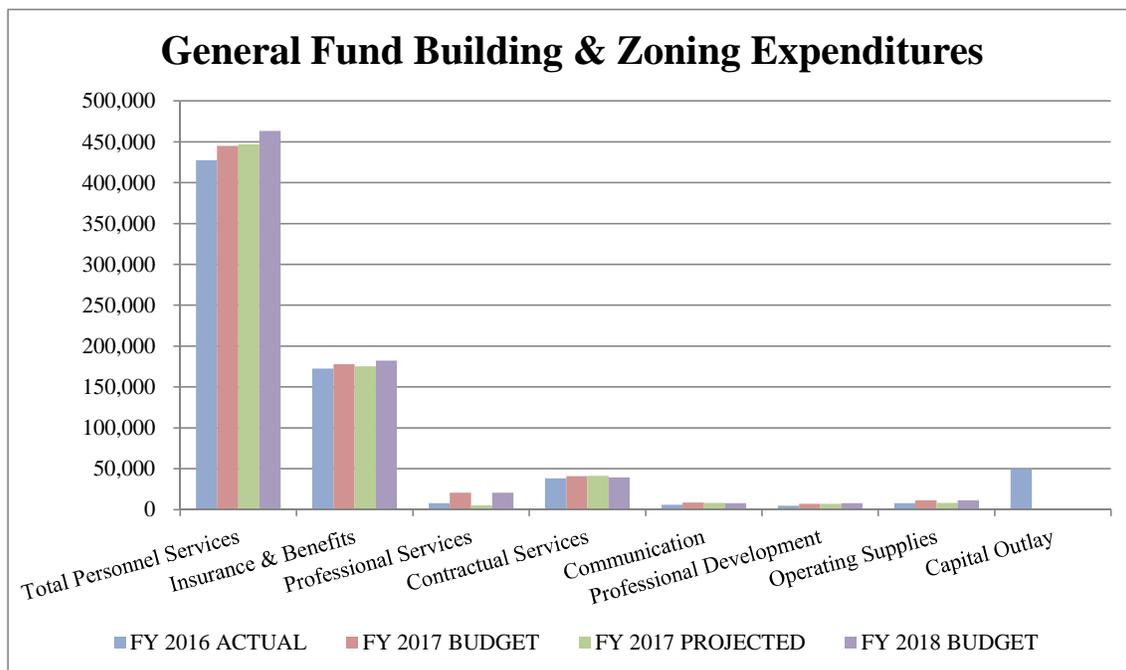
Single Family	42%	97%	57%	54%	74%	100.0%
Multi	58%	3%	43%	46%	26%	0%

### **Strategic Plan Goals and Objectives**

- Ongoing work with developers and contractors and appropriate Village staff to identify and define all areas of the building process which may be expedited and accelerated.
- The Village will encourage existing businesses and property owners to make improvements to their existing buildings which will result in the stabilization of commercial areas.
- Continue education through seminars and ICC certification testing.
- Participate in International Code Council (ICC) Safety Awareness Week.
- Cross train department employees to reduce exposure of limited staff numbers.
- Enhance Building & Zoning information on the Village website.
- Prepare to update and amend Village codes to a newer version of the ICC code
- Eliminate outdated codes/ ordinances when possible.

**GENERAL FUND (01)  
BUILDING AND ZONING (03)**

EXPENDITURES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Personnel Services</b>						
Salaries Full-Time	424,428	440,910	442,500	453,028	2%	3%
Salaries Part-Time	3,220	4,193	4,100	9,828	140%	134%
Overtime	0	0	356	500	0%	100%
<b>Total Personnel Services</b>	<b>427,648</b>	<b>445,103</b>	<b>446,956</b>	<b>463,356</b>	<b>4%</b>	<b>4%</b>
<b>Insurance &amp; Benefits</b>	172,414	177,786	175,139	182,425	4%	3%
<b>Professional Services</b>	7,879	20,500	5,137	20,500	299%	0%
<b>Contractual Services</b>	38,002	41,101	41,362	39,184	-5%	-5%
<b>Communication</b>	5,738	8,539	8,023	7,789	-3%	-9%
<b>Professional Development</b>	4,552	7,225	7,225	7,925	10%	10%
<b>Operating Supplies</b>	7,924	11,250	8,189	11,500	40%	2%
<b>Capital Outlay</b>	49,299	0	0	0	0%	0%
<b>TOTAL EXPENDITURES</b>	<b>713,457</b>	<b>711,504</b>	<b>692,031</b>	<b>732,679</b>	<b>6%</b>	<b>3%</b>



**GENERAL FUND (01)  
BUILDING AND ZONING (03)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Personnel Services</u></b>						
50-6210 Salaries, Full-Time	424,428	440,910	442,500	453,028	10,528	12,118
50-6222 Salaries, Part-Time	3,220	4,193	4,100	9,828	5,728	5,635
50-6230 Overtime			356	500	-	-
<b>Total Personnel Services</b>	<b>427,648</b>	<b>445,103</b>	<b>446,956</b>	<b>463,356</b>	<b>16,256</b>	<b>17,753</b>
<b><u>Insurance and Benefits</u></b>						
51-6310 FICA, Village Share	32,166	33,728	33,400	35,107	1,707	1,379
51-6315 IMRF, Village Share	47,649	49,045	48,000	47,573	(427)	(1,472)
51-6330 Health Insurance	85,785	87,436	86,500	92,070	5,570	4,634
51-6333 Life Insurance	200	204	197	213	16	9
51-6335 Dental Insurance	6,613	7,373	7,042	7,462	420	89
<b>Total Insurance and Benefits</b>	<b>172,414</b>	<b>177,786</b>	<b>175,139</b>	<b>182,425</b>	<b>7,286</b>	<b>4,639</b>
<b><u>Professional Services</u></b>						
52-6480 Engineering Expense	-	7,500	-	7,500	7,500	-
52-6530 Miscellaneous Professional Service Elevator Inspections and Building Plan Review	7,879	13,000	5,137	13,000	7,863	-
<b>Total Professional Services</b>	<b>7,879</b>	<b>20,500</b>	<b>5,137</b>	<b>20,500</b>	<b>15,363</b>	<b>-</b>

**GENERAL FUND (01)  
BUILDING AND ZONING (03)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Contractual Services</u></b>						
53-6500 General Insurance	33,000	35,701	37,547	35,584	(1,963)	(117)
53-6795 Landscaping Services	270	1,900	315	600	285	(1,300)
53-7315 Maintenance, Equipment Office equipment upkeep and maintenance	392	500	500	500	-	-
53-7325 Maintenance, Vehicles Maintenance on Building and Zoning vehicle fleet	4,340	3,000	3,000	2,500	(500)	(500)
<b>Total Contractual Services</b>	<b>38,002</b>	<b>41,101</b>	<b>41,362</b>	<b>39,184</b>	<b>(2,178)</b>	<b>(1,917)</b>
<b><u>Communication</u></b>						
54-6550 Printing Expense						
Multi-Function Copier Lease	1,442	1,680	1,680	1,680	-	-
Miscellaneous	-	1,000	320	500	180	(500)
Total Printing Expense	1,442	2,680	2,000	2,180	180	(500)
54-6715 Advertising, Bids and Records	294	750	723	500	(223)	(250)
54-6765 Postage	800	1,600	1,000	1,000	-	(600)
54-6785 Telephone Expense Cell Phone and landline telephone costs	3,201	3,509	4,300	4,109	(191)	600
<b>Total Communication</b>	<b>5,738</b>	<b>8,539</b>	<b>8,023</b>	<b>7,789</b>	<b>(234)</b>	<b>(750)</b>

**GENERAL FUND (01)  
BUILDING AND ZONING (03)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Professional Development</u></b>						
55-6566 Travel and Training ICC and NFPA sponsored certifications/seminars for inspectors, organizational and customer service seminars for office staff	4,357	6,500	6,500	7,200	700	700
55-6730 Dues National Fire Protection Association(NFPA) International Code Council(ICC) South Suburban Building Officials Association (SSBOA) Suburban Building Officials (SBOC) Illinois Plumbing Inspectors Association (IPIA)	195	725	725	725	-	-
<b>Total Professional Development</b>	<b>4,552</b>	<b>7,225</b>	<b>7,225</b>	<b>7,925</b>	<b>700</b>	<b>700</b>
<b><u>Operating Supplies</u></b>						
56-6720 Books and Publications 2015 International Building Code 2002 National Fire Code, ASTM Standards	2,515	1,500	1,500	2,000	500	500
56-6735 Gasoline Fuel for five (5) Village owned vehicles	3,594	5,500	2,700	5,500	2,800	-
56-6740 Office Supplies	1,656	2,500	2,639	2,500	(139)	-
56-6825 Uniform Allowance	159	1,000	600	1,000	400	-

**GENERAL FUND (01)  
BUILDING AND ZONING (03)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
56-7445 Tool Expense		750	750	500	(250)	(250)
<b>Total Operating Supplies</b>	<b>7,924</b>	<b>11,250</b>	<b>8,189</b>	<b>11,500</b>	<b>3,311</b>	<b>250</b>
<b><u>Capital Outlay</u></b>						
57-7899 Vehicle Purchase	49,299	-	-	-	-	-
<b>Total Capital Outlay</b>	<b>49,299</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUILDING AND ZONING</b>	<b>713,457</b>	<b>711,504</b>	<b>692,031</b>	<b>732,679</b>	<b>40,504</b>	<b>20,675</b>

## Community Development

The Community Development Department is responsible for the administration of the development review process, including project management and current/ long-range planning. The department provides guidance to property owners, developers, citizens and other units of government on planning and other zoning related issues. Community Development prepares background reports and recommendations for the Plan Commission, Zoning Board of Appeals, and the Village Board. It also maintains and revises the Comprehensive Plan and Zoning Ordinance and prepares maps and other graphic materials for the Village, other agencies, and the general public.

The Community Development Department provides staff liaisons to the Plan Commission, the Zoning Board of Appeals, Historic Preservation Commission, ECO Commission and other committees as needed. The department assists and coordinates downtown redevelopment related projects and performs special projects.

Staffing has decreased by one FTE as the Development Project Manager position was not hired in FY 2017. The decision was to not budget for this position in FY 2018.

<b><u>Community Development</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0
Development Project Manager	0.0	0.0	0.0	1.0	0.0	0.0
Project Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Staff Planner	1.0	1.0	1.0	1.0	1.0	1.0
Inspector Superintendent	1.0	1.0	1.0	1.0	1.0	1.0
GIS/IT Coordinator	1.0	1.0	1.0	0.0	0.0	0.0
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>

### **Fiscal Year 2018 Budget**

The department budget has decreased 14% (\$78,584) compared to FY 2017 budget.

- Personnel Services are down 10% (\$34,992) due to salary decreases.
- Insurance/benefits are down 15% (\$18281).
- Professional services are down 68% (\$27,900) due to transferring TIF consultant costs into the TIF Fund.
- Contractual services are up 20% (\$4,461) due to an increase in general insurance.
- Communication costs are down 8% (\$422) due to reductions in printing costs.
- Professional development costs are down 9% (\$450) due to decrease in training and dues expenditures.
- Operating supplies has decreased 10% (\$1,000) due to lower expected fuel costs.

### **Challenges/Issues**

Fiscal Year 2017 was a challenging and productive one for the Community Development Department. Staffing vacancies in planning and economic development required the department to re-prioritize activities to focus on current development and economic development projects. The year saw an 85% increase in the number of requests submitted to the department. Even with staffing vacancies, Community Development achieved a 61% improvement in the time it takes for projects to receive, review and approval action by the Village Board. The department also worked with other staff members and consultants on the first implementation strategy of the Comprehensive Plan, the establishment of a TIF District.

In the upcoming year, with the vacant positions being filled, staff will be able to continue its efforts towards current development, economic development, and the additional tasks as assigned by the new Strategic Plan. Staff will also have to work around the incorporation of the new ERP system which will take time from the Department's core responsibilities to allow for training in the new software system.

### **Fiscal Year 2017 Accomplishments**

- Completed analysis in assisting the Village Board in adopting a TIF District for the downtown area which was an implementation strategy of the 2015 Comprehensive Plan.
- Maintained and updated the Zoning Map and Street Maps.
- Inspected public improvements to insure they meet the requirements of approved engineering plans.
- Promoted and held recycling activities within the Village allowing residents to have a disposal place for recyclables.
- Assisted with the Village's Economic Development efforts while the Economic Development Department was in transition.

### **Strategic Planning Goals and Objectives**

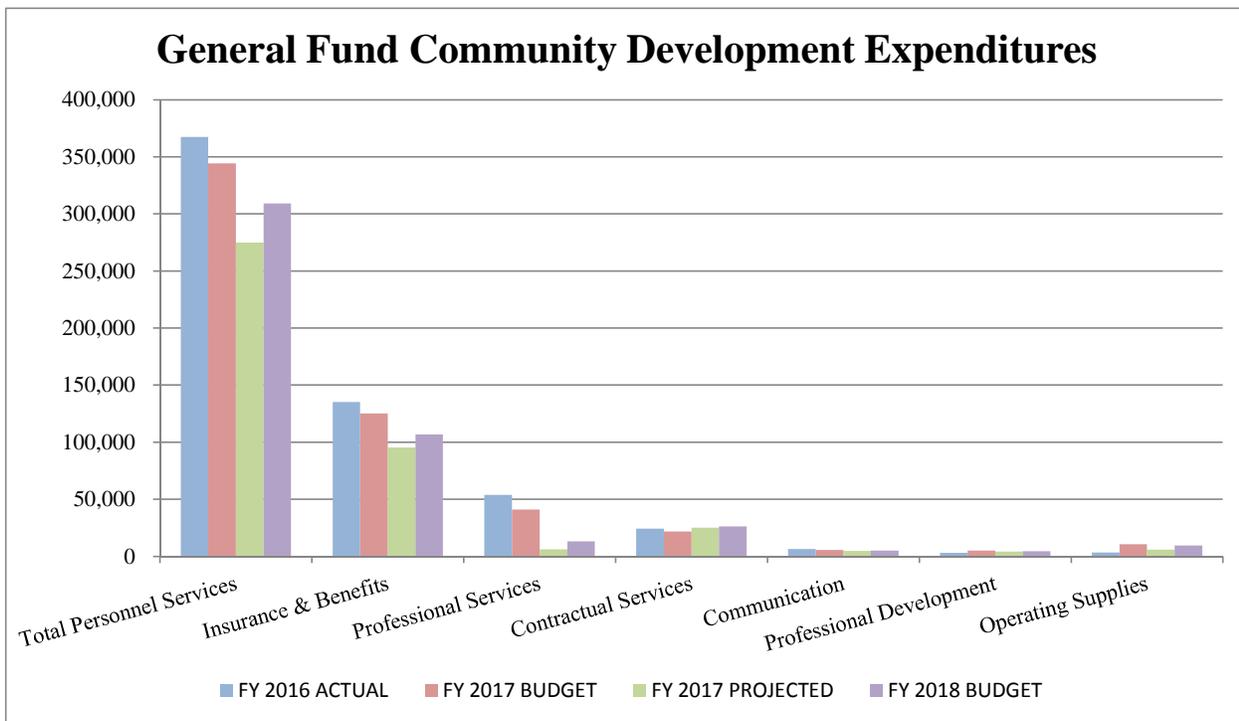
- Achieve a minimum of two ground breakings by 2019 within the TIF District
- Maintain the database of residential developments. Achieve a minimum of 100 residential unit starts next year.
- Create a business friendly climate by streamlining review processes and ordinance requirements.
- Reach out and assist developers to encourage completion of existing projects and take advantage of available opportunities.
- Review ordinances and create eco-friendly policy with standards/guidelines for new developments.
- Promote recycling, waste reduction and water conservation.
- Initiate usage of the ERP system to facilitate efficient use of resources.

<b>Performance Measures</b>	<b>Calendar Year</b>					
<b>Requests Submitted</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Annexation	0	2	1	1	0	1
Annexation Agreement	0	2	1	1	0	0
Rezoning: Residential	0	0	2	2	0	2
Rezoning: Commercial	1	2	0	1	0	2
Rezoning: Manufacturing	0	0	0	0	0	1
Concept Plan	0	0	0	2	0	2
PUD Agreement	0	1	1	1	0	1
Preliminary PUD: Residential	0	0	1	0	0	0
Preliminary PUD: Commercial	1	1	1	0	0	2
Preliminary PUD: Manufacturing	0	0	2	0	0	1
Preliminary Plat: Residential	0	0	0	0	0	0
Preliminary Plat: Commercial	0	1	0	0	0	2
Preliminary Plat: Manufacturing	0	0	0	0	0	1
Final PUD: Residential	0	0	0	1	0	1
Final PUD: Commercial	3	3	1	3	0	4
Final PUD: Manufacturing	0	0	2	0	1	1
Amendment to Final PUD	11	6	14	22	9	11
Final Plat: Residential	0	0	1	1	0	0
Final Plat: Commercial	2	3	2	2	1	1
Final Plat: Manufacturing	0	0	0	0	0	1
Special Use Permit: Residential	0	0	1	0	0	1
Special Use Permit: Commercial	1	1	2	3	1	2
Special Use Permit: Manufacturing	2	7	6	6	2	4
Site Plan: Staff Review Only	0	0	0	0	0	0
Site Plan:	1	0	0	1	4	1
Variances: Residential	2	4	2	4	3	2
Variances: Non-Residential	0	4	2	3	1	4
Zoning Ordinance Text Amendments	4	3	1	3	5	2
County Jurisdictional Review	0	0	0	0	0	0
<b>Total Year-End Requested Actions</b>	<b>28</b>	<b>40</b>	<b>43</b>	<b>57</b>	<b>27</b>	<b>50</b>
<b>Projects Processed</b>						
Plan Commission	16	19	20	21	21	19
Zoning Board of Appeals	3	6	5	6	5	0
<b>Total Year-End Projects Processed</b>	<b>19</b>	<b>25</b>	<b>25</b>	<b>27</b>	<b>26</b>	<b>19</b>
<b>LENGTH OF REVIEW PROCESS</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Average number of days between application submittal and Plan Commission Meeting	22 days	23 days	31 days	51 days	24 days	28 days
Days between application and Village Board decision	67 days	48 days	46 days	85 days	65 days	40 days

**GENERAL FUND (01)**

**COMMUNITY DEVELOPMENT (04)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017</i>	
					<i>Projected</i>	<i>Budget</i>
<b>Personnel Services</b>						
Salaries Full-Time	365,005	344,149	275,000	309,157	12%	-10%
<b>Total Personnel Services</b>	<b>367,355</b>	<b>344,149</b>	<b>275,000</b>	<b>309,157</b>	<b>12%</b>	<b>-10%</b>
<b>Insurance &amp; Benefits</b>	135,269	125,187	95,286	106,906	12%	-15%
<b>Professional Services</b>	53,896	41,000	6,203	13,100	111%	-68%
<b>Contractual Services</b>	24,399	21,812	25,200	26,273	4%	20%
<b>Communication</b>	6,316	5,472	4,824	5,050	5%	-8%
<b>Professional Development</b>	3,058	5,050	4,300	4,600	7%	-9%
<b>Operating Supplies</b>	3,312	10,500	5,900	9,500	61%	-10%
<b>TOTAL EXPENDITURES</b>	<b>593,607</b>	<b>553,170</b>	<b>416,713</b>	<b>474,586</b>	<b>14%</b>	<b>-14%</b>



**GENERAL FUND (01)**  
**COMMUNITY DEVELOPMENT (04)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>							
50-6210	Salaries, Full-Time	365,005	344,149	275,000	309,157	34,157	(34,992)
50-6230	Overtime	2,350	-	-	-	-	-
	<b>Total Personnel Services</b>	<b>367,355</b>	<b>344,149</b>	<b>275,000</b>	<b>309,157</b>	<b>34,157</b>	<b>(34,992)</b>
<b><u>Insurance and Benefits</u></b>							
51-6310	FICA, Village Share	27,284	25,476	20,300	23,139	2,839	(2,337)
51-6315	IMRF, Village Share	41,171	38,282	29,600	32,429	2,829	(5,853)
51-6330	Health Insurance	63,005	57,851	42,700	48,286	5,586	(9,565)
51-6333	Life Insurance	137	131	86	121	35	(10)
51-6335	Dental Insurance	3,672	3,447	2,600	2,931	331	(516)
	<b>Total Insurance and Benefits</b>	<b>135,269</b>	<b>125,187</b>	<b>95,286</b>	<b>106,906</b>	<b>11,620</b>	<b>(18,281)</b>
<b><u>Professional Services</u></b>							
52-6480	Engineering Services	-	4,000	-	4,000	4,000	-
52-6530	Miscellaneous Professional Service	49,894	30,000	-	-	-	(30,000)
52-6760	Plan Commission Meeting stipends	800	-	1,500	2,100	600	2,100

**GENERAL FUND (01)**  
**COMMUNITY DEVELOPMENT (04)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>		
52-6792	Environmentally Conscious Oswegoans(ECO)						
	Promotes ecologically friendly practices	2,438	2,000	626	2,000	1,374	-
	Conservation Foundation	-	3,000	3,000	3,000	-	-
	<b>Total ECO expense</b>	<b>2,438</b>	<b>5,000</b>	<b>3,626</b>	<b>5,000</b>	<b>1,374</b>	<b>-</b>
52-6830	Zoning Board of Appeals	300	-	-	-	-	-
	Meeting stipends						
52-6835	Historic Preservation Committee	464	2,000	1,077	2,000	923	-
	Preservation of historic features of the Village						
	<b>Total Professional Services</b>	<b>53,896</b>	<b>41,000</b>	<b>6,203</b>	<b>13,100</b>	<b>6,897</b>	<b>(27,900)</b>
<b><u>Contractual Services</u></b>							
53-6500	General Insurance	23,235	19,562	24,500	24,373	(127)	4,811
53-6585	Uniform Service	312	500	200	500	300	-
53-7315	Maintenance, Equipment	617	600	500	600	100	-
	Service work for the plotter						
53-7325	Maintenance, Vehicle	235	800	-	800	800	-
53-7830	Mapping Expense	-	350	-	-	-	(350)
	Sidwell Aerial Maps						
	<b>Total Contractual Services</b>	<b>24,399</b>	<b>21,812</b>	<b>25,200</b>	<b>26,273</b>	<b>1,073</b>	<b>4,461</b>

**GENERAL FUND (01)**  
**COMMUNITY DEVELOPMENT (04)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>		
<b><u>Communication</u></b>							
54-6550	Printing Expense						
	Multi-Function Copier Lease	1,316	950	950	950	-	-
	Comprehensive Plan	740	400	50	-	(50)	(400)
	Miscellaneous	-	150	-	150	150	-
	<b>Total Printing Expense</b>	<b>2,056</b>	<b>1,500</b>	<b>1,000</b>	<b>1,100</b>	<b>100</b>	<b>(400)</b>
54-6715	Advertising, Bids and Records	601	700	424	700	276	-
	Posting of legal notices, requests for proposals, etc.						
54-6765	Postage	519	500	400	500	100	-
54-6785	Telephone Expense	3,140	2,772	3,000	2,750	(250)	(22)
	Telephone service and cell phone service						
	<b>Total Communication</b>	<b>6,316</b>	<b>5,472</b>	<b>4,824</b>	<b>5,050</b>	<b>226</b>	<b>(422)</b>
<b><u>Professional Development</u></b>							
55-6566	Travel and Training	2,445	3,750	3,000	3,500	500	(250)
	ICSC Conference						
	Zoning and land use related seminars/conferences, GIS/Computer training, organizational, customer service and self-improvement related seminars/training, AICP study and test preparation fee						

**GENERAL FUND (01)**  
**COMMUNITY DEVELOPMENT (04)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
55-6730	Dues	613	1,300	1,300	1,100	(200)	(200)
	American Planning Association(APA)						
	American Institute of Certified Planners(AICP)						
	<b>Total Professional Development</b>	<b>3,058</b>	<b>5,050</b>	<b>4,300</b>	<b>4,600</b>	<b>300</b>	<b>(450)</b>
<b><u>Operating Supplies</u></b>							
56-6735	Gasoline	1,991	4,000	2,000	3,000	1,000	(1,000)
56-6740	Office Supplies						
	Various file folders, stationary, paper, pens	1,321	2,000	1,900	2,000	100	-
56-6745	Operating Supplies						
	Supplies for inspections of public improvements	-	4,500	2,000	4,500	2,500	-
	<b>Total Operating Supplies</b>	<b>3,312</b>	<b>10,500</b>	<b>5,900</b>	<b>9,500</b>	<b>3,600</b>	<b>(1,000)</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>		<b>593,607</b>	<b>553,170</b>	<b>416,713</b>	<b>474,586</b>	<b>57,873</b>	<b>(78,584)</b>

## Road and Bridge

The Road and Bridge department is responsible for the maintenance, repair and replacement of the Village’s roadway system (137 center lane miles). Activities related to streets include the following: street patching; concrete sidewalk repair; curb and gutter replacement; pavement marking; street sign replacement and maintenance; streetlights (2,149) and traffic signal maintenance and repairs; street sweeping; and snow and ice control operations. The department annually inspects and maintains village bridges, manages landscapes, performs tree trimming and replacement, performs brush chipping, storm sewer maintenance, the annual leaf removal program, oversees contractual mowing of all Village owned properties, including rights-of-way, and mosquito spraying.

The Village has 4 certified arborists who manage all the tree removal and tree maintenance. Although the Public Works department staffing levels have remained at 23.5 FTE’s since FY 2015, there is one new position in the FY 2018 budget, Facilities Manager. The part time Administrative Assistant position was vacant for the majority of FY 2017. This position will be shared with two of the surrounding communities. The FTE’s are allocated to the Road and Bridge Fund and the Water and Sewer Fund based upon work assignments.

<b><u>Public Works Department</u></b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Utility Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Manager	-	-	-	-	-	1.0
Administrative Assistant	1.5	1.5	1.0	1.5	1.0	1.5
Operations Superintendent	2.0	2.0	2.0	2.0	2.0	2.0
Operations Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Technicians I	10.0	10.0	9.0	10.0	10.0	10.0
Technicians II	4.0	4.0	4.0	4.0	4.0	4.0
<b>Total</b>	<b>23.5</b>	<b>23.5</b>	<b>22.0</b>	<b>23.5</b>	<b>23.0</b>	<b>24.5</b>

### **Fiscal Year 2018 Budget**

The total department budget has increased 9% over the FY 2017 budget.

- Personnel services increased 30% (\$121,936) due to regular salary adjustments, the new salary for the Facilities Manager and a reallocation of overtime from the Water & Sewer Operations to Road and Bridge.
- Insurance/benefits increased 24% (\$37,627) due to premium increases and the increase in staff.
- Professional Services increased 50% (\$6,000) for professional engineering consultation to support in-house staff.
- Contractual services increased slightly (\$4,000) due to modifications as noted below:
  - Snow removal expense is anticipated to decrease 30% (\$56,300). The reduction reflects a one-time carry over purchase from FY 2016 made

- in FY 2017 for salt. We anticipate salt will be purchased at prices consistent with FY 2017.
- The budget anticipates a decrease of 66% (\$59,000) for tree removal expenses. The EAB tree removal program is complete.
  - New areas along IL 71 are proposed to be maintained. These new areas increase the cost of landscape services by 8% (\$6,800).
  - The Village completed replacement of the fuel dispensing system at the Public Works Facility. We are reducing Maintenance, Equipment by 7% (\$3,700).
  - We propose to introduce contractual street sweeping this year to enhance the service previously performed in-house while avoiding the capital cost of replacing the street sweeper. Contracting this work results in an increase of 143% (\$73,000) in Maintenance, Streets/Storm Sewer.
  - Street lights expenses decrease 35% (\$35,000) as the backlog of work is reduced.
  - Maintenance, Garage increases 500% (\$5,000) for purchase of diagnostic equipment.
  - Maintenance, Pavement Markings increases 280% (\$70,000) to address the backlog of markings that need to be installed around town.
  - We are increasing the Maintenance, Traffic Signals by 7% (\$2,400) to account for contractual increases from the State.
- Communication increases 59% (\$8,942) due to an increase in the cost of cellular telephone service.
  - Professional development increases 13% (\$1,200) for training programs for staff.
  - Operating supplies decreased 1% (\$3,200).
    - Fuel is decreased by 43% (\$15,700) as fuel previously purchased for the police department is accounted for in other line items.
    - Tool Expenses increase by 286% (\$10,000) to purchase new equipment for the mechanics.
    - Landscape Materials increase by 16% (\$1,500) to provide supplemental landscaping at Village entry signs and flowers on the Fox River pedestrian bridge.
    - Miscellaneous and office supplies increase \$500 each, or 50% and 25% respectively.

### **Challenges/Issues**

The Village's 20-year Capital Improvement Plan identifies large investments necessary to maintain and enhance our existing infrastructure. This plan demonstrates that funding will remain an issue. The department continues to investigate new technologies, improve upon existing ones, and evaluate services to meet these challenges. We are partnering with neighboring communities to realize efficiencies through shared equipment and personnel as well as joint contracts.

Increased routine maintenance as infrastructure expands and ages will be difficult with the current available man hours of existing staff.

We have substantially completed removal of trees infected by the Emerald Ash Borer. Replacement trees are currently on a three-year backlog based upon funding levels.

### **Fiscal Year 2017 Major Accomplishments**

- The Kane-Kendall Council of Mayors Transportation approved STP funding for Federal Fiscal Year 2016-2020. Oswego will receive \$2.5 million towards the widening of Wolfs Crossing Segment 1 between Harvey Road and Eola Road. The total cost to widen the road from US 34 to Eola Road is \$50.6 million. KKCOM programmed the funds to be available starting in FFY18. The Village commenced Phase I engineering for this project in FY 2017 with completion anticipated in FY 2018. This study must be completed before federal funds are spent.
- The Illinois Department of Transportation completed improvements to IL 71. IDOT commenced construction to widen US 34 at the Village's western border from Orchard Road west to IL 47 in Yorkville. IDOT anticipates completing the project in 2018.
- The Village completed the repair of damaged brick pavers in the downtown to remove trip hazards.
- The Village received the prestigious Arbor Day Foundation's "Tree City USA" award for the 22<sup>nd</sup> year in recognition of its commitment to the environment by recognizing that trees are a valued part of our infrastructure. The Arbor Day Foundation confers this award upon communities that undertake activities that promote education; partnerships; planning and management; and tree planting and maintenance.
- In addition to the MFT Road project, the Village spent \$1.07 million to resurface and reconstruct roads. We removed the concrete pavement and replaced it with bituminous pavement within the eastern half of the Ogden Falls subdivision. We also installed the pavement surface course in two abandoned subdivisions to spur development: Estates of Fox Chase and the Seasons of Southbury. We also reconstructed Etsinger Road.
- The Village intervened in the court proceedings regarding the reactivation of the Morgan Creek Drainage District.
- The Village collaborated with The Conservation Foundation and Keller Williams Realty, to construct butterfly gardens at the Village Hall.
- We installed new pedestrian signals on Woolley Road at Colchester Drive.
- Kendall Point Drive was extended from US 30 to Weisbrook Drive.
- We installed handheld safety flags and holders on each side of the crosswalks at Main and Washington Streets.

### **Strategic Plan Goals and Objectives for 2018**

1. Safe and efficient Wolfs Crossing - Complete the Phase I engineering study for Wolfs Crossing while continuing to seek funding.
2. Metra service to Oswego – Continue to monitor Metra's progress on the Phase I engineering study.

3. Safe and efficient infrastructure
4. Meet with surrounding communities and utilize services that can be shared between communities.
5. Coordinate future road projects with Kendall County including Collins Road.
6. Complete annual street resurfacing program.
7. Implement the Enterprise Resource Planning project.
8. Monitor IDOT's US 34 reconstruction project. Advocate Village and resident interests to IDOT. Provide public information updates.
9. Provide technical assistance for the construction of the new police station.
10. Reconstruct Woolley Road adjacent to the new police station.
11. Provide technical assistance for the TIF project.

### **Performance Measures**

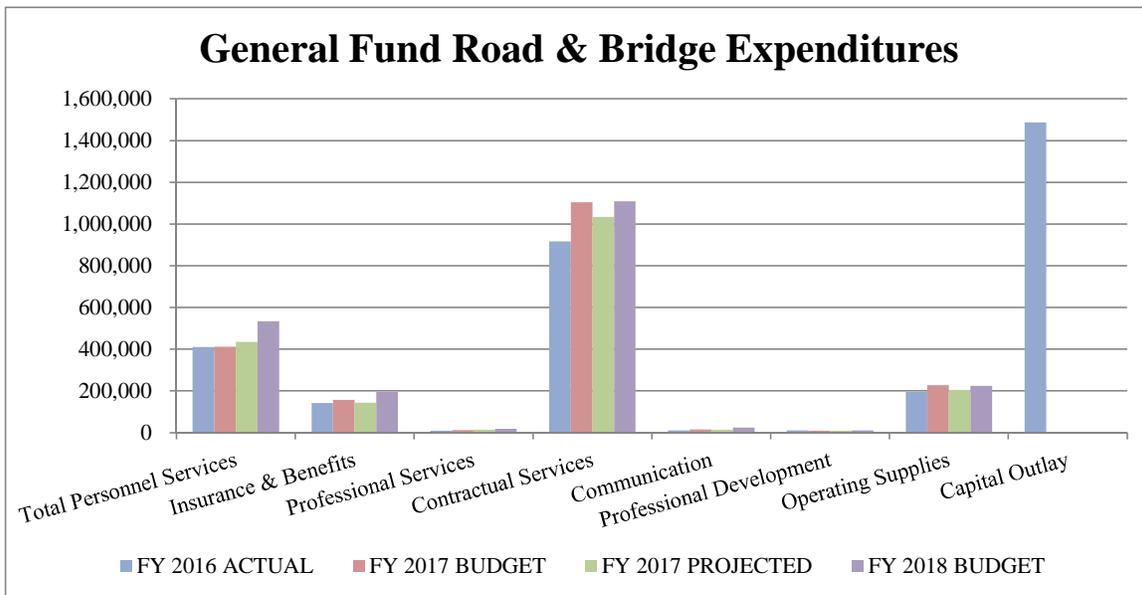
<b>Performance Indicator</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Budgeted FY 2018</b>
<b><u>Work Orders - Total</u></b>	2,580				
Total Work Orders Issued		2,187	2,511	2800	2950
Total Work Orders Completed		1,995	2,478	2700	2850
Percentage Work Orders Completed		91%	99%	96%	97%
<b><u>Street Lights/Traffic Signals</u></b>					
Total Street Lights	2139	2139	2179	2179	2179
Street Light Lamps Repaired	337	404	457	450	450
Percentage Lights Repaired	16%	19%		21%	21%
Light Heads Replaced	4 LED	4	11	20	40
Photo Cells Replaced	50	83	55	100	150
Work Orders Issued	386	512	551	658	700
Work Orders Completed	386	472	501	658	700
Percentage Work Orders Completed	100%	92%	91%	100%	100%
<b><u>Traffic Signals</u></b>					
Total Traffic Signals	25	25	29	28	28
Work Orders Issued	6	8	8	15	20
Work Orders Completed	6	8	8	15	20
Percentage Work Orders Completed	100%	100%	100%	100%	100%

<b>Performance Indicator</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Budgeted FY 2018</b>
<b><u>Parkway Tree Maintenance</u></b>					
Total Trees		15,661	15,625	16,061	16,061
Tree removals	607	774	617	264	264
EAB	512	693	553	164	164
Storm damage/other	95	81	64	100	100
Percentage Trees Removed		5%	4%	1.50%	1.50%
Remaining EAB Trees		717	164	164	0
Tree Planted	441	653	591	600	600
EAB	346	590	481	160	164
Other	95	63	110	100	100
Trees pruned	155	367	76	400	500
Percentage Trees Pruned		2%	0.50%	2%	3%
Stumps removed	534	682	617	300	300
Wood Chips Produced (yds.)	4,280	4,464	4,264	3000	3000
Work Orders Issued		342	350	400	400
Work Orders Completed		336	275	350	350
Percentage Work Orders Completed		98%	78%	88%	88%
<b><u>J.U.L.I.E. Locate Tickets</u></b>	6,853	6,058	5,180	12,000	5,000
<b><u>Snow &amp; Ice Control</u></b>					
Total snow (inches)	80	41.8	10.99	32	32
Times Plowed or Salted	47	37	5	20	35
Contractor Call-outs	9	9	3	8	12
Total salt used (tons)	2,150	1,260		1,100	2,000
Total Hours	2020	1,700	414	1,638	1,638
Mailboxes damaged		52	16	15	50
<b><u>Landscaping</u></b>					
Leaf Collection (loads)	327	266	294	328	325
Refuse Accounts		10,341	10,560	10,700	10,850
Yard Waste (cubic yards)	3,411				
<b>Yard Waste (tons)</b>		1,294	1,346	1,400	1,500
Yard Waste (pounds/household)		250		266	285
<b>Solid Waste (tons)</b>	9,444	9,699	6,296	10,000	10,500
Solid Waste (pounds/person)	587				
Solid Waste (pounds/household)		1,876		1900	1995
<b>Recycling (tons)</b>	3,832	3,940	2,352	4,300	4,500
Recycling (pounds/person)	238				
Recycling (pounds/household)		762	105	200	250

<b>Performance Indicator</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Budgeted FY 2018</b>
<b><u>Streets</u></b>					
Lane miles		323	323	325	325
Pothole patch (tons)		30.5	25.13	25	25
Street sweeping - miles		308	308	308+	308+
Total street signs			N/A	N/A	N/A
Street signs repaired/replaced		88	53	100	125
Sidewalk repairs		37	177	300	350
Curb repairs		4	23	10	15
<b><u>Storm Drains</u></b>					
Number of Inlets		3,976	4,020	4,020	4,020
Inlets inspected		260	275	600	600
Percentage inspected		7%	7%	15%	15%
Inlets cleaned		52	36	144	100
Percentage cleaned		1%	0.90%	4%	2%
Total Outfalls	92	152	152	173	173
Outfalls inspected		105	68	25	25
Percentage inspected		69%	45%	100%	100%
<b><u>Special Events</u></b>					
Number of events assisted		76	?	135	135
Hours		478	?	599	599
Work Orders Issued		76	213	107	300
Work Orders Completed		67	213	107	300
Percentage Work Orders Completed		88%	100%	100%	100%
<b><u>Mosquito Abatement</u></b>					
Catch basins treated		3,635	3,996	4,000	4,000
Adulticide applications		9	9	9	9
<b><u>Mowing</u></b>					
Fine cut mowing - cycles		21	26	24	24
Rough cut mowing- cycles		6	6	6	6
Landscape maintenance - cycles		21	21	24	24

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

EXPENDITURES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Personnel Services</b>						
Salaries Full-Time	351,868	378,553	372,000	471,693	27%	25%
Salaries Part-Time	3,505	7,704	5,295	7,500	42%	-3%
Overtime	55,346	26,000	57,606	55,000	-5%	112%
<b>Total Personnel Services</b>	<b>410,719</b>	<b>412,257</b>	<b>434,901</b>	<b>534,193</b>	<b>23%</b>	<b>30%</b>
<b>Insurance &amp; Benefits</b>	142,535	157,560	143,655	195,187	36%	24%
<b>Professional Services</b>	9,991	12,000	13,952	18,000	29%	50%
<b>Contractual Services</b>	916,885	1,104,840	1,034,371	1,108,867	7%	0%
<b>Communication</b>	10,578	15,138	14,666	24,080	64%	59%
<b>Professional Development</b>	11,073	9,600	10,000	10,800	8%	13%
<b>Operating Supplies</b>	195,251	227,000	203,862	223,800	10%	-1%
<b>Capital Outlay</b>	1,487,608	-	-	-	0%	0%
<b>TOTAL EXPENDITURES</b>	<b>3,184,640</b>	<b>1,938,395</b>	<b>1,855,407</b>	<b>2,114,927</b>	<b>14%</b>	<b>9%</b>



**GENERAL FUND (01)  
ROAD AND BRIDGE (05)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>							
50-6210	Salaries, Full-Time	351,868	378,553	372,000	471,693	99,693	93,140
50-6222	Salaries, Part-Time	3,505	7,704	5,295	7,500	2,205	(204)
50-6230	Overtime	55,346	26,000	57,606	55,000	(2,606)	29,000
<b>Total Personnel Services</b>		<b>410,719</b>	<b>412,257</b>	<b>434,901</b>	<b>534,193</b>	<b>99,292</b>	<b>121,936</b>
<b><u>Insurance and Benefits</u></b>							
51-6310	FICA, Village Share	29,596	30,914	31,200	40,213	9,013	9,299
51-6315	IMRF, Village Share	45,087	45,001	46,200	55,247	9,047	10,246
51-6330	Health Insurance	63,850	76,486	62,000	93,193	31,193	16,707
51-6333	Life Insurance	134	157	135	194	59	37
51-6335	Dental Insurance	3,868	5,002	4,120	6,340	2,220	1,338
<b>Total Insurance and Benefits</b>		<b>142,535</b>	<b>157,560</b>	<b>143,655</b>	<b>195,187</b>	<b>51,532</b>	<b>37,627</b>
<b><u>Professional Services</u></b>							
52-6480	Engineering Service Consulting Engineer for Village construction projects	7,497	10,000	12,452	16,000	3,548	6,000
52-6530	Miscellaneous Professional Service Drug Screens & OSHA Testing	2,494	2,000	1,500	2,000	500	-
<b>Total Professional Services</b>		<b>9,991</b>	<b>12,000</b>	<b>13,952</b>	<b>18,000</b>	<b>4,048</b>	<b>6,000</b>

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
<b><u>Contractual Services</u></b>							
53-6500	General Insurance	45,141	83,140	83,140	82,867	(273)	(273)
53-6490	Disposal Service	-	10,000	6,000	10,000	4,000	-
53-6540	Mosquito Control Expense Continued spraying of the Village with additional spraying due to West Nile virus concerns	91,581	113,500	103,000	113,500	10,500	-
53-6555	Rental Expense Rental of equipment for roadway work and street lighting	2,789	5,000	1,000	5,000	4,000	-
53-6570	Snow Removal Expense						
	Salt purchase for snow removal	93,071	188,300	147,000	132,000	(15,000)	(56,300)
	Deicing Chemicals	7,333	28,500	28,500	28,500	-	-
	Contracted snow removal	96,425	72,000	72,000	72,000	-	-
	Miscellaneous	565	2,500	2,500	3,500	1,000	1,000
	Total Snow Removal Expense	197,394	291,300	250,000	236,000	(14,000)	(55,300)
53-6575	Tree Removal Expense EAB tree removal and stump grinding	93,153	90,000	87,000	31,000	(56,000)	(59,000)
53-6585	Uniform Service Uniform rental service for Public Works staff	10,803	8,500	6,000	8,500	2,500	-
53-6795	Landscaping Services	90,440	83,500	105,000	90,300	(14,700)	6,800

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
53-7310	Maintenance, Building Maintenance, upkeep, and security system fees for the Public Works facility	17,544	17,000	17,000	17,000	-	-
53-7315	Maintenance, Equipment Maintenance of various equipment such as plows, spreaders, mowers, and vehicles	52,897	53,400	53,400	49,700	(3,700)	(3,700)
53-7350	Maintenance, Streets/Storm Sewer NPDES annual costs and annual reporting Cold patching of Village streets Small curb work Digging and replacing storm sewer inlets	21,473	51,000	50,000	124,000	74,000	73,000
53-7355	Maintenance, Bridges Upkeep and maintenance of Village bridges	1,173	5,000	5,000	5,000	-	-
53-7360	Maintenance, Street Lights Rewiring of street lights, bulbs, fuses, etc. and repairing fallen poles by Village or outside contractors.	74,207	100,000	40,000	65,000	25,000	(35,000)
53-7365	Maintenance, Safety Equipment Safety equipment purchase, i.e. hard hats, safety glasses	2,052	2,500	3,750	2,500	(1,250)	-

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
53-7370	Maintenance, Safety Signs Purchase of safety signs for all Village buildings as required by law, supplies for sign machine and sign room, supplies for school zone signage and PD requested signage	19,898	7,000	24,875	7,000	(17,875)	-
53-7375	Maintenance, Garage Upkeep of the Public Works Facility garage	324	1,000	2,728	6,000	3,272	5,000
53-7377	Maintenance, Pavement Markings	-	25,000	25,000	95,000	70,000	70,000
53-7426	Maintenance, Traffic Signals Maintenance of and rental agreements for traffic lights, bulbs, etc.	49,403	34,000	30,000	36,400	6,400	2,400
53-7844	Leaf Removal Expense Maintenance on Leaf Vacuum Machines Leaf removal dump charges	16,701	20,000	24,731	20,000	(4,731)	-
53-7870	Street Lighting Expense Electricity costs for all Village street lights	129,910	104,000	116,747	104,100	(12,647)	100
<b>Total Contractual Services</b>		<b>916,885</b>	<b>1,104,840</b>	<b>1,034,371</b>	<b>1,108,867</b>	<b>74,496</b>	<b>4,027</b>

**Communication**

54-6550	Printing Expense						
	Multi-Function Copier Lease	1,230	1,680	1,680	1,680	-	-
	Notification printing of any Village project	-	1,000	920	1,000	80	-
	Miscellaneous	40	-	-	-	-	-
	<b>Total Printing Expense</b>	<b>1,270</b>	<b>2,680</b>	<b>2,600</b>	<b>2,680</b>	<b>80</b>	<b>-</b>

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
54-6715	Advertising, Bids and Records Advertising and bid awards for roadway or infrastructure projects	1,799	1,000	1,266	1,000	(266)	-
54-6765	Postage	205	1,000	1,000	1,000	-	-
54-6785	Telephone Expense Cell Phone and telephone usage for the department	5,376	8,658	8,000	17,600	9,600	8,942
54-7850	Radios, Communication Equipment Replacement of two-way radios/ cell phones	1,825	800	800	800	-	-
	Mobile radio replacement	102	1,000	1,000	1,000	-	-
	<b>Total Radios, Communication Equipment</b>	<b>1,927</b>	<b>1,800</b>	<b>1,800</b>	<b>1,800</b>	<b>-</b>	<b>-</b>
	<b>Total Communication</b>	<b>10,578</b>	<b>15,138</b>	<b>14,666</b>	<b>24,080</b>	<b>9,414</b>	<b>8,942</b>
<b><u>Professional Development</u></b>							
55-6566	Travel & Training	7,844	6,600	7,000	7,500	500	900
55-6567	Meeting Expense	229	200	200	500	300	300
55-6730	Dues American Public Works Association American Society of Civil Engineers Association of State Foodplain Managers Illinois Arborist Association Illinois Municipal Signage Assocation Illinois Department of Agriculture (Pest Control)	3,000	2,800	2,800	2,800	-	-
	<b>Total Professional Development</b>	<b>11,073</b>	<b>9,600</b>	<b>10,000</b>	<b>10,800</b>	<b>800</b>	<b>1,200</b>

**GENERAL FUND (01)**  
**ROAD AND BRIDGE (05)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Operating Supplies</u></b>							
56-6720	Books & Publication	181	200	200	200	-	-
56-6735	Gasoline Fuel purchase for Public Works vehicles	11,917	36,700	20,000	21,000	1,000	(15,700)
56-6740	Office Supplies	1,445	2,000	2,030	2,500	470	500
56-6806	Miscellaneous	2,830	1,000	3,317	1,500	(1,817)	500
56-7425	Maintenance, Supplies Various small parts required for vehicles or equipment; road paint	1,643	3,100	3,140	3,100	(40)	-
56-7445	Tool Expense Tools for Public Works vehicles; various department tools	3,300	3,500	3,109	13,500	10,391	10,000
56-7465	Tree Purchase EAB tree replacement 50/50 tree replacement program	135,633	140,000	140,000	140,000	-	-
56-7840	Sidewalks	31,940	31,000	25,000	31,000	6,000	-
56-7883	Landscape Materials	6,360	9,500	7,066	11,000	3,934	1,500
<b>Total Operating Supplies</b>		<b>195,251</b>	<b>227,000</b>	<b>203,862</b>	<b>223,800</b>	<b>19,938</b>	<b>(3,200)</b>

**GENERAL FUND (01)  
ROAD AND BRIDGE (05)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Capital Outlay</u></b>							
57-7894	Public Improvements	150,321	-	-	-	-	-
57-7899	Vehicle Purchase Replace 3 Vehicles	204,412	-	-	-	-	-
57-9000	Other Capital Expense						
	Non-MFT Resurfacing System	1,095,213				-	-
	Waubonsie Creek Path Repairs	37,662				-	-
	Total Other Capital Expense	1,132,875	-	-	-	-	-
	<b>Total Capital Outlay</b>	<b>1,487,608</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ROAD AND BRIDGE</b>		<b>3,184,640</b>	<b>1,938,395</b>	<b>1,855,407</b>	<b>2,114,927</b>	<b>259,520</b>	<b>176,532</b>

## Community Relations

The Community Relations Manager serves as planner and coordinator of a variety of community events, publications, promotional materials, press releases, website and other written communications for the Village. The Community Relations Manager also oversees the Tourism Bureau. The Tourism Bureau’s responsibilities include attracting visitors to the community through overnight stays, attractions, dining, shopping and events.

The Community Relations Department provides a staff liaison to the Cultural Arts Commission. The Department also works with the Oswego Chamber of Commerce and serves on a number of committees as Village Representation for the Chamber’s events and responsibilities as well as the Downtown Oswego Business Association.

The staffing levels have remained constant since 2013 when the part time visitors’ bureau position and part time grant writer position were combined to a full time position.

<u>Community Relations</u>	<u>Actual FY 2014</u>	<u>Actual FY 2015</u>	<u>Actual FY 2016</u>	<u>Budget FY 2017</u>	<u>Projected FY 2017</u>	<u>Budget FY 2018</u>
Community Relations Manager	1.0	1.0	1.0	1.0	1.0	1.0
Visitors' Bureau Asst. & Grant Writer	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

### Fiscal Year 2018 Budget

Total department budget increased 1% because of normal wage adjustments and other decreases.

- Personnel services increased 5% (\$6,709) due to annual wage adjustments
- Insurance & benefits increased 3% (\$1,560) due to annual wage adjustments
- Professional services decreased by 4% (\$4,650) due to no longer hosting the Antique Fair or Quilt Festival
- Contractual services increased 3% (\$968) because of higher costs for the newsletter production
- Operating supplies decreased 16% (\$280) from the elimination of the Miscellaneous line item budget

### Challenges/Issues

Maintaining the balance of local events, promoting/planning events that attract tourists and visitors to Oswego and communication with residents will continue to be a struggle due to staffing levels. With the addition of the regional positioning plan project, more staffing time will be needed to implement the village brand while still maintaining levels of service for events, tourism, communication and grants.

### Fiscal Year FY 2017 Accomplishments

- The Oswego Tourism Bureau ad in the Spring Summer Getaway Guide reached over two million readers and generated over 8,000 leads in 16 weeks.
- The 7 week CBS Radio ad campaign had a net reach of 1,564,200 listeners.
- Held major events in Oswego; Wine on the Fox, Oswego Beats & Eats, Oswego Literary Festival, Tree Lighting, Christmas Walk and the new Oswego Light Festival.

## **Strategic Planning Goals and Objectives**

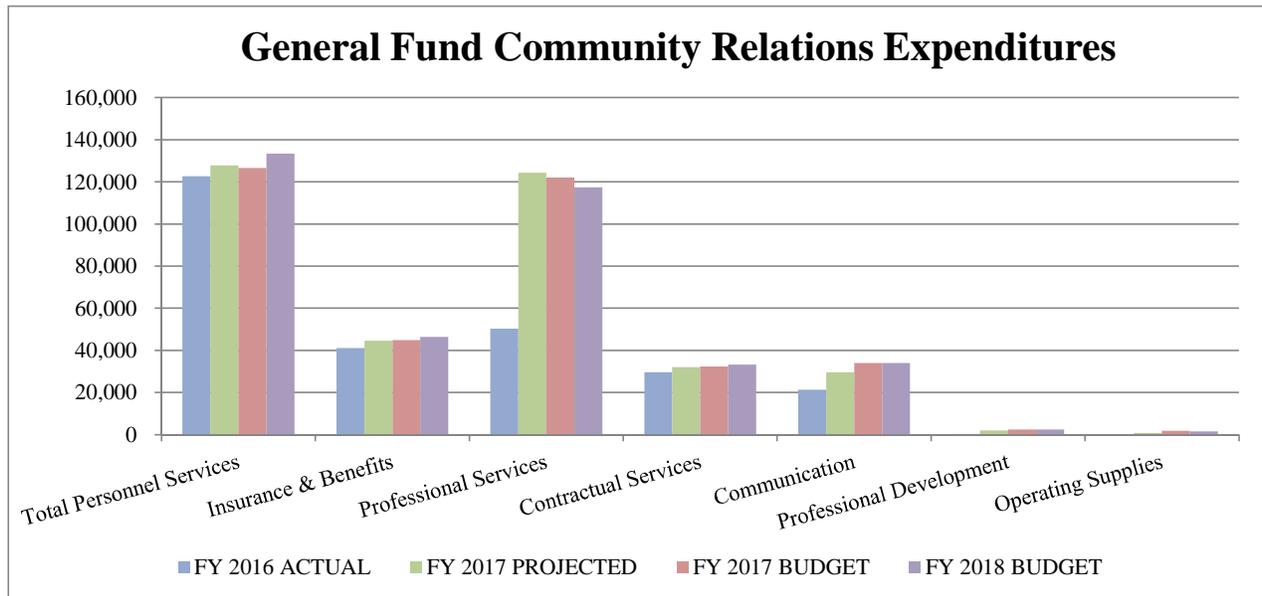
### *Community Engagement*

1. Recognized as a regional destination
2. Positive public perception of services
3. Well-attended events that enhance connectedness
  - a) Complete and Implement Regional Positioning Plan
  - b) Implement tourism plan
  - c) Develop marketing plan-Village services
  - d) Create internal service response to citizen feedback
  - e) Conduct community survey
  - f) Marketing and promotion program for community events  
\*focus on metrics

**GENERAL FUND (01)**

**COMMUNITY RELATIONS (06)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017</i>	
					<i>Projected</i>	<i>Budget</i>
<b>Personnel Services</b>						
Salaries Full-Time	119,347	123,651	122,500	127,360	4%	3%
Salaries Part-Time	0	0	2,500	3,000	100%	100%
Overtime	3,306	3,000	2,875	3,000	4%	0%
<b>Total Personnel Services</b>	<b>122,653</b>	<b>126,651</b>	<b>127,875</b>	<b>133,360</b>	<b>4%</b>	<b>5%</b>
<b>Insurance &amp; Benefits</b>	41,096	44,832	44,556	46,392	4%	3%
<b>Professional Services</b>	50,386	122,100	124,399	117,450	-6%	-4%
<b>Contractual Services</b>	29,670	32,281	32,081	33,249	4%	3%
<b>Communication</b>	21,324	33,948	29,600	34,037	15%	0%
<b>Professional Development</b>	356	2,500	2,000	2,500	25%	0%
<b>Operating Supplies</b>	116	1,780	800	1,500	88%	-16%
<b>TOTAL EXPENDITURES</b>	<b>265,602</b>	<b>364,092</b>	<b>361,311</b>	<b>368,488</b>	<b>2%</b>	<b>1%</b>



**GENERAL FUND (01)**  
**COMMUNITY RELATIONS (06)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>						
50-6210 Salaries, Full-Time	119,347	123,651	122,500	127,360	4,860	3,709
50-6235 Salaries, Part-Time	-	-	2,500	3,000	500	3,000
50-6230 Overtime	3,306	3,000	2,875	3,000	125	-
<b>Total Personnel Services</b>	<b>122,653</b>	<b>126,651</b>	<b>127,875</b>	<b>133,360</b>	<b>5,485</b>	<b>6,709</b>
<b><u>Insurance and Benefits</u></b>						
51-6310 FICA, Village Share	9,261	9,611	9,600	10,122	522	511
51-6315 IMRF, Village Share	13,790	13,754	13,700	13,674	(26)	(80)
51-6330 Health Insurance	16,867	19,996	19,800	21,055	1,255	1,059
51-6333 Life Insurance	58	58	58	61	3	3
51-6335 Dental Insurance	1,120	1,413	1,398	1,480	82	67
<b>Total Insurance and Benefits</b>	<b>41,096</b>	<b>44,832</b>	<b>44,556</b>	<b>46,392</b>	<b>1,836</b>	<b>1,560</b>
<b><u>Professional Services</u></b>						
52-6530 Miscellaneous Professional Services					-	-
Marketing Planning	-	45,000	45,000	45,000	-	-
Web Marketing	-	15,000	15,000	15,000	-	-
Total Misc Professional Services	-	60,000	60,000	60,000	-	-
52-6537 Web Site	10,328	5,000	7,399	5,000	(2,399)	-

**GENERAL FUND (01)**

**COMMUNITY RELATIONS (06)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
52-6790 Community Relations Professional Services						
AMOY Kayak	-	1,200	-	1,200	1,200	-
Antique Market	-	400	-	-	-	(400)
Arranmore Center for The Arts	550		500	750		
Art Fair	183	1,000	1,000	1,000	-	-
Beats & Eats	9,797	10,000	10,000	10,000	-	-
Christmas Walk	13,348	18,500	18,500	18,500	-	-
Cultural Arts Commission	363	2,000	2,000	2,000	-	-
Fireworks	8,500	8,500	8,500	8,500	-	-
Miscellaneous	2,136	1,000	6,200	-	(6,200)	(1,000)
Movies in the Park	1,500	1,500	1,300	1,500	200	-
Oswego Chamber of Commerce	215	500	500	500	-	-
Prairie Fest	-	500	500	500	-	-
Quilt Festival	-	4,000	-	-	-	(4,000)
Veteran's Memorial	101	-		-	-	-
Visitor's Bureau	366	8,000	8,000	8,000	-	-
Website Development	3,000	-	-	-	-	-
<b>Total Community Relations</b>	<b>40,058</b>	<b>57,100</b>	<b>57,000</b>	<b>52,450</b>	<b>(4,800)</b>	<b>(5,400)</b>
<b>Total Professional Services</b>	<b>50,386</b>	<b>122,100</b>	<b>124,399</b>	<b>117,450</b>	<b>(7,199)</b>	<b>(5,400)</b>
<b><u>Contractual Services</u></b>						
53-6500 General Insurance	9,294	9,781	9,781	9,749	(32)	(32)
53-6807 Newsletter Delivery 4 Newsletters	20,313	22,000	22,000	23,000	1,000	1,000
53-7315 Maintenance, Equipment	62	500	300	500	200	-
<b>Total Contractual Services</b>	<b>29,670</b>	<b>32,281</b>	<b>32,081</b>	<b>33,249</b>	<b>1,168</b>	<b>968</b>

**GENERAL FUND (01)**  
**COMMUNITY RELATIONS (06)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Communication</u></b>						
54-6550 Printing Expense						
Multi-Function Copier Lease	635	927	927	927	-	-
Visitors Guide, Community Maps, misc.	1,618	9,400	5,073	9,400	4,327	-
<b>Total Printing Expense</b>	<b>2,253</b>	<b>10,327</b>	<b>6,000</b>	<b>10,327</b>	<b>4,327</b>	<b>-</b>
54-6715 Advertising	17,854	22,000	22,000	22,000	-	-
54-6765 Postage	118	500	500	500	-	-
54-6785 Telephone Expense	1,098	1,121	1,100	1,210	110	89
<b>Total Communication</b>	<b>21,324</b>	<b>33,948</b>	<b>29,600</b>	<b>34,037</b>	<b>4,437</b>	<b>89</b>
<b><u>Professional Development</u></b>						
55-6566 Travel and Training	311	1,500	1,000	1,500	500	-
55-6730 Dues	45	1,000	1,000	1,000	-	-
<b>Total Professional Development</b>	<b>356</b>	<b>2,500</b>	<b>2,000</b>	<b>2,500</b>	<b>500</b>	<b>-</b>
<b><u>Operating Supplies</u></b>						
56-6740 Office Supplies	116	1,000	800	1,000	200	-
56-6806 Miscellaneous	-	280	-	-	-	(280)
56-7885 Furniture	-	500	-	500	500	-
<b>Total Operating Supplies</b>	<b>116</b>	<b>1,780</b>	<b>800</b>	<b>1,500</b>	<b>700</b>	<b>(280)</b>
<b>TOTAL COMMUNITY RELATIONS</b>	<b>265,602</b>	<b>364,092</b>	<b>361,311</b>	<b>368,488</b>	<b>7,177</b>	<b>4,396</b>

## Economic Development

The Economic Development Director is charged with taking a strategic approach to supporting economic expansion and new development within the Village of Oswego. Stated goals include: creating and maintaining a robust Business Expansion and Retention effort; site selection assistance for new businesses; promoting specific properties and the Oswego brand globally; and creating a business-friendly environment.

The Director takes an efficient and innovative approach to achieving these goals, by relying on new “out of the box” methods and community collaborations to streamline efforts and maximize impact. Moreover, the department wishes to deliver superior results and accountability and will implement performance metrics to benchmark success

The Economic Development director is also responsible for the implementation of the following initiatives included in the 2017 Strategic Plan:

- 59 S. Adams St. project plan
- Old Village Hall Block plan
- TIF District marketing plan
- Economic Development Strategic Plan

The staffing levels in this department remained unchanged with only the one authorized full time position.

<b><u>Economic Development</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Economic Development Director	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

### **Fiscal Year 2018 Budget**

Total department budget is down 4% (\$7,719) from the 2017 Budget.

- The most significant decrease is in Professional Services at 19% (\$11,500). This reflects the one time cost in 2017 to undertake a Target Marketing Analysis Update
- Travel and training costs have increased 14% (\$1400) in anticipation of additional travel costs at annual conferences.
- Operating Supplies increase 114% (\$400) to accommodate the purchase of industry specific publications.

### **Challenges/Issues**

The ED director is in the process of creating an Economic Development Strategic Plan. Focus areas will include:

- Downtown Oswego: The revitalization of the downtown is critical with significant focus on inviting development on 59 S. Adams St. property and Old Village hall blocks

- Industrial properties: This area of the market is booming nationwide. Oswego's industrial vacancy rate is 1.4%. Oswego must develop a strategy towards this sector that accounts for the relatively high cost of spec-built new industrial properties
- Commercial Corridors: The Rt 34 and Orchard Rd corridors are critical to Oswego's tax base. Separate strategies may be appropriate for the various commercial areas, depending on their respective needs and challenges
- Workforce Development: While traditionally the purview of educational institutions, Oswego's workforce development strategy will rely on capitalizing on strategic partnerships and preparing for long term opportunities and employment trends. A Workforce Development strategy must also be nuanced to account for a variety of populations in Oswego
- Business attraction and retention: Underpinning each of the sector/area-specific strategies should be a robust approach to attracting and retaining Oswego-based business.

### **Fiscal Year 2017 Accomplishments**

The Village of Oswego made significant strides towards realizing goals spelled out in its 2015 Comprehensive plan. Burlington Coat Factory signed a lease with the owners of the former Lowe's building and is anticipated to open by summer of 2017. Andy's Frozen Custard opened on the intersection of Route 34 and Route 30 in October of 2016. Longhorn Steakhouse was approved for a \$180,000 sales tax rebate and will begin construction in the spring.

Sage's Meat Market relocated from Morris to Oswego and opened in November of 2016, aided with by Village's Revolving Loan Fund. Sage's has experienced remarkable successes, often visible through the lines of customers extending out the door. The RLF also assisted a unique business in opening downtown this summer, Oswego Extreme, which sells Segways, Blue Mountain Grills, and Segway tours of the Fox River.

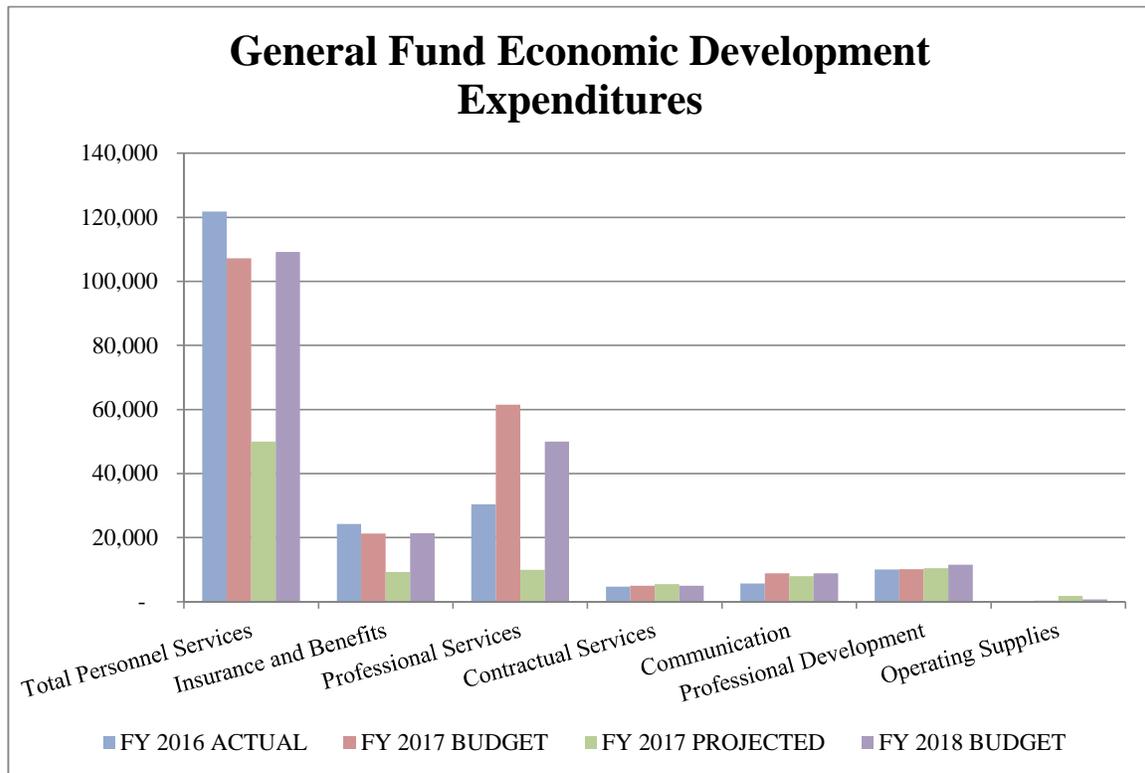
Finally, on December, 29<sup>th</sup>, 2016, the Village formally purchased the former Alexander Lumber Yards property on 59 S. Adams Street in downtown Oswego. The ED Director is involved in a marketing effort to find a development partner for that site to realize the 2015 Comprehensive Plan goal of bringing a mixed-use residential development to the site.

Overall, Oswego's retail market has a current vacancy rate of 8.3%. Some of the increase in the vacancy rate is likely attributable to the former Dominick's building returning to the market. However, after a significant drop in the retail vacancy rate in Q4 2014, the rate returned to Q2 2012 levels and has fluctuated around that rate since. The industrial and flex space vacancy rate stood at an extremely low 1.2%.

Staff expects the modest retail growth to continue and a modest growth in new home starts in FY 2018.

**GENERAL FUND (01)**  
**ECONOMIC DEVELOPMENT (07)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<i>Projected</i>	<i>Budget</i>
<b>Personnel Services</b>						
Salaries Full-Time	121,811	107,186	50,000	109,200	118%	2%
<b>Total Personnel Services</b>	<b>121,811</b>	<b>107,186</b>	<b>50,000</b>	<b>109,200</b>	<b>118%</b>	<b>2%</b>
<b>Insurance and Benefits</b>	24,270	21,320	9,280	21,367	130%	0%
<b>Professional Services</b>	30,410	61,500	10,000	50,000	400%	-19%
<b>Contractual Services</b>	4,726	5,011	5,534	4,995	-10%	0%
<b>Communication</b>	5,645	8,904	7,948	8,840	11%	-1%
<b>Professional Development</b>	10,043	10,200	10,469	11,600	11%	14%
<b>Operating Supplies</b>	170	350	1,800	750	-58%	114%
<b>TOTAL EXPENDITURES</b>	<b>197,076</b>	<b>214,471</b>	<b>95,031</b>	<b>206,752</b>	<b>118%</b>	<b>-4%</b>



**GENERAL FUND (01)**  
**ECONOMIC DEVELOPMENT (07)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>						
50-6210 Salaries, Full-Time Administration	121,811	107,186	50,000	109,200	59,200	2,014
<b>Total Personnel Services</b>	<b>121,811</b>	<b>107,186</b>	<b>50,000</b>	<b>109,200</b>	<b>59,200</b>	<b>2,014</b>
<b><u>Insurance and Benefits</u></b>						
51-6310 FICA, Village Share	9,309	8,200	3,900	8,354	4,454	154
51-6315 IMRF, Village Share	13,867	11,923	5,350	11,455	6,105	(468)
51-6330 Health Insurance	46	31	15	1,528	1,513	1,497
51-6333 Life Insurance	29	29	15	30	15	1
51-6335 Dental Insurance	1,019	1,137	-	-	-	(1,137)
<b>Total Insurance and Benefits</b>	<b>24,270</b>	<b>21,320</b>	<b>9,280</b>	<b>21,367</b>	<b>12,087</b>	<b>47</b>
<b><u>Professional Services</u></b>						
52-6525 Facade/Business Development Program	30,410	40,000	-	40,000	40,000	-
52-6530 Miscellaneous Professional Services						
Consulting, Appraisals, Website	-	6,000	10,000	10,000	-	4,000
Target Marketing Analysis Update	-	15,500	-	-	-	(15,500)
<b>Total Misc. Professional Services</b>	<b>-</b>	<b>21,500</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>(11,500)</b>
<b>Total Professional Services</b>	<b>30,410</b>	<b>61,500</b>	<b>10,000</b>	<b>50,000</b>	<b>40,000</b>	<b>(11,500)</b>

**GENERAL FUND (01)**  
**ECONOMIC DEVELOPMENT (07)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Contractual Services</u></b>						
53-6500 General Insurance	4,647	4,891	5,165	4,875	(290)	(16)
53-6715 Maintenance, Equipment	79	120	5	120	115	-
53-7824 Computer Services	-	-	364	-	(364)	-
<b>Total Contractual Services</b>	<b>4,726</b>	<b>5,011</b>	<b>5,534</b>	<b>4,995</b>	<b>(539)</b>	<b>(16)</b>
<b><u>Communication</u></b>						
54-6550 Printing Expense						
Multi-Function Copier Lease	710	950	950	950	-	-
Miscellaneous	-	750	50	750	700	-
<b>Total Printing Expense</b>	<b>710</b>	<b>1,700</b>	<b>1,000</b>	<b>1,700</b>	<b>700</b>	<b>-</b>
54-6715 Advertising	3,956	6,000	6,000	6,000	-	-
54-6765 Postage	292	600	200	600	400	-
54-6785 Telephone Expense	686	604	748	540	(208)	(64)
<b>Total Communication</b>	<b>5,645</b>	<b>8,904</b>	<b>7,948</b>	<b>8,840</b>	<b>892</b>	<b>(64)</b>
<b><u>Professional Development</u></b>						
55-6566 Travel and Training	5,926	5,500	6,057	6,800	743	1,300
ICSC Retail Conventions (National & Chicago)						
IEDC Training, APA Conference						

**GENERAL FUND (01)**  
**ECONOMIC DEVELOPMENT (07)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
55-6567 Meeting Expense KEDA, NICAR, CRBA, AIRE Meetings	712	1,000	500	1,500	1,000	500
55-6730 Dues ICSC, CoStar Group, APA/AICP, Constant Contact	3,405	3,700	3,912	3,300	(612)	(400)
<b>Total Professional Development</b>	<b>10,043</b>	<b>10,200</b>	<b>10,469</b>	<b>11,600</b>	<b>1,131</b>	<b>1,400</b>
<b><u>Operating Supplies</u></b>						
56-6720 Books and Publications	-	100	400	500	100	400
56-6740 Office Supplies	170	250	1,400	250	(1,150)	-
<b>Total Operating Supplies</b>	<b>170</b>	<b>350</b>	<b>1,800</b>	<b>750</b>	<b>(1,050)</b>	<b>400</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>197,076</b>	<b>214,471</b>	<b>95,031</b>	<b>206,752</b>	<b>111,721</b>	<b>(7,719)</b>

## Finance

The Finance Department is responsible for the proper accounting, budgeting/financial reporting of all Village Funds, establishment/monitoring of internal controls, preparation/coordination of the annual budget, long term financial forecast and capital planning processes. The department is responsible for the annual audit of Village financial data, preparing annual tax levies; cash receipt collections, payroll, accounts payable, accounts receivable and billing, utility billing and collection and reception duties for incoming calls and visitors to Village Hall. Cash/investment of Village Funds, providing guidance for all types of Debt issuances and overall financial oversight are duties of the department.

Full time staff consists of six positions and has not changed since Fiscal Year 2011.

	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Staff Accountant	1.0	1.0	1.0	1.0	1.0	1.0
Finance Assistant/AP	1.0	1.0	1.0	1.0	1.0	1.0
Utility Billing Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Reception/Cashier	1.0	1.0	1.0	1.0	1.0	1.0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>

### **Fiscal Year 2018 Budget**

Total department budget is down 18% (\$119,528) compared to FY 2017 budget because of moving the Procurement Specialist position to the Corporate department. This resulted in the reduction of personnel and benefit costs for FY 2018.

- Personnel services have decreased 16% (\$60,689) due to the moving of the Procurement position.
- Insurance/benefits have decreased 35% (\$53,983) due to the position relocation and waiving of health insurance from a new employee.
- Contractual services decreased 14% (\$4,987) due to a decrease in general insurance.
- Communications increased 5% (\$306) because of an increase in printing expenditures.
- Professional development increased 1% (\$50).
- Operating supplies did not change from the current budget amount.

### **Challenges/Issues**

The training of the new Finance Assistant and Staff Accountant should be completed early in Fiscal Year 2018 allowing the department to return to normal operations. However, the implementation of the new ERP System has staff falling behind with the daily work tasks and new projects initiated by other departments. Staff will be hard pressed to keep up with the normal calendar year activities within the department during the year and learning the new software system. Fiscal Year 2018 promises to provide a very challenging time on all finance staff.

### **Fiscal Year 2017 Major Accomplishments**

- ✓ Completed all required financial reporting including the Annual Audit, Annual Budget, Treasurers Report, State Comptrollers Report, Actuarial Reports for Pensions, Municipal Compliance Report for Police Pension, Annual Residents Financial Report
- ✓ Began the implementation of the ERP system and are moving forward with phase 1.
- ✓ Updated the Capital Improvement Plan and presented to the Village Board for discussion
- ✓ Trained new staff with their respective job duties and got them acclimated to the department
- ✓ Completed \$27,105,000 Bond issuance for new police headquarters building

### **Strategic Plan Goals and Objectives**

- Complete all State required financial reporting and file with respective agencies on time
- Implement the new Enterprise Information System across all Village departments. Train end users and create more efficient operations
- Research new revenue sources for the Village
- Review all department programs to prepare cost/benefit analysis of each program.

#### **Finance Department**

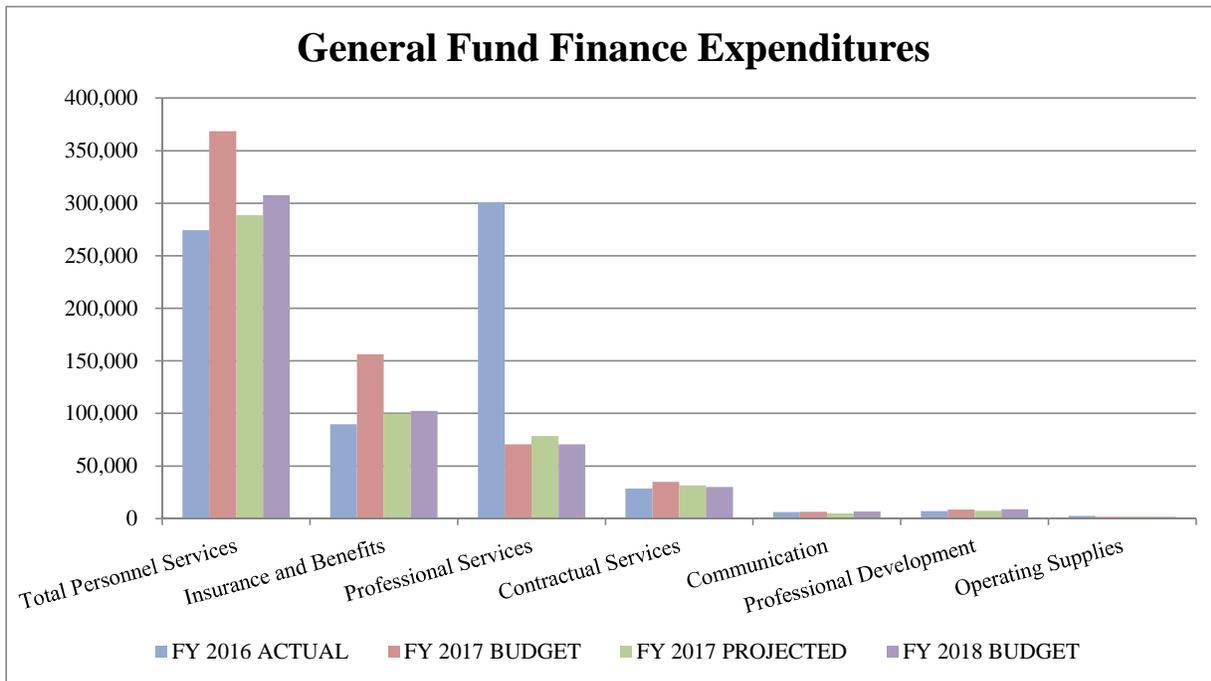
<b>Performance Objectives</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
Present balanced budget to Village Board	Yes	Yes	Yes	Yes	Yes
Complete long term financial forecast	**	Yes	Yes	Yes	Yes
Survey revenues & present to Village Board	Yes	Yes	Yes	Yes	Yes
Receive GFOA CAFR Award	Yes	Yes	Yes	Yes	Yes
Number of CAFR Award Comments	9	6	5	2	4
Number of Auditor Management Comments	2	2	1	1	1
Receive GFOA Budget Award	Yes	Yes	Yes	Yes	Yes
Number of Budget Award Comments	5	2	6	9	7
Review department procedures	Yes	Yes	Yes	Yes	Yes
<b>Performance Objectives</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
Accounts Payable Invoices Processed	5,200	5,300	5,136	5600	5200
Dollar Value of A/P Processed	13,612,600	17,615,000	15,840,000	17,113,696	17,459,434
Accounts Receivable Invoices Processed	1,655	1,756	1388	399	380
Journal Entries Processed	635	624	565	774	675

\*\* - new objectives for 2013

**GENERAL FUND (01)**

**FINANCE (08)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<b>Projected</b>	<b>Budget</b>
<b>Personnel Services</b>						
Salaries Full-Time	254,888	368,448	287,000	306,259	7%	-17%
Salaries Part-Time	18,105	0	0	0	0%	0%
Overtime	1,406	0	1,463	1,500	0%	100%
<b>Total Personnel Services</b>	<b>274,399</b>	<b>368,448</b>	<b>288,463</b>	<b>307,759</b>	<b>7%</b>	<b>-16%</b>
<b>Insurance and Benefits</b>	89,750	156,393	99,529	102,410	3%	-35%
<b>Professional Services</b>	300,324	70,750	78,500	70,525	-10%	0%
<b>Contractual Services</b>	28,535	34,934	31,702	29,947	-6%	-14%
<b>Communication</b>	6,006	6,559	5,050	6,865	36%	5%
<b>Professional Development</b>	6,933	8,700	7,200	8,750	22%	1%
<b>Operating Supplies</b>	2,362	1,500	2,000	1,500	-25%	0%
<b>TOTAL EXPENDITURES</b>	<b>708,311</b>	<b>647,284</b>	<b>512,444</b>	<b>527,756</b>	<b>3%</b>	<b>-18%</b>



**GENERAL FUND (01)**  
**FINANCE (08)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>						
50-6210 Salaries, Full-Time	254,888	368,448	287,000	306,259	19,259	(62,189)
50-6222 Salaries, Part-Time	18,105	-	-	-	-	-
50-6230 Overtime	1,406	-	1,463	1,500	37	1,500
<b>Total Personnel Services</b>	<b>274,399</b>	<b>368,448</b>	<b>288,463</b>	<b>307,759</b>	<b>19,296</b>	<b>(60,689)</b>
<b><u>Insurance and Benefits</u></b>						
51-6310 FICA, Village Share	19,705	27,148	20,800	23,388	2,588	(3,760)
51-6315 IMRF, Village Share	28,916	40,986	33,000	32,282	(718)	(8,704)
51-6330 Health Insurance	37,891	82,061	41,200	41,750	550	(40,311)
51-6333 Life Insurance	94	141	108	117	9	(24)
51-6335 Dental Insurance	3,073	5,844	4,200	4,660	460	(1,184)
51-6336 Vision Insurance	71	213	221	213	(8)	-
<b>Total Insurance and Benefits</b>	<b>89,750</b>	<b>156,393</b>	<b>99,529</b>	<b>102,410</b>	<b>2,881</b>	<b>(53,983)</b>
<b><u>Professional Services</u></b>						
52-6405 Auditing Expense	35,144	36,000	37,000	34,000	(3,000)	(2,000)
52-6522 IT Services	222,355	-	-	-	-	-
52-6523 Payroll Services	19,608	20,000	19,500	20,400	900	400

**GENERAL FUND (01)**  
**FINANCE (08)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
52-6530 Miscellaneous Professional Service						
Annual Police Pension Fund Actuarial Valuation	2,950	4,000	3,000	3,000	-	(1,000)
CAFR/Budget/PAFR Awards (GFOA) Program Fees	765	750	750	875	125	125
Collection Fees	1,902	2,000	2,000	2,500	500	500
Credit Card Processing Fees	3,918	4,000	6,500	5,500	(1,000)	1,500
Investment Expense	344	500	450	500	50	-
Miscellaneous	99		5,900	350	(5,550)	
OPEB Annual Actuarial Valuation		3,500	3,400	3,400	-	(100)
Temporary Staffing	13,239					
Total Miscellaneous Professional Service	<u>23,217</u>	<u>14,750</u>	<u>22,000</u>	<u>16,125</u>	<u>(5,875)</u>	<u>1,025</u>
<b>Total Professional Services</b>	<b>300,324</b>	<b>70,750</b>	<b>78,500</b>	<b>70,525</b>	<b>(7,975)</b>	<b>(575)</b>
<b><u>Contractual Services</u></b>						
53-6500 General Insurance	27,882	34,234	31,002	29,247	(1,755)	(4,987)
53-7315 Maintenance, Equipment	653	700	700	700	-	-
<b>Total Contractual Services</b>	<b>28,535</b>	<b>34,934</b>	<b>31,702</b>	<b>29,947</b>	<b>(1,755)</b>	<b>(4,987)</b>

**GENERAL FUND (01)**  
**FINANCE (08)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Communication</u></b>						
54-6550 Printing Expense						
Multi-Function Copier Lease	1,332	1,404	1,400	1,404	4	-
Check stock, other paper	367	400	200	696	496	296
Total Printing Expense	1,699	1,804	1,600	2,100	500	296
54-6715 Advertising, Bids & Records	311	240	550	250	(300)	10
54-6765 Postage	1,951	1,800	1,400	1,800	400	-
54-6785 Telephone Expense	2,044	2,715	1,500	2,715	1,215	-
<b>Total Communication</b>	<b>6,006</b>	<b>6,559</b>	<b>5,050</b>	<b>6,865</b>	<b>1,815</b>	<b>306</b>
<b><u>Professional Development</u></b>						
55-6566 Travel and Training	6,288	8,000	6,500	8,000	1,500	-
55-6730 Dues						
Government Finance Officers Association	190	200	200	250	50	50
IL Government Finance Officers Assoc.	400	400	400	400	-	-
Illinois Municipal Treasurers Association	55	100	100	100	-	-
Total Dues	645	700	700	750	50	50
<b>Total Professional Development</b>	<b>6,933</b>	<b>8,700</b>	<b>7,200</b>	<b>8,750</b>	<b>1,550</b>	<b>50</b>

**GENERAL FUND (01)**  
**FINANCE (08)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Operating Supplies</u></b>						
56-6740 Office Supplies	2,241	1,500	2,000	1,500	(500)	-
56-6806 Miscellaneous	121	-	-	-	-	-
<b>Total Operating Supplies</b>	<b>2,362</b>	<b>1,500</b>	<b>2,000</b>	<b>1,500</b>	<b>(500)</b>	<b>-</b>
<b>TOTAL FINANCE</b>	<b>708,311</b>	<b>647,284</b>	<b>512,444</b>	<b>527,756</b>	<b>15,312</b>	<b>(119,878)</b>

This page was intentionally left blank.

## Information Technology

The Information Technology Department mission is to identify, implement and support applications and systems that enhance service delivery, enable employee productivity and to provide leadership in the management and distribution of information by working in partnership with other departments and other entities to utilize technology to further the Village's goals.

To meet its mission, the IT department provides the following services to village departments and offices:

- Offering innovative solutions which enable departments to better accomplish their goals in providing quality services to our citizens.
- Providing technical assistance and advice to the Village Administrator and Department Heads on all Information Technology concerns.
- Operating and maintaining a fiscally sound and reliable communications infrastructure while providing an exceedingly high level of service and support.
- Facilitating interdepartmental involvement in Information Technology decisions.
- Providing Village employees with the best available, most cost effective technology and procedures relating to the field of Information Technology.
- Continuously research new technologies in order to keep improving Information Technology Systems and Processes.
- Geographic Information Systems (GIS) development and support, and
- Electronic Document Management System (EDMS) support.

Within the IT Department is the Geographic Information Systems (GIS) division. The GIS division helps village staff manage new development and changes in our infrastructure and natural environment. The goal of the GIS division is to broaden perception and incorporate a geographic perspective into existing workflows and business practices. Through the use of GIS technologies we strive to:

- Improve citizens' access to government
- Effectively manage assets and resources
- Ensure quality and effective decision making
- Improve data accuracy
- Automate workflows, improve production, and increase efficiency

Full time staffing includes one full time position and a part time intern.

<b>Information Technology</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
IT Manager	-	-	-	1.0	1.0	1.0
Intern	-	-	-	-	-	0.25
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	<b>1.25</b>

### **Fiscal Year 2018 Budget**

The total budget for Fiscal Year 2018 has increased \$298,231 compared to the FY 2017 budget. Professional services and Contractual services are the two areas of budget increases.

- Personnel services have increased 30% (\$19,828) because of the mid-year position promotion in FY 2017.
- Insurance and benefits is up 13% (\$3,584) due to increases in employment taxes.
- Professional services increased 342% (\$123,800) due to the onboarding of the contracted IT consulting firm.
- Contractual services are up 38% (\$148,349) increased costs associated with the annual maintenance and licensing costs of all the computer software programs.
- Communication costs have decreased
- Operating supplies have increased 575 (\$3,000) from anticipated costs increases in computer supplies.

### **Challenges/Issues**

The major challenge in this department is the ability to get everything done with only one person. The IT Manager took on the role of project manager for the implementation of the Enterprise Information Management System in Fiscal Year 2017. The Village decided to outsource the daily IT maintenance and IT projects to a contracted firm to allow the IT Manager to focus on the ERP project. The IT Manager will still oversee the contracted firm and major IT activities.

### **Fiscal Year 2017 Major Accomplishments**

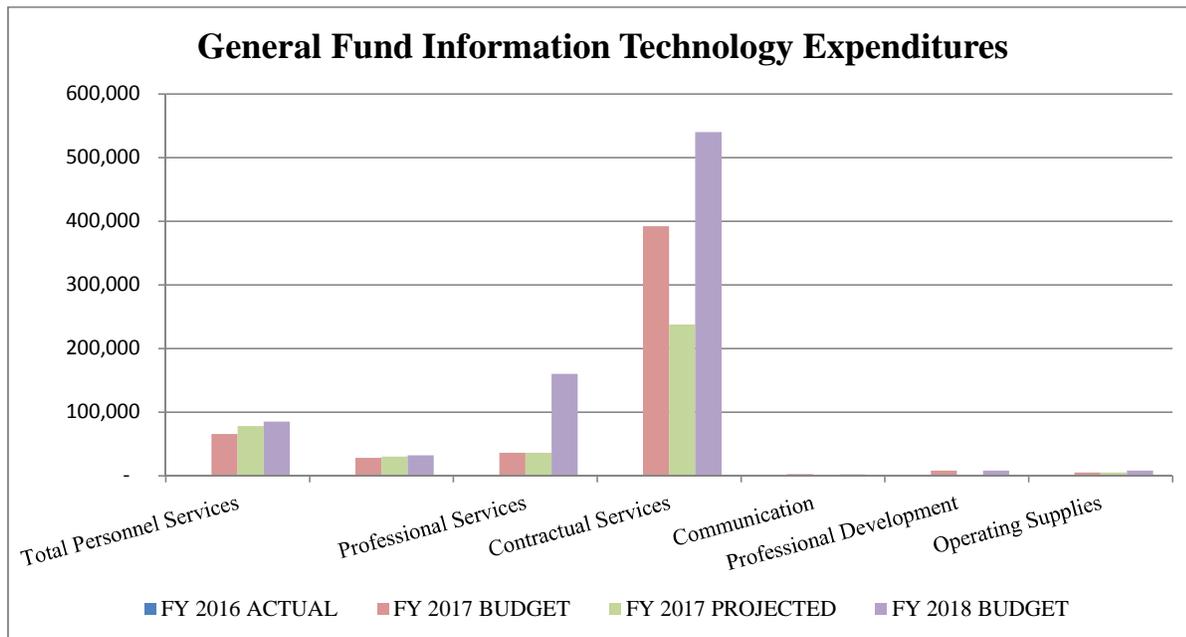
- Completed the Enterprise Information Management System Needs Assessment project and assumed the role of Project Manager for the implementation of the ERP System
- Completed the Domain Migration of the Police department computer system to the Village Hall system
- Instrumental in contracting for the water and sewer system SCADA system upgrades
- Researched numerous other projects for potential implementation including; Firewall upgrades, web filtering, email journaling, board room audio/visual upgrade, PC/desktop replacements, cloud based software and storage systems, GIS server/software upgrades
- Updated and created numerous mapping systems utilized by Village departments

### **Strategic Plan Goals and Objectives**

- Implement the new Enterprise Information Management System assisting all departments in migrating existing data, setting up system and new processes
- Assist all departments with GIS needs and new GIS software
- Review non-computerized processes throughout departments to determine the ability to enhance the process with computerization
- Move the Village to Office 365 to provide all employees with 24/7 access to all Village data

**GENERAL FUND (01)**  
**INFORMATION TECHNOLOGY (09)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<i>Projected</i>	<i>Budget</i>
<b>Personnel Services</b>						
Salaries Full-Time	-	65,434	71,700	81,662	14%	25%
Salaries Part-Time	-	-	4,150	3,600	-13%	100%
Overtime	-	-	2,206	-	0%	0%
<b>Total Personnel Services</b>	<b>-</b>	<b>65,434</b>	<b>78,056</b>	<b>85,262</b>	<b>9%</b>	<b>30%</b>
<b>Insurance and Benefits</b>	-	28,300	30,091	31,884	6%	13%
<b>Professional Services</b>	-	36,200	36,200	160,000	342%	342%
<b>Contractual Services</b>	-	391,903	237,511	540,252	127%	38%
<b>Communication</b>	-	2,430	612	2,100	243%	-14%
<b>Professional Development</b>	-	8,135	915	8,135	789%	0%
<b>Operating Supplies</b>	-	5,250	5,100	8,250	62%	57%
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>537,652</b>	<b>388,485</b>	<b>835,883</b>	<b>115%</b>	<b>55%</b>



**GENERAL FUND (01)**  
**INFORMATION TECHNOLOGY (09)**

		<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b><u>Personnel Services</u></b>						
50-6210	Salaries, Full-Time	65,434	71,700	81,662	9,962	16,228
50-6222	Salaries, Part-Time	-	4,150	3,600	(550)	3,600
50-6230	Overtime	-	2,206	-	(2,206)	-
<b>Total Personnel Services</b>		<b>65,434</b>	<b>78,056</b>	<b>85,262</b>	<b>7,206</b>	<b>19,828</b>
<b><u>Insurance and Benefits</u></b>						
51-6310	FICA, Village Share	4,947	6,000	6,463	463	1,516
51-6315	IMRF, Village Share	7,279	8,000	8,566	566	1,287
51-6330	Health Insurance	14,908	15,000	15,699	699	791
51-6333	Life Insurance	29	29	30	1	1
51-6335	Dental Insurance	1,137	1,062	1,126	64	(11)
<b>Total Insurance and Benefits</b>		<b>28,300</b>	<b>30,091</b>	<b>31,884</b>	<b>1,793</b>	<b>3,584</b>
<b><u>Professional Services</u></b>						
52-6522	IT Services					
	Contracted IT Maintenance	10,000	36,200	160,000	123,800	150,000
	Other	26,200			-	(26,200)
		36,200	36,200	160,000	123,800	123,800
<b>Total Professional Services</b>		<b>36,200</b>	<b>36,200</b>	<b>160,000</b>	<b>123,800</b>	<b>123,800</b>

**GENERAL FUND (01)**  
**INFORMATION TECHNOLOGY (09)**

		<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Contractual Services</u></b>						
53-6783	Communication Infrastructure Expense	260,000	100,000	60,000	(40,000)	(200,000)
53-6500	General Insurance	4,891	3,500	1,506	(1,994)	(3,385)
53-6524	Maintenance, Lincensing	127,012	134,000			
	Hardware			35,000	35,000	35,000
	Software			47,900	47,900	47,900
	Saas (Software as a Service)			248,500	248,500	248,500
	Service/License			132,196	132,196	132,196
	Geographic Information Systems					
	Software			3,500	3,500	3,500
	Saas (Software as a Service)			11,650	11,650	11,650
	Total Maintenance, Lincensing	127,012	134,000	478,746	344,746	351,734
53-7315	Maintenance, Equipment		11	-	(11)	-
	<b>Total Contractual Services</b>	<b>391,903</b>	<b>237,511</b>	<b>540,252</b>	<b>302,741</b>	<b>148,349</b>

**GENERAL FUND (01)**  
**INFORMATION TECHNOLOGY (09)**

		<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Communication</u></b>						
54-6550	Printing Expense Multi-Function Copier Lease	936	-	500	500	(436)
54-6765	Postage	50	12	100	88	50
54-6785	Telephone Expense	1,444	600	1,500	900	56
<b>Total Communication</b>		<b>2,430</b>	<b>612</b>	<b>2,100</b>	<b>1,488</b>	<b>(330)</b>
<b><u>Professional Development</u></b>						
55-6566	Travel and Training	7,500	280	7,500	7,220	-
55-6730	Dues Illinois GIS Assoc, GIS Cert. Inst., Assoc. of IT Professionals	635	635	635	-	-
<b>Total Professional Development</b>		<b>8,135</b>	<b>915</b>	<b>8,135</b>	<b>7,220</b>	<b>-</b>
<b><u>Operating Supplies</u></b>						
56-6740	Office Supplies	250	100	750	650	500
56-6741	Computer Supplies	5,000	5,000	7,500	2,500	2,500
<b>Total Operating Supplies</b>		<b>5,250</b>	<b>5,100</b>	<b>8,250</b>	<b>3,150</b>	<b>3,000</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>		<b>537,652</b>	<b>388,485</b>	<b>835,883</b>	<b>447,398</b>	<b>298,231</b>

## Police

The primary functions of the Oswego Police Department are the preservation of public peace and order, the prevention and detection of crime, the apprehension of offenders, and the protection of people and property. The Department must uphold the Constitution of the United States, the Constitution of the State of Illinois, as well as enforce the laws of the State of Illinois and the ordinances of the Village of Oswego.

### The Oswego Police Department Mission Statement:

*The Oswego Police Department is committed to enhancing the quality of life by ensuring the safety of the community through the protection of life, liberty and property. We will continue to foster cooperation by building diverse partnerships and serving the community with integrity, professionalism and compassion.*

To this end, the Oswego Police Department shall:

Preserve the public peace, prevent crime, detect and arrest offenders against the criminal laws and ordinances effective within the Village, suppress riots, mobs and insurrections, disperse unlawful or dangerous assemblages, protect the rights of all and preserve order at all elections and assemblages.

Administer and enforce laws and ordinances to regulate, direct, control and restrict the movement of vehicular and pedestrian traffic and the use of streets by vehicles and persons, and to adhere to rules and regulations which shall facilitate the lawful goals of the department.

Remove all nuisances in public places, inspect and observe all places of public amusement or assemblage and all places of business within the Village limits which require any State, County or Municipal permit/license.

Provide for the attendance of Police Officers or civilian employees in court as necessary for the prosecution and trial of person(s) charged with crimes and other violations of the law, and cooperate fully with the law enforcement and prosecuting authorities of Federal, State, County and Municipal Governments.

Attain and retain maximum efficiency and effectiveness by creating policies and procedures designed to protect and serve the Village of Oswego and to satisfy the aforesaid goals.

The Oswego Police Department is comprised of two divisions: Field Operations and Support Services. Each division has their own responsibilities; however, some tasks require divisions to combine efforts in order to maximize effectiveness. An example of this would be the Support Services personnel providing crime and crash data analysis to the Field Operations for resource allocation.

The Field Operations Division has several duties that are completed on a daily basis. Some of these duties include: Calls for service, criminal complaints, traffic safety, preliminary

investigations, neighborhood watch, preventative patrols in residential/business areas and protect life & property within the Village of Oswego. The Patrol Division operates 24-hours a day, 7 days a week with two 12-hour shifts.

The Support Services Division is comprised of three different units within this Division. These units are Records, Investigations and Special Assignments (Traffic Officers and School Resource Officers). In addition to these specialty units, the Support Services Division is responsible for personnel management, training, records, data retrieval, building and vehicle maintenance, budget control, scheduling and Uniform Crime Reporting.

The Investigations Unit has several duties, some of which are completed on a daily basis, while others are over an extended period of time. Some of these duties include: Follow-up to criminal police reports, conduct more complex investigations, gather intelligence information on criminal activity, proactive computer investigations, evidence and property control, crime scene unit, school liaisons, juvenile services, neighborhood watch, crime prevention and narcotics. The Records Unit is maintained in compliance with the State of Illinois and United States Department of Justice. The Special Assignment Unit has several duties, some of which are completed on a daily basis, while others are covered over an extended period of time. Some of these duties include: Follow up to accident reports or school related incidents, traffic enforcement, educational speaking, juvenile services and proactive enforcement efforts to address certain high frequency crash locations.

Staffing levels within the Police Department increased by one FTE in FY 2016 and increased one in FY 2017. Total staffing is currently at 65 employees.

<b><u>Police Department</u></b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Budget FY 2016</b>	<b>Actual FY 2016</b>	<b>Budget FY 2017</b>	<b>Projected FY 2017</b>	<b>Budget FY 2018</b>
Chief of Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chiefs of Police	-	-	-	-	2.0	2.0	2.0
Captain	3.0	3.0	3.0	3.0	-	-	-
Commander	-	-	-	-	1.0	1.0	1.0
Sergeants	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Patrol Officers	37.0	37.0	37.0	37.0	37.0	37.0	37.0
Community Service Officers	4.0	3.0	3.0	4.0	4.0	4.0	4.0
Administrative Assistants	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CALEA Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Evidence Technician	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Records Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Records Clerk	5.0	6.5	6.5	6.5	6.5	6.5	6.5
Police Cadet	-	0.5	0.5	0.5	0.5	0.5	0.5
<b>Police Department Total</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>	<b>64.0</b>	<b>65.0</b>	<b>65.0</b>	<b>65.0</b>
Sworn Personnel	49.0	49.0	49.0	49.0	49.0	49.0	49.0

### **Fiscal Year 2018 Budget**

Total Department budget is up less than 1% (\$2,660);

- Personnel services are up 2% (\$83,980). There was no notable increase in the overtime budget.
- Insurance/benefits decreased 1% (\$28,177) due to the decrease in pension contributions.
- Professional services are down 47% (\$66,244). This decrease is due to IT Services costs being reallocated to the Information Technology Department.
- Contractual services are up 1% (\$3,825) due to increases in liability insurance and uniform costs.
- Communications are up 3% (\$6,122) due to an increase the KenCom Dispatch Center annual user fee.
- Professional development did not see a notable increase or decrease.
- Operating supplies are up 2% (\$2,910). This increase is due to training equipment required for use of force training.

### **FY 2017 Major Accomplishments**

- The Department witnessed a noticeable reduction in our Part 1 and Part 2 crimes in calendar year 2016 compared to calendar year 2015.

	<b>Part 1 Crimes</b>	<b>Part 2 Crimes</b>
<b>2015</b>	508	670
<b>2016</b>	414	460
<b>Difference</b>	94 (18% reduction)	210 (31% reduction)

- The police department and additional Village staff have continued efforts to design and construct a new police headquarters. During FY17, a Construction Manager and Architect were selected with the guidance of a public safety facility consultant. Design work has been completed and the construction phase began in the Spring of 2017. The estimated completion of this new facility will be in August of 2018. The new Oswego Police Headquarters will serve as a regional destination for area law enforcement agencies as well as our community.
- The Department worked with an outside resource to develop a crime analysis program to better utilize our RMS (Report Management System) to extract crime related data from the system to assist in predictive policing opportunities. This new approach will be monitored as we move into FY18
- The Department continued our monthly in-service training program. We have developed and implemented numerous opportunities where members trained with area police and fire departments throughout the year. The sessions covered a variety of practical and necessary topics which also offered cost savings opportunities for all agencies involved.
- The Department initiated our first Social Work internship through a partnership with Aurora University. Although the Department has offered internships for criminal justice students for many years, this addition to the

program will open up many opportunities to better serve our community while helping to further a student's educational goals.

### **Strategic Plan Goals and Objectives**

#### **Maintain/Reduce overall crime rate within the Village of Oswego. (Strategic Plan – Productive & Engaged Workforce)**

The primary function of police services is to maintain peace and provide a safe environment for citizens to enjoy our community. The Department will continue to use innovative and effective means to assist in controlling criminal activity with the Village.

#### **The Oswego Police Department will continue to enhance our community relations with the citizens that spend time in the Village. We will also further develop our connections with our community partners. (Strategic Plan – Community Engagement)**

The police department strives to create a positive public perception of our organization by our community members. As the year progresses we will continue to enhance the relations we have with our public in general. This will be achieved through providing a professional work product to our customers during any interaction we encounter throughout our workday and other public engagement. We will focus on our social media presence as well as developing strategies to engage in a positive way during our day to day interactions. We will continue to follow best practices in our work product.

#### **Foster a work environment that produces highly trained and engaged employees to meet the Village needs and promote a positive workplace experience. (Strategic Plan – Productive & Engaged Workforce)**

Through career development and training, we will strive to prepare our staff for future movement and promotions within the organization. We will also work towards ensuring our workforce is sized correctly for the Village needs and the workload that we experience. We will encourage and promote internal feedback and input for developing a forward thinking plan for the future of the police department.

## Comparisons

In an effort to provide a benchmark for expenditures, we surveyed communities with a similar population size and created the following table for FY 2017. We then took the overall budget and divided it by the population and the result is a cost per capita. As you can see in this comparison, we provide law enforcement services at a lower cost per capita than the average rate. We also supplied an average as well. Each community supplied us with the personnel, total budget and population.

<b>FULLTIME PERSONNEL INCLUDES SWORN AND CIVILIAN PERSONNEL FOR THE PD</b>					
<b>City / Village</b>	<b>Fulltime Personnel</b>	<b>Part-time Personnel</b>	<b>Total Budget</b>	<b>Population</b>	<b>Cost Per Capita</b>
	<b>Total Authorized</b>	<b>Total Authorized</b>			
<b>Bartlett</b>	74	3	\$12,521,896.00	41,208	\$303.87
<b>Batavia</b>	45	7	\$9,171,825.00	26,045	\$352.15
<b>Bloomingtondale</b>	59	5	\$9,119,640.00	22,018	\$414.19
<b>Carol Stream</b>	88	2.3	\$14,218,899.00	42,656	\$333.34
<b>Darien</b>	39	5	\$7,504,952.00	22,315	\$336.32
<b>Glen Ellyn</b>	48	9	\$8,205,153.00	27,000	\$303.89
<b>Lisle</b>	47	4	\$7,918,443.00	22,390	\$353.66
<b>Lockport</b>	43	4	\$7,649,600.00	24,839	\$307.97
<b>New Lenox</b>	41	2	\$7,953,125.00	26,912	\$295.52
<b>Plainfield</b>	69	14	\$12,484,868.00	42,142	\$296.26
<b>Roselle</b>	40	6	\$6,804,012.00	23,511	\$289.40
<b>St. Charles</b>	64	17	\$12,020,404.00	32,974	\$364.54
<b>West Chicago</b>	52	1	\$10,034,400.00	27,086	\$370.46
<b>Westmont</b>	45	1	\$9,331,289.00	24,685	\$378.01
<b>Woodridge</b>	58	5	\$7,807,895.00	32,971	\$236.81
<b>Average</b>	54.13	6	\$9,516,426.73	29,250	\$329.09
<b>Oswego</b>	<b>59</b>	<b>10</b>	<b>\$9,224,405.42</b>	<b>33,078</b>	<b>\$278.87</b>

### **Police Department Statistics**

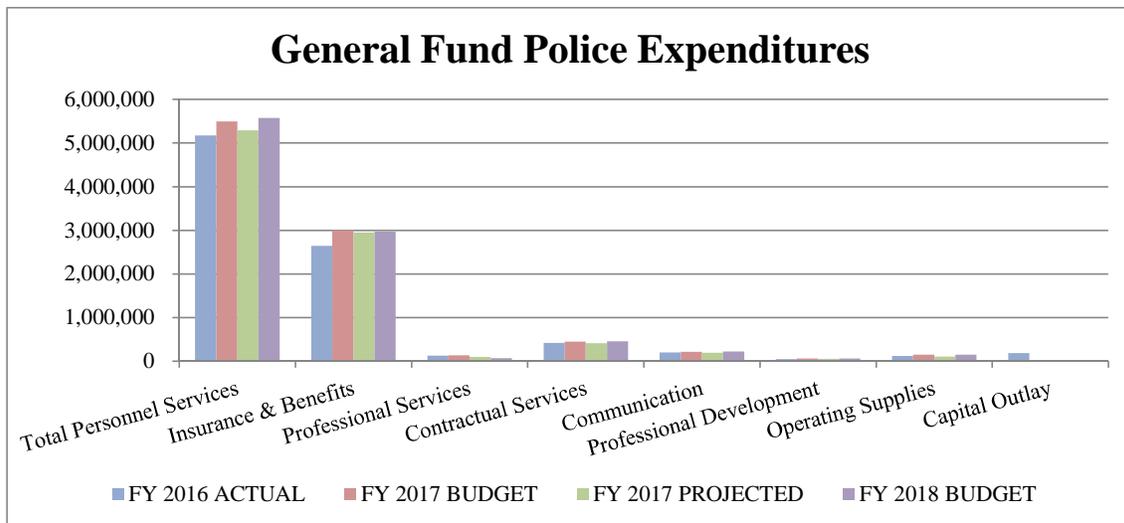
The Department has provided the projected statistics for fiscal year 2017 and included actual statistics fiscal years 2015 and 2016 for comparison. The reason for this table is so one can relate and identify with the Department's changes in service demands.

<b>Fiscal Year</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
Population	32,174	32,901	33,078
Full Time Personnel (Authorized)	59	59	59
Part Time Personnel	8	10	10
Police Reports	3,681	3,656	3,597
Criminal	1,241	1,332	1,105
Non-criminal	558	518	610
Calls for Service	23,490	24,946	25,105
Total Arrests	970	806	771
Felony	89	56	172
Misdemeanors	881	750	599
D.U.I.	87	63	27
Accident Reports	839	831	955
Property Damage	650	646	642
Personal Injury	104	97	111
Hit & Run	85	87	130
Fatal	0	1	0
Traffic Citations	2,547	2,695	1,839
Traffic Warnings	7,488	8,891	8,748
Ordinance Citations	1,919	2,386	3,289
Miles Patrolled	388,198	408,514	365,472
Total Alarm Calls	749	744	826
Burglar	679	721	801
Hold Up	70	23	25
Court Dispositions	\$108,704	\$114,837	\$73,636
Total Fines/Fees & Reimbursements	\$676,433	\$633,802	\$638,053
Hours Worked	110,431	120,955	120,609
Comp Time Earned	2,632	3,987	3,541
Total Overtime (Hours)	4,430	4,309	4,608
Contractual Service Hours	623	624	475
Training Hours	6,559	7,527	6,891

**GENERAL FUND (01)**

**POLICE (10)**

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017</b>	
					<b>Projected</b>	<b>Budget</b>
Salaries, Sworn	4,294,974	4,400,937	4,380,000	4,462,510	2%	1%
Salaries, Clerical	452,889	646,748	503,000	662,113	32%	2%
Salaries, Other	159,639	120,430	162,000	127,480	-21%	6%
Overtime	264,937	327,099	249,868	327,091	31%	0%
<b>Total Personnel Services</b>	<b>5,172,440</b>	<b>5,495,214</b>	<b>5,294,868</b>	<b>5,579,194</b>	<b>5%</b>	<b>2%</b>
<b>Insurance &amp; Benefits</b>	<b>2,645,829</b>	<b>2,999,086</b>	<b>2,951,410</b>	<b>2,970,909</b>	<b>1%</b>	<b>-1%</b>
<b>Professional Services</b>	<b>130,972</b>	<b>140,907</b>	<b>102,718</b>	<b>74,663</b>	<b>-27%</b>	<b>-47%</b>
<b>Contractual Services</b>	<b>422,245</b>	<b>452,444</b>	<b>416,116</b>	<b>456,269</b>	<b>10%</b>	<b>1%</b>
<b>Communication</b>	<b>200,115</b>	<b>218,827</b>	<b>195,594</b>	<b>224,949</b>	<b>15%</b>	<b>3%</b>
<b>Professional Development</b>	<b>49,333</b>	<b>62,955</b>	<b>57,435</b>	<b>63,199</b>	<b>10%</b>	<b>0%</b>
<b>Operating Supplies</b>	<b>124,561</b>	<b>150,040</b>	<b>108,300</b>	<b>152,950</b>	<b>41%</b>	<b>2%</b>
<b>Capital Outlay</b>	<b>192,550.42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>0%</b>
<b>TOTAL EXPENDITURES</b>	<b>8,938,046</b>	<b>9,519,473</b>	<b>9,126,441</b>	<b>9,522,133</b>	<b>4%</b>	<b>0%</b>



**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Personnel Services</u></b>							
50-6210	Salaries, Sworn	4,294,974	4,400,937	4,380,000	4,462,510	82,510	61,573
50-6220	Salaries, Civilian	452,889	646,748	503,000	662,113	159,113	15,365
50-6230	Overtime	264,937	327,099	249,868	327,091	77,223	(8)
50-6235	Salaries, Special Pay	159,639	120,430	162,000	127,480	(34,520)	7,050
<b>Total Personnel Services</b>		<b>5,172,440</b>	<b>5,495,214</b>	<b>5,294,868</b>	<b>5,579,194</b>	<b>284,326</b>	<b>83,980</b>
<b><u>Insurance and Benefits</u></b>							
51-6310	FICA	384,984	414,305	394,000	418,408	24,408	4,103
51-6315	IMRF	53,031	60,026	58,500	57,671	(829)	(2,355)
51-6320	Pension Contributions	1,250,000	1,550,000	1,550,011	1,400,000	(150,011)	(150,000)
51-6330	Health Insurance	903,838	911,753	891,000	1,027,433	136,433	115,680
51-6333	Life Insurance	1,811	1,884	1,775	2,037	262	153
51-6335	Dental Insurance	50,798	59,740	54,500	63,689	9,189	3,949
51-6336	Optical Insurance	1,367	1,378	1,624	1,671	47	293
<b>Total Insurance and Benefits</b>		<b>2,645,829</b>	<b>2,999,086</b>	<b>2,951,410</b>	<b>2,970,909</b>	<b>19,499</b>	<b>(28,177)</b>
<b><u>Professional Services</u></b>							
52-6430	Police Commission						
	Commission Meeting Fees	425	1,200	1,200	1,200	-	-
	Attorney - Legal Fees	-	3,000	3,000	2,000	(1,000)	(1,000)
	Promotional and Entry-level Testing	2,432	15,250	14,300	16,775	2,475	1,525
	IL. Police Commission Conference/Dues	1,260	800	1,200	1,000	(200)	200
	Misc. Meeting Expenses	-	200	300	950	650	750
	<b>Total Police Commission</b>	<b>4,117</b>	<b>20,450</b>	<b>20,000</b>	<b>21,925</b>	<b>1,925</b>	<b>1,475</b>

**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
52-6460	Crime Prevention						
	Citizen Police Academy	83	825	825	825	-	-
	Supplies ( I-DENTI-KIT) Pamphlet	-	500	500	250	(250)	(250)
	Prairiefest (driving simulator & dunk tank)	220	1,170	1,170	1,170	-	-
	Junior Police Badges/Giveaway Prairiefest	3,131	625	625	1,650	1,025	1,025
	Child Safety Seat Equipment	-	50	50	50	-	-
	Misc	244	350	240	-	(240)	(350)
	OPD Open House	-	450	300	-	(300)	(450)
	Explorer Charter Fee & Expenses (yearly)	-	190	190	190	-	-
	<b>Total Crime Prevention</b>	<b>3,678</b>	<b>4,160</b>	<b>3,900</b>	<b>4,135</b>	<b>235</b>	<b>(25)</b>
52-6467	Tobacco Compliance Checks	250	300	600	300	(300)	-
52-6522	IT Services						
	Internet Service	1,596	1,596	1,596	-	(1,596)	(1,596)
	Computer Hardware Replacement	1,030	26,150	22,500	-	(22,500)	(26,150)
	Computer Maint.	62,622	33,000	28,654	-	(28,654)	(33,000)
	Records System upgrades/maintenance	17,676	21,200	-	10,150	10,150	(11,050)
	Misc.	6,365	250	250	-	(250)	(250)
		<b>89,289</b>	<b>82,196</b>	<b>53,000</b>	<b>10,150</b>	<b>(42,850)</b>	<b>(72,046)</b>
52-6530	Miscellaneous Professional Services						
	OSHA Testing	-	1,000	-	-	-	(1,000)
	Support Services	24,693	25,301	17,718	28,178	10,460	2,877
	Field Operations	2,945	-	-	2,100	2,100	2,100
	<b>Total Miscellaneous Professional Services</b>	<b>27,638</b>	<b>26,301</b>	<b>17,718</b>	<b>30,278</b>	<b>12,560</b>	<b>3,977</b>
52-6705	Juvenile Assistance	6,000	7,500	7,500	7,875	375	375
	<b>Total Professional Services</b>	<b>130,972</b>	<b>140,907</b>	<b>102,718</b>	<b>74,663</b>	<b>(28,055)</b>	<b>(66,244)</b>

**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
<b><u>Contractual Services</u></b>							
53-6500	General Insurance	294,328	312,999	314,000	316,844	2,844	3,845
53-6570	Rental Expense Storage Units	2,257	2,400	1,700	2,000	300	(400)
53-6825	Uniform Allowances Command, Investigations, & Clerical	5,200	5,200	5,100	5,550	450	350
53-7310	Maintenance, Buildings						
	Exterior Building	4,632	8,140	8,030	4,100	(3,930)	(4,040)
	Interior Building	17,113	17,570	17,570	17,285	(285)	(285)
	Cleaning Service/carpet cleaning/tile and floors	2,396	14,400	14,400	14,000	(400)	(400)
	Total Maintenance, Building	24,141	40,110	40,000	35,385	(4,615)	(4,725)
53-7315	Maintenance, Equipment						
	Office Communication Equip.	8,579	11,250	7,029	11,100	4,071	(150)
	Total Maintenance, Office Equipment	8,579	11,250	7,029	11,100	4,071	(150)
53-7325	Maintenance, Vehicles						
	Squad Car Maintenance	31,596	31,000	22,474	30,000	7,526	(1,000)
	Vehicle Seizures (Title Transfers)	-	200	-	200	200	-
	License Plates - Renewal	516	1,000	1,000	1,000	-	-
	Misc. Vehicle - Bulbs, Flasher, Wipers, Bicycles	851	2,400	2,400	3,400	1,000	1,000
	Total Maintenance, Vehicles	32,963	34,600	25,874	34,600	8,726	-

**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
53-7330	Maintenance, Police Equipment						
	Squad Car Equip. Repair	12,785	4,500	3,413	500	(2,913)	(4,000)
	Police Equip. Maintenance Agreements/usage	4,900	11,900	-	11,900	11,900	-
	Misc. Repair (Scales - Speed Trailer)	3,399	1,250	-	5,570	5,570	4,320
	<b>Total Maintenance, Police Equipment</b>	<b>21,084</b>	<b>17,650</b>	<b>3,413</b>	<b>17,970</b>	<b>14,557</b>	<b>320</b>
53-7880	Uniform Purchases						
	Bullet Proof Vests	11,291	4,000	4,000	2,800	(1,200)	(1,200)
	Quarter Master	18,597	21,800	12,565	22,100	9,535	300
	Department Equip.	1,045	1,435	1,435	1,650	215	215
	New Officer Uniforms	-	-	-	4,770	4,770	4,770
	Specialty Uniform	2,760	1,000	1,000	1,500	500	500
	<b>Total Uniform Purchases</b>	<b>33,693</b>	<b>28,235</b>	<b>19,000</b>	<b>32,820</b>	<b>13,820</b>	<b>4,585</b>
	<b>Total Contractual Services</b>	<b>422,245</b>	<b>452,444</b>	<b>416,116</b>	<b>456,269</b>	<b>40,153</b>	<b>3,825</b>
<b><u>Communication</u></b>							
54-6550	Printing Expense						
	Multi-Function Copier Lease	4,514	3,972	3,972	3,972	-	-
	Stationary	150	150	150	770	620	620
	Report Forms	2,302	4,325	3,577	3,508	(69)	(817)
	Misc. Forms	764	-	-	700	700	700
	<b>Total Printing Expense</b>	<b>7,730</b>	<b>8,447</b>	<b>7,699</b>	<b>8,950</b>	<b>1,251</b>	<b>503</b>
54-6715	Advertising, Bids and Records	97	250	-	250	250	-
54-6765	Postage	3,922	4,050	2,700	4,900	2,200	850

**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i><b>FY 2018 Budget vs FY 2017 Projected Budget</b></i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
54-6785	Telephone Expense						
	Telephone Service	27,605	41,026	30,000	41,026	11,026	-
	Investigations	507	1,400	-	1,300	1,300	(100)
	Mobile Phone Service	20,186	21,154	13,000	20,646	7,646	(508)
	<b>Total Telephone Expense</b>	<b>48,298</b>	<b>63,580</b>	<b>43,000</b>	<b>62,972</b>	<b>19,972</b>	<b>(608)</b>
54-6788	Dispatching Services	140,067	142,500	142,195	147,877	5,682	5,377
	<b>Total Communication</b>	<b>200,115</b>	<b>218,827</b>	<b>195,594</b>	<b>224,949</b>	<b>29,355</b>	<b>6,122</b>

**Professional Development**

55-6566	Travel and Training						
	NEMRT	6,355	-	-	-	-	-
	Conferences & Specialzed Training	26,201	-	-	-	-	-
	Field Ops	5,793	25,030	25,000	25,275	275	245
	Support Services	7,914	34,490	29,000	34,724	5,724	234
	<b>Total Travel and Training</b>	<b>46,263</b>	<b>59,520</b>	<b>54,000</b>	<b>59,999</b>	<b>5,999</b>	<b>479</b>
55-6730	Dues						
	Field Operations	1,955	1,345	1,345	1,915	570	570
	Support Services	1,115	2,090	2,090	1,285	(805)	(805)
	<b>Total Dues</b>	<b>3,070</b>	<b>3,435</b>	<b>3,435</b>	<b>3,200</b>	<b>(235)</b>	<b>(235)</b>
	<b>Total Professional Development</b>	<b>49,333</b>	<b>62,955</b>	<b>57,435</b>	<b>63,199</b>	<b>5,764</b>	<b>244</b>

**Operating Supplies**

56-6720	Books and Publications						
	Law updates	747	800	800	800	-	-
	<b>Total Books and Publication</b>	<b>747</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>-</b>	<b>-</b>

**GENERAL FUND (01)**  
**POLICE (10)**

		<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
56-6735	Gasoline	72,952	100,175	64,000	100,175	36,175	-
56-6740	Office Supplies						
	Printer Supplies	1,140	4,100	3,000	3,860	860	(240)
	General Supplies	6,638	3,880	2,200	4,375	2,175	495
	Miscellaneous	345	800	800	545	(255)	(255)
	Total Office Supplies	8,123	8,780	6,000	8,780	2,780	-
56-6745	Operating Supplies	41,627	37,765	35,000	40,675	5,675	2,910
56-6806	Miscellaneous	1,112	2,520	2,500	2,520	20	-
	<b>Total Operating Supplies</b>	<b>124,561</b>	<b>150,040</b>	<b>108,300</b>	<b>152,950</b>	<b>44,650</b>	<b>2,910</b>
<b><u>Capital Outlay</u></b>							
57-7899	Vehicle Purchase	160,250	-	-	-	-	-
57-9000	Other Capital Outlay						
	New Police Facility	32,300	-	-	-	-	-
	<b>Total Capital Outlay</b>	<b>192,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL POLICE DEPARTMENT</b>		<b>8,938,046</b>	<b>9,519,473</b>	<b>9,126,441</b>	<b>9,522,133</b>	<b>395,692</b>	<b>2,660</b>

This page was intentionally left blank.

## **Motor Fuel Tax Fund**

The Motor Fuel Tax Fund (MFT) accounts for motor fuel tax revenues received from the State of Illinois and expenditures related to the Village's annual road rehabilitation and construction program. Village streets are selected for resurfacing or major rehabilitation based on analysis conducted by the Village Department of Public Works. The annual program is awarded to an outside contractor based on the bid results received. Village oversight is provided by the Director of Public Works and the Village contracted engineering firm.

Motor Fuel Tax Funds are disbursed to the Village from the Illinois Department of Transportation on a per capita basis. Motor Fuel Taxes are derived from a tax on the privilege of operating motor vehicles upon public highways based on the consumption of motor fuel. Use of Motor Fuel Tax Funds is restricted to direct expenses associated with, but not limited to, street improvements and maintenance, storm sewers and bicycle parking facilities, paths, signs and markings based upon the appropriate Illinois State Statutes. Motor Fuel Tax operations include: micro-surfacing, concrete curb and gutter replacement, street rebuilding and improvements.

### **Fiscal Year 2018 Budget**

- State shared motor fuel tax allotments are estimated at \$850,000
- \$900,000 budgeted for repairs to complete the selected roadway improvements
- Estimated Restricted Fund Balance at April 30, 2018 is \$612,415

### **Challenges/Issues**

IMS Infrastructure Management Services inspected the Village's road system in 2014. On average, the road system is in "Very Good" condition. This rating is influenced by the miles of roads installed in the past ten years. More than 54% of the road area in the Village is "Very Good" or better. Of concern is the 9% of the pavement area that is currently rated at "Fair" or "Poor". These roads will require work sooner rather than later.

Within the next five years, the average road condition will decrease from an engineering assessment rating of 80 to 71 if no work is done. More importantly, the percentage of road area rated "Fair" or "Poor" (rating of 60 to 40) will increase to 18%. For the purposes of discussion, roads in these two categories will be referred to as "approaching reconstruction." Roads with a score of 69 today will reach a score of 40 within 10 years. The score of 40 is important, as this is the score at which resurfacing is no longer viable. The road will need to be reconstructed. The cost to resurface a road is \$14/square foot compared to \$80/square foot to reconstruct the road.

The cost of roadway improvement expenditures will far exceed the annual amount of revenue the Village receives from the motor fuel tax. In July 2015, the Village Board approved a 0.75 percentage-point increase in the home rule sales tax. Approximately \$1.4 million of the revenue from this increase will supplement MFT Funds to create an

annual road program valued at \$2 million. In FY 18, a portion of the sales tax revenue will be used for non-road capital improvements.

**Fiscal Year 2017 Major Accomplishments**

The Village combined \$600,000 of MFT Funds with \$1,400,000 in Capital Improvement Funds to complete two projects totaling approximately \$2,000,000. The first project, estimated to cost \$939,000 repaired concrete roadways in the Ogden Falls subdivision. The second project resurfaced roads in various locations including near IL 71.

**FY 2018 Expenditure descriptions:**

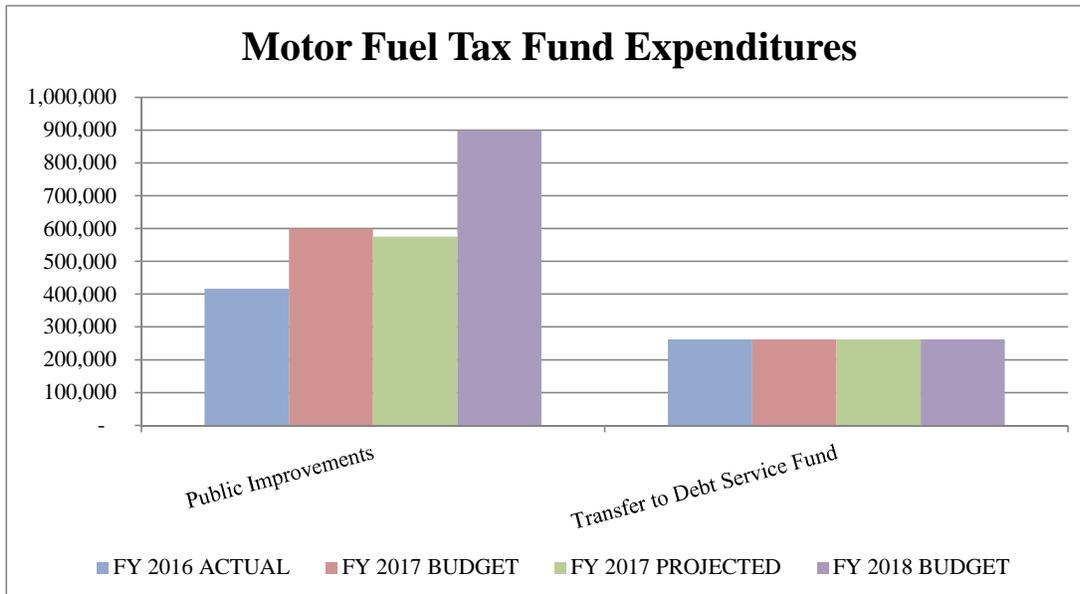
The Village will combine \$900,000 of MFT Funds with \$700,000 in Capital Improvement Funds to complete road construction and resurface projects totaling approximately \$1,600,000.

**Strategic Plan Outcome**

- Safe and efficient infrastructure

**MOTOR FUEL TAX FUND (02)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Fund Balance</b>	692,430	906,115	906,115	920,915	2%	2%
<b><u>REVENUES</u></b>						
State Allotments	845,024	800,000	850,000	850,000	0%	6%
Other	45,031	-	-	-	0%	0%
Interest Income	2,634	1,250	3,300	4,000	21%	220%
<b>TOTAL REVENUE</b>	<b>892,689</b>	<b>801,250</b>	<b>853,300</b>	<b>854,000</b>	<b>0%</b>	<b>7%</b>
<b><u>EXPENDITURES</u></b>						
Public Improvements	416,504	600,000	576,000	900,000	56%	50%
Transfer to Debt Service Fund	262,500	262,500	262,500	262,500	0%	0%
<b>TOTAL EXPENDITURES</b>	<b>679,004</b>	<b>862,500</b>	<b>838,500</b>	<b>1,162,500</b>	<b>39%</b>	<b>35%</b>
<b>Revenues Over/Under Expenditures</b>	213,685	(61,250)	14,800	(308,500)	-2184%	404%
<b>Other Financing Sources/(Uses)</b>	-	-	-	-	0%	0%
<b>Change in Fund Balance</b>	213,685	(61,250)	14,800	(308,500)	-2184%	404%
<b>Ending Fund Balance</b>	<b>906,115</b>	<b>844,865</b>	<b>920,915</b>	<b>612,415</b>	<b>-33%</b>	<b>-28%</b>



This page was intentionally left blank.

## **Tax Increment Financing (TIF) Fund**

The TIF Fund accounts for revenues and expenditures associated with the redevelopment activities within the Downtown TIF District established in September, 2016.

### **Fiscal Year 2018 Budget**

- Total expenditures exceed revenues by \$45,500
- Expenditures for FY 2018 total \$350,500

### **Challenges/Issues**

The TIF District creates many challenges as it was just established and is less than one year old. Discussions are under way on three potential development sites. The Village owns all three sites and will use the properties to entice development. The TIF Fund received a loan from the General Fund to support expenditures in FY 2017 which included legal fees, consultant fees and a land purchase.

Until more activity occurs, the budget for this Fund is estimated based on what may happen in FY 2018. Much more could ultimately occur which could increase the expenditures and subsequent years revenues. FY 2018 will be the first year of receiving the incremental property tax revenue to support the Fund.

**TAX INCREMENT FINANCING FUND (03)**

	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Fund Balance</b>	-	-	394,736	100%	100%
<b><u>REVENUES</u></b>					
Property tax	-	-	40,000	0%	100%
Interest Income	-	500	500	0%	0%
<b>TOTAL REVENUE</b>	<b>-</b>	<b>500</b>	<b>40,500</b>	<b>0%</b>	<b>0%</b>
<b><u>EXPENDITURES</u></b>					
Professional Services	-	103,444	50,000	-52%	100%
Communication	-	2,320	500	-78%	100%
Public Improvements	-	1,500,000	300,000	-80%	100%
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>1,605,764</b>	<b>350,500</b>	<b>-78%</b>	<b>0%</b>
<b>Revenues Over/Under Expenditures</b>	-	(1,605,264)	(310,000)	-81%	0%
<b>Other Financing Sources/(Uses)</b>	-	2,000,000	-	-100%	0%
<b>Change in Fund Balance</b>	-	394,736	(310,000)	-179%	-100%
<b>Ending Fund Balance</b>	<b>-</b>	<b>394,736</b>	<b>84,736</b>	<b>-79%</b>	<b>100%</b>

## **Debt Service Fund**

The Debt Service Fund is used to account for the principal, interest payments and paying agent fees for general obligation debt issued by the Village. Pledged Sales tax and Motor Fuel tax revenues transferred from the General Fund and Motor Fuel Tax Fund are used to finance the annual payment requirements. Principal payments are due in December for each issue and interest payments are made twice a year in June and December. The Finance department oversees all the transactions within this Fund and assures the debt payments are made on time.

### **Fiscal Year 2018 Budget**

- This fund has revenues exceeding expenditures by \$472
- \$2,922,844 will be spent on paying debt service
- \$69,581 estimated ending Restricted Fund Balance

### **Challenges/Issues**

All of the debt service is supported from general sales tax and motor fuel tax revenues which are received from the State of Illinois. Any substantial economic downturn or legislative change in the distribution of these tax revenues would have a negative effect on the Village's ability to make the annual debt service payments. The Village does have the ability to stop annually abating the property tax levies for each debt issuance if revenues do decrease below the annual debt service requirements.

### **Debt Issues**

As of April 30, 2017, the Village has total gross outstanding debt of \$59,426,294 of which \$38,815,000 is principal. Additional descriptions of each bond issue are provided in the Financial Policy Section of the budget. The six outstanding debt issuances accounted for in this Fund are as follows:

- Corporate Purpose Bond Series of 2006A  
Original Issue Amount: \$9,970,000                      Outstanding Principal: \$ 525,000  
Date of Maturity: December 15, 2017                      Outstanding Interest: \$ 22,575
  
- Corporate Purpose Bond Series of 2009  
Original Issue Amount: \$2,285,000                      Outstanding Principal: \$ 285,000  
Date of Maturity: December 1, 2017                      Outstanding Interest: \$ 12,469
  
- Corporate Purpose 2011 Refunding Bonds  
Original Issue Amount: \$2,300,000                      Outstanding Principal: \$1,620,000  
Date of Maturity: December 15, 2024                      Outstanding Interest: \$ 262,600
  
- Corporate Purpose 2013 Refunding Bonds  
Original Issue Amount: \$6,770,000                      Outstanding Principal: \$6,635,000  
Date of Maturity: December 15, 2027                      Outstanding Interest: \$1,434,300

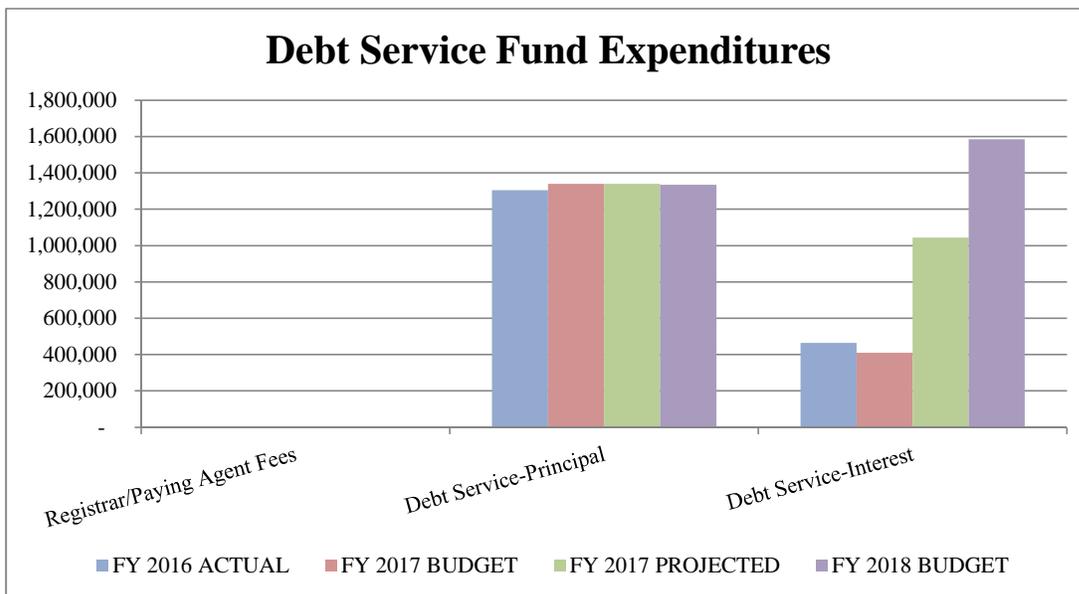
- Corporate Purpose 2014 Refunding Bonds  
 Original Issue Amount: \$2,955,000                      Outstanding Principal: \$2,645,000  
 Date of Maturity: December 15, 2027                      Outstanding Interest: \$ 209,250
  
- Corporate Purpose Bond Series of 2016  
 Original Issue Amount: \$27,105,000                      Outstanding Principal: \$27,105,000  
 Date of Maturity: December 15, 2039                      Outstanding Interest: \$18,676,100

When issuing debt, the Village adheres to the following guidelines:

- √ The Village will limit short and long-term borrowing to capital improvements or projects which carry a benefit that exceeds five years (5 years) and cannot be financed from current revenues
  
- √ When the Village finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the useful life of the project
  
- √ The Village will limit the amount of outstanding general obligation debt of the Village to a maximum of 5% of the equalized assessed valuation of the Village. As of May 1, 2017, 5% of the equalized assessed valuation was approximately \$41,551,665.
  
- √ The Village will strive to maintain a level annual debt service repayment schedule to maintain a stable debt service tax rate from year to year.
  
- √ The Village will comply with all annual debt disclosures and file them with the respective agencies

**DEBT SERVICE FUND (20)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Fund Balance</b>	63,494	65,965	65,965	69,109	5%	5%
<b>REVENUES</b>						
Transfer In - Other Funds	1,511,989	1,491,894	2,126,525	2,660,516	25%	78%
Transfer In - MFT Fund	262,500	262,500	262,500	262,500	0%	0%
Interest	84	200	1,118	300	-73%	100%
<b>TOTAL REVENUE</b>	<b>1,774,573</b>	<b>1,754,594</b>	<b>2,390,143</b>	<b>2,923,316</b>	<b>22%</b>	<b>67%</b>
<b>EXPENDITURES</b>						
Registrar/Paying Agent Fees	1,612	4,000	1,974	2,200	11%	-45%
Debt Service-Principal	1,305,000	1,340,000	1,340,000	1,335,000	0%	0%
Debt Service-Interest	465,489	410,394	1,045,025	1,585,644	52%	286%
<b>TOTAL EXPENDITURES</b>	<b>1,772,101</b>	<b>1,754,394</b>	<b>2,386,999</b>	<b>2,922,844</b>	<b>22%</b>	<b>67%</b>
<b>Revenues Over/Under Expenditures</b>	2,471	200	3,144	472	-85%	100%
<b>Other Financing Source/Use</b>	-	-	-	-	0%	0%
<b>Change in Fund Balance</b>	2,471	200	3,144	472		
<b>Ending Fund Balance</b>	<b>65,965</b>	<b>66,166</b>	<b>69,109</b>	<b>69,581</b>	<b>1%</b>	<b>5%</b>



**DEBT SERVICE FUND (20)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
<b><u>Professional Services</u></b>							
52-8220	Registrar/Paying Agent Fees	1,612	4,000	1,974	2,200	226	(1,800)
	<b>Total Professional Services</b>	<b>1,612</b>	<b>4,000</b>	<b>1,974</b>	<b>2,200</b>	<b>226</b>	<b>(1,800)</b>
<b><u>Debt Service</u></b>							
59-8200	Debt Principal						
	2006A - Village Hall & Town Center	500,000	500,000	500,000	525,000	25,000	25,000
	2007B - Douglas Rd	265,000	-			-	-
	2009 - Douglas Rd	310,000	320,000	320,000	285,000	(35,000)	(35,000)
	2011 - Refunding 2004A	170,000	180,000	180,000	180,000	-	-
	2013-Refunding Bond	45,000	45,000	45,000	45,000	-	-
	2014-Refunding Bond	15,000	295,000	295,000	300,000	5,000	5,000
	<b>Total Debt Principal</b>	<b>1,305,000</b>	<b>1,340,000</b>	<b>1,340,000</b>	<b>1,335,000</b>	<b>(5,000)</b>	<b>(5,000)</b>
59-8201	Bond Payments - Interest						
	2006A - Village Hall & Town Center	65,575	44,075	44,075	22,575	(21,500)	(21,500)
	2007B - Douglas Rd	9,938	-			-	-
	2009 - Douglas Rd	36,894	25,269	25,269	12,469	(12,800)	(12,800)
	2011 - Refunding 2004A	65,400	60,300	60,300	54,900	(5,400)	(5,400)
	2013-Refunding Bond	199,400	198,500	198,500	197,600	(900)	(900)
	2014-Refunding Bond	88,283	82,250	82,250	76,350	(5,900)	(5,900)
	2016-Police Headquarters			634,631	1,221,750	587,119	1,221,750
	<b>Total Bond Payments - Interest</b>	<b>465,489</b>	<b>410,394</b>	<b>1,045,025</b>	<b>1,585,644</b>	<b>540,619</b>	<b>1,175,250</b>
	<b>Total Debt Service</b>	<b>1,770,489</b>	<b>1,750,394</b>	<b>2,385,025</b>	<b>2,920,644</b>	<b>535,619</b>	<b>1,170,250</b>
<b>TOTAL DEBT SERVICE FUND</b>		<b>1,772,101</b>	<b>1,754,394</b>	<b>2,386,999</b>	<b>2,922,844</b>	<b>535,845</b>	<b>1,168,450</b>

## **Capital Improvement Fund**

The Capital Improvement Fund is used to account for all major capital projects undertaken by the Village. These projects are generally completed over more than one fiscal year and in most instances are funded from accumulated reserves, grant revenue or General Obligation Debt Issuances. All of these projects are contracted out with general oversight provided by Village staff.

### **Fiscal Year 2018 Budget**

- Revenues total \$2,930,000
- Expenditure budget of \$25,104,800. \$23 million for the Police Headquarters
- Transfers out to other Funds total \$1,972,200
- There are 6 projects for FY 2018 including construction of the police station.

### **Challenges/Issues**

Funding for FY 2018 capital improvements is from the 2016 Bond Issuance to pay for the new police headquarters and the 0.75% Home Rule Sales Tax instituted January 1, 2016. Funding for general capital improvements may be exhausted prior to the end of FY 2018. The current revenue stream will support the \$1.4 million annual road program and the annual debt service for the new police headquarters.

### **Major Accomplishments**

- Resurfaced various streets throughout the Village
- Reconstructed streets in the Ogden Falls Subdivision
- Reset and repaired brick pavers in the downtown area
- Completed Village improvements associated with IDOT's IL 71 reconstruction project
- Completed design of the new Police Facility and began construction phase
- Replaced damaged sidewalk on Ashlawn Avenue
- Contracted for the upgrade of the audio/visual equipment in the Village Hall Boardroom

### **FY 2018 Expenditure descriptions:**

- Annual Road Program (\$700,000) – Resurface of roadways
- Upgrade the police fleet with new mobile computing devices (\$110,000)
- Police Facility (New) (\$23,000,000) – construction
- Salt Dome Roof Repair (\$60,000) – replace shingles
- Village Hall Expenditures (\$590,000) – enterprise resource planning software
- Wolf's Crossing Rd (\$644,800) – Year 2 of 2 - Phase I (environmental) engineering

### **Strategic Plan Outcome**

- Safe and efficient infrastructure
- Safe and efficient Wolfs Crossing

**CAPITAL IMPROVEMENT FUND (06)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<b>FY 2018 Budget vs FY 2017 Projected Budget</b>	
<b>Beginning Fund Balance</b>	257,558	799,452	799,452	30,363,013	3698%	3698%
<b><u>REVENUES</u></b>						
Local Sales tax	885,706	2,900,000	2,900,000	2,900,000	0%	100%
Charges for Service	-	-	3,619	-	-100%	0%
Impact Fees	-	564,559	114,637	-	0%	-100%
Grant Proceeds	349	150,000	-	-	0%	-100%
Interest	876	2,500	77,482	30,000	-61%	1100%
<b>TOTAL REVENUE</b>	<b>886,931</b>	<b>3,617,059</b>	<b>3,095,738</b>	<b>2,930,000</b>	<b>-5%</b>	<b>-19%</b>
<b><u>EXPENDITURES</u></b>						
<b>Professional Services</b>						
Paying Agent Fees	-	-	353,076	-	-100%	0%
<b>Capital Improvements</b>						
Annual Road Program	11,250	1,400,000	1,600,000	700,000	-56%	-50%
Bridge repairs	11,750	-	-	-	0%	0%
Computer Systems (PD Vehicles)	-	-	-	110,000	100%	100%
Downtown Brick Pavers	-	105,000	105,000	-	-100%	-100%
IL 71-Village Share (IDOT)	-	120,000	86,280	-	-100%	-100%
Mill Rd Expense	117	-	10,008	-	-100%	0%
Minkler Rd Bridge Repair	-	88,000	-	-	0%	-100%
Other Capital Outlay	131,797	-	-	-	0%	0%
Paths & Sidewalk Connections	-	38,100	-	-	0%	-100%
Police Facility (New)	59,812	2,300,000	1,600,372	23,000,000	1337%	900%
Rt 34 from W Village Limits to	-	113,600	-	-	0%	-100%
Salt Dome Roof Repair	-	27,500	-	60,000	100%	118%
Sidewalk Replacements	-	40,000	-	-	0%	-100%
Stormwater Improvements	-	50,500	-	-	0%	-100%
Village Hall Expenditures	130,311	525,000	300,000	590,000	97%	12%
Wolf's Crossing Rd	-	1,636,000	305,000	644,800	111%	-61%
<b>TOTAL EXPENDITURES</b>	<b>345,037</b>	<b>6,443,700</b>	<b>4,359,736</b>	<b>25,104,800</b>	<b>476%</b>	<b>290%</b>
<b>Revenues Over/Under</b>						
<b>Expenditures</b>	541,894	(2,826,641)	(1,263,998)	(22,174,800)	1654%	684%
<b>Other Financing Source/Use</b>						
Transfer to General Fund	-	-	-	(700,000)	100%	100%
Transfer In - Escrow	-	970,000	973,583	-	-100%	-100%
Transfer In - General Fund	-	-	-	-	-	-
Transfer to Vehicle Fund	-	(500,000)	(500,000)	(50,000)	-90%	-90%
Transfer to Debt Service Fund	-	-	(634,631)	(1,222,200)	93%	100%
Bond Proceeds (net of issuance)	-	30,000,000	30,988,607	-	-100%	-100%
<b>TOTAL</b>	<b>-</b>	<b>30,470,000</b>	<b>30,827,559</b>	<b>(1,972,200)</b>	<b>-106%</b>	<b>-106%</b>
<b>Ending Fund Balance</b>	<b>799,452</b>	<b>28,442,811</b>	<b>30,363,013</b>	<b>6,216,013</b>	<b>-80%</b>	<b>-78%</b>
Reserved Fund Balance, Police Headquarters			28,833,604	5,833,604		
Reserved Fund Balance, Wolf's Crossing Rd			668,583	0		
Unreserved Fund Balance			860,826	382,409		

## Water and Sewer Fund

The Water and Sewer Fund is managed by the Public Works Director with the assistance of the Utility Services Director. The water system includes eight wells, six water towers, the radium removal systems, 165 miles of water main, 2,300 fire hydrants and several thousand feet of water service lines. The system has 11,500 water meters installed providing the basis for billing customers which generates the revenues for this Fund. The sewer system consists of 628,132 feet (119 miles) of sanitary sewer lines 15” and smaller and six lift stations. The Public Works department is responsible for completing all the maintenance and repairs to the water and sewer systems.

The Public Works department staffing levels are increasing by one full time position with the anticipated hiring of the new Facilities Manager. This position is part of a cost sharing agreement with two of the surrounding communities. The labor force remains at the same levels as previous years.

<b><u>Public Works Department</u></b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>
Public Works Director	1.0	1.0	1.0	1.0	1.0	1.0
Utility Services Director	1.0	1.0	1.0	1.0	1.0	1.0
Public Works Assistant Director	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Manager		-	-	-	-	1.0
Administrative Assistant	1.5	1.5	1.0	1.5	1.0	1.5
Operations Superintendent	2.0	2.0	2.0	2.0	2.0	2.0
Operations Supervisor	3.0	3.0	3.0	3.0	3.0	3.0
Technicians I	10.0	10.0	9.0	10.0	10.0	10.0
Technicians II	4.0	4.0	4.0	4.0	4.0	4.0
<b>Total</b>	<b>23.5</b>	<b>23.5</b>	<b>22.0</b>	<b>23.5</b>	<b>23.0</b>	<b>24.5</b>

### **Fiscal Year 2018 Budget**

- Total revenues of \$5.2 million
- Total expenses of \$5.2 million
- Ending Unrestricted Net Assets Balance of \$0.7 million

### **Revenues**

Budgeted total revenues are estimated to remain at fiscal year 2017 amounts.

- The largest component of water revenue is user charges which are estimated to remain at the same amount as last year.
- Grants revenue, the amount of treasury rebate being received on the 2009 bond issue, decreases annually.
- Interest earnings are estimated to remain consistent with the previous year.
- Donations/contributions are estimated to increase 38% (\$3,000).

## **Expenses**

Total operating expenses decreased by 1% compared to the FY 2017 Budget.

- Personnel services increased 3% (\$35,884) due to regular salary adjustments.
- Insurance/benefits decrease 2% (\$8,231) due to pension contribution reductions and health insurance reductions.
- Professional services increased 30% (\$48,757) for a one-time expense to study system improvements to support a new water treatment plant.
- Contractual services decrease 3% (\$56,004)
  - Water Analysis increases 67% (\$10,000) to conduct additional sampling due to new lead regulations.
  - Electricity Pumping Expenses decrease 3% (\$15,200) due to cost decreases from suppliers.
  - Building Maintenance decreases 14% (\$4,100) to historical levels.
  - Well Maintenance increases of 2% (\$5,000) due to increased cost in commodities. Well #9 will be pulled and inspected.
  - Sewer Main Maintenance decreases of 9% (\$6,600) due to a change in maintenance practices for lift stations.
  - Radium Removal cost decreases of 10% (\$45,000).
- Communication is estimated to remain consistent with the previous year.
- Professional development is unchanged.
- Operating supplies decreased 20% (\$15,300)
  - Gasoline decreased 33% (\$15,800) due to a reduction in commodity costs and increased fuel efficiency in vehicles.
  - Water Meter supplies increased 3% (\$500) due to an increase in commodity prices.
- Debt service payments decreased 4% (71,800) as less interest is being paid on outstanding balances.

## **Challenges/Issues**

The primary source of revenue for this Fund is related to Charges for Services issued in the form of bills to customers. Water and sewer usage charges received are 90% of the total revenues. Total operating revenues support operating expenses and some capital improvements to existing system components. The Village is refining a long-term capital improvement plan to identify system needs to maintain the system in accordance with all regulatory requirements. The plan will identify system costs and will drive the discussion of funding options. The Village will receive the rate study results early in Fiscal Year 2018 to determine options to ensure revenue is sufficient to address operating and long-term capital improvements.

## **Fiscal Year 2017 Major Accomplishments**

- The Village completed a Sub-Regional Water Supply & Treatment Analysis with the Village of Montgomery and City of Yorkville. The study concludes that it is feasible to construct a shared potable water treatment plant along the Fox River. The American Council of Engineering Companies (ACEC) has awarded the Sub-Regional Plan for Sustainable Drinking Water a Special Achievement Award.

- Initiated evaluation of potential sites for the water treatment plant.
- Completed annual rehab/relining program of old manholes and deteriorating sanitary lines in Village to reduce inflow and infiltration of storm water into the sanitary sewers.
- Monitored IDOT's IL 71 and US 34 reconstruction projects. Protected and adjusted Village facilities as necessary.
- Continued the annual leak detection and well meter testing programs to reduce real losses.
- Continued a 4-year valve exercising program.
- Implemented a proactive maintenance program for the Village's wells. Completed the pulling and maintenance of the Well #8 pump.
- Repaired the Well 4 manifold on the WRT system.
- Installed a new water meter receptor station on the Hunt Club Tower.
- Commenced a water and sewer rate study.

**Strategic Planning Objectives for Fiscal Year 2018**

- Safe and efficient infrastructure - Rehab/relining program of old manholes and deteriorating sanitary lines continues within the Village to reduce inflow and infiltration of storm water into the sanitary sewers.
- Monitor IDOT's US 34 roadway reconstruction project. Protect and adjust Village facilities as necessary.
- Sustainable water source - Begin the next phase for the future water treatment plant including site investigation, governance, and water quality testing.
- Safe and efficient infrastructure - Complete the water and sewer rate study.

**Performance Measures**

<b>Performance Indicator</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Budgeted FY 2018</b>
<b><u>Water System</u></b>					
Wells	8	8	8	8	8
Water Towers	5	5	5	5	5
# of Accounts	10,873	11,083	11,177	11,289	11,402
Population Served	32,294	32,902	33,995	33,078	33,740
Wells out of service (total hours)		4,200	1,000	1,000	1,000
Media change outs		2	1	-	1
Total B-boxes		11,071	11,083	11,193	11,303
B-box Inspected		1,054	1,362	1,500	1,800
B-box Repaired		73	53	125	125
Percentage B-box Repaired		1%	1%	1%	1%

<b>Performance Indicator</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Projected FY 2017</b>	<b>Budgeted FY 2018</b>
Total Meters	10,881	11,091	11,185	11,500	11,700
Meter/reader repaired		140	109	183	266
Percentage Meter/reader repaired		1%	1%	2%	2%
Customer Meter Readings	65,680	66,556	45,194	69,146	70,528
Final reads	1,491	1,356	1,280	2,496	3,244
Well Readings (in hours)	5840	5,840	5,480	5,480	5,480
Shutoff (letter/shutoffs)	972	843	394	591	650
Service Calls from Property Owner	311	198	103	200	200
Miles of water main		162	167	172	172
Water leaks in main line		12	7	15	15
Leaks / mile of main		0.07	7%	0.08	0.08
Water leaks in service line		12	9	15	18
Water valves repaired or replaced		4	2	4	4
Total fire hydrants		2,272	2,285	2,300	2,300
Hydrants flushed		4,574	4,589	4,650	4,650
Percentage flushed		201%	201%	201%	201%
Hydrants repaired or replaced		14	36	35	49
Percentage repaired		1%	1%	2%	2%
<b><u>Sanitary System</u></b>					
# of Accounts	10,695	10,759	10,820	10,900	10,950
Shutoff for Fox Metro (letter/shutoffs)	332	368	177	265	265
Service Calls from Property Owner		40	36	30	30

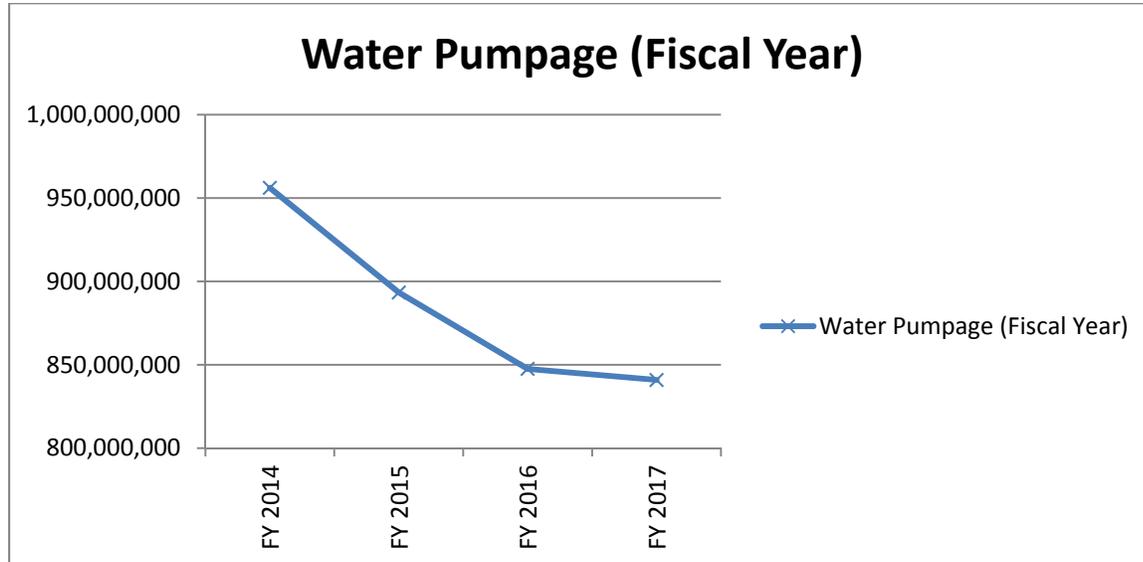
**Billed Water Accounts on a Bi-Monthly Basis for the Last Four Fiscal Years**

	FY 2014	FY 2015	FY 2016	FY 2017
May	10,829	11,013	11,083	10,900
July	10,843	11,025	11,068	10,890
September	10,901	11,145	11,123	10,970
November	10,927	11,164	11,120	10,915
January	10,962	11,193	11,117	10,995
March	10,973	11,184	11,125	11,000

**Water Pumpage by Month for the Last Four Fiscal Years**

	FY 2014	FY 2015	FY 2016	FY 2017
May	81,581,000	80,119,000	72,035,000	75,755,000
June	80,521,000	83,336,000	72,181,000	83,512,000
July	99,636,000	88,172,000	79,457,000	83,066,000
August	98,405,000	83,872,000	89,103,000	83,482,000
September	89,662,000	79,469,000	77,146,000	74,998,000
October	74,927,000	73,765,000	69,747,000	70,424,000
November	69,252,000	70,537,000	63,146,000	60,109,000
December	73,771,000	68,263,000	64,379,000	63,850,000
January	75,633,000	69,256,000	65,434,000	61,686,000
February	66,709,000	63,003,000	61,452,000	56,300,000
March	71,541,000	67,252,000	63,457,000	61,728,000
April	74,525,000	66,324,000	69,978,000	*64,500,000
<b>Totals:</b>	<b>956,163,000</b>	<b>893,368,000</b>	<b>847,515,000</b>	<b>*839,410,000</b>

\*Estimated



**WATER AND SEWER FUND (05)  
FUND SUMMARY**

	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Beginning Unrestricted Net Assets</b>	8,619,387	237,950	237,950	739,824	211%	211%
<b>REVENUES</b>						
Charges for Services	5,000,678	5,090,500	5,129,503	5,068,000	-1%	0%
Permits	360	300	300	200	-33%	-33%
Grants	90,270	86,000	84,572	78,000	-8%	-9%
Interest	39,486	6,000	13,282	17,000	28%	183%
Donations/Contributions	43,743	8,000	12,800	11,000	-14%	38%
Transfers In	648,502	0	0	0	0%	0%
Miscellaneous	380	0	49	0	-100%	0%
<b>TOTAL REVENUE</b>	<b>5,823,419</b>	<b>5,190,800</b>	<b>5,240,506</b>	<b>5,174,200</b>	<b>-1%</b>	<b>0%</b>
<b>EXPENSES</b>						
Personnel Services	1,081,927	1,148,960	1,107,994	1,184,844	7%	3%
Insurance and Benefits	447,229	474,498	442,327	466,267	5%	-2%
Professional Services	72,756	163,800	121,000	212,557	76%	30%
Contractual Services	1,265,974	1,604,399	1,177,591	1,548,395	31%	-3%
Communication	63,897	65,667	58,597	65,600	12%	0%
Professional Development	6,005	15,400	5,658	15,400	172%	0%
Operating Supplies	116,801	77,900	83,382	62,600	-25%	-20%
Debt Service	1,684,208	1,684,575	1,509,583	1,612,808	7%	-4%
<b>TOTAL EXPENSES</b>	<b>4,738,797</b>	<b>5,235,199</b>	<b>4,506,132</b>	<b>5,168,471</b>	<b>15%</b>	<b>-1%</b>
<b>Change in Unrestricted Net Assets</b>	1,084,622	(44,399)	734,374	5,729		
<b>Other Financing Source/Use</b>						
Unrestricted Net Assets	(3,538,353)					
Transfer to Water & Sewer Capital	(5,927,706)	(500,000)	0	0	0%	-100%
Transfer to Vehicle Fund		(232,500)	(232,500)	(35,000)	-85%	-85%
<b>Total Other Financing Source/Use</b>	<b>(9,466,059)</b>	<b>(732,500)</b>	<b>(232,500)</b>	<b>(35,000)</b>	<b>-85%</b>	<b>-95%</b>
<b>Ending Unrestricted Net Assets</b>	<b>237,950</b>	<b>(538,949)</b>	<b>739,824</b>	<b>710,553</b>	<b>-4%</b>	<b>-232%</b>

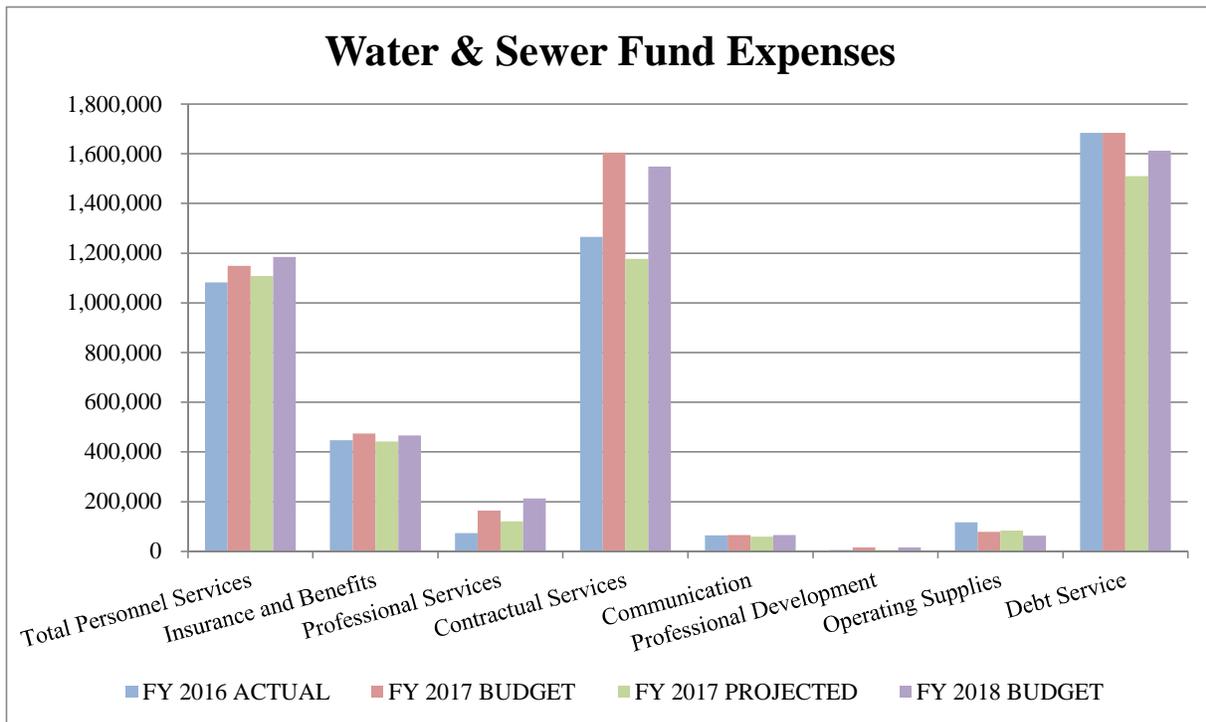
\*Other Financing Source/Use transfers to the W&S Capital Fund

**WATER AND SEWER FUND (05)  
REVENUE SUMMARY**

REVENUE	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Charges for Service</b>						
Water	3,640,521	3,700,000	3,738,000	3,700,000	-1%	0%
Sewer Maintenance	1,264,301	1,300,000	1,300,000	1,300,000	0%	0%
Bulk Water Sales	14,762	4,500	29,830	4,000	-87%	-11%
Meter Sales	1,302	-	1,300	-	-100%	0%
Inspections/Observations	13,483	18,000	2,833	10,000	253%	-44%
Consumption Reports	32,519	33,000	33,000	34,000	3%	3%
Reimbursements	33,791	35,000	24,115	20,000	-17%	-43%
Salary Reimbursements	-	-	425	-	-100%	0%
<b>Total C.F.S</b>	<b>5,000,678</b>	<b>5,090,500</b>	<b>5,129,503</b>	<b>5,068,000</b>	<b>-1%</b>	<b>0%</b>
<b>Permits</b>	360	300	300	200	-33%	-33%
<b>Grants</b>	90,270	86,000	84,572	78,000	-8%	-9%
<b>Interest</b>	39,486	6,000	13,282	17,000	28%	183%
<b>Donations/Contributions</b>	43,743	8,000	12,800	11,000	-14%	38%
<b>Transfers In</b>	648,502	-	-	-	0%	0%
<b>Miscellaneous</b>	380	-	49	-	-100%	0%
<b>TOTAL REVENUE</b>	<b>5,823,419</b>	<b>5,190,800</b>	<b>5,240,506</b>	<b>5,174,200</b>	<b>-1%</b>	<b>0%</b>

**WATER AND SEWER FUND (05)  
EXPENSE SUMMARY**

EXPENSES	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017	
					Projected	Budget
<b>Personnel Services</b>						
Salaries Full-Time	1,051,933	1,074,986	1,068,669	1,112,344	4%	3%
Salaries Part-Time	8,179	17,976	11,325	17,500	55%	-3%
Overtime	21,815	55,998	28,000	55,000	96%	-2%
<b>Total Personnel Services</b>	<b>1,081,927</b>	<b>1,148,960</b>	<b>1,107,994</b>	<b>1,184,844</b>	<b>7%</b>	<b>3%</b>
<b>Insurance and Benefits</b>	447,229	474,498	442,327	466,267	5%	-2%
<b>Professional Services</b>	72,756	163,800	121,000	212,557	76%	30%
<b>Contractual Services</b>	1,265,974	1,604,399	1,177,591	1,548,395	31%	-3%
<b>Communication</b>	63,897	65,667	58,597	65,600	12%	0%
<b>Professional Development</b>	6,005	15,400	5,658	15,400	172%	0%
<b>Operating Supplies</b>	116,801	77,900	83,382	62,600	-25%	-20%
<b>Debt Service</b>	1,684,208	1,684,575	1,509,583	1,612,808	7%	-4%
<b>TOTAL EXPENSES</b>	<b>4,738,797</b>	<b>5,235,199</b>	<b>4,506,132</b>	<b>5,168,471</b>	<b>15%</b>	<b>-1%</b>



**WATER AND SEWER FUND (05)  
OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
<b><u>Personnel Services</u></b>							
50-6210	Salaries, Full-Time	1,051,933	1,074,986	1,068,669	1,112,344	43,675	37,358
50-6222	Salaries, Part-Time	8,179	17,976	11,325	17,500	6,175	(476)
50-6230	Overtime	21,815	55,998	28,000	55,000	27,000	(998)
	<b>Total Personnel Services</b>	<b>1,081,927</b>	<b>1,148,960</b>	<b>1,107,994</b>	<b>1,184,844</b>	<b>76,850</b>	<b>35,884</b>
<b><u>Insurance and Benefits</u></b>							
51-6310	FICA	80,148	86,292	86,000	89,797	3,797	3,505
51-6315	IMRF	118,966	125,807	118,000	122,448	4,448	(3,359)
51-6330	Health Insurance	225,730	243,945	220,788	235,952	15,164	(7,993)
51-6333	Life Insurance	539	545	539	569	30	24
51-6334	Post Employment Benefits	6,346	-	-	-	-	-
51-6335	Dental Insurance	15,499	17,909	17,000	17,501	501	(408)
	<b>Total Insurance and Benefits</b>	<b>447,229</b>	<b>474,498</b>	<b>442,327</b>	<b>466,267</b>	<b>23,940</b>	<b>(8,231)</b>
<b><u>Professional Services</u></b>							
52-6480	Engineering Expense	4,883	75,000	35,000	119,800	84,800	44,800
52-6520	Legal Services	-	2,000	-	2,000	2,000	-
52-6522	IT Services	32,066	50,000	50,000	54,000	4,000	4,000

**WATER AND SEWER FUND (05)**  
**OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
52-6530	Miscellaneous Professional Services						
	Investment Expense		1,000	-	-	-	(1,000)
	Credit Card & Collection Processing Fees	26,680	28,000	27,200	28,000	800	-
	VANCO Services	1,724	2,000	2,000	2,200	200	200
	Drug Screens	400	700	500	500	-	(200)
	OSHA Testing	-	600	600	600	-	-
	Miscellaneous	3,607	-	2,000	3,700	1,700	3,700
	<b>Total Miscellaneous Professional Services</b>	<b>32,411</b>	<b>32,300</b>	<b>32,300</b>	<b>35,000</b>	<b>2,700</b>	<b>2,700</b>
52-8220	Registrar/Paying Agent Fees	3,396	4,500	3,700	1,757	(1,943)	(2,743)
	Fees for all Water & Sewer debt						
	<b>Total Professional Services</b>	<b>72,756</b>	<b>163,800</b>	<b>121,000</b>	<b>212,557</b>	<b>91,557</b>	<b>48,757</b>
<b><u>Contractual Services</u></b>							
53-6500	General Insurance	56,368	31,789	38,052	31,695	(6,357)	(94)
53-6555	Rental Expense	259	3,000	719	3,000	2,281	-
	Rental of equipment for water main breaks, water or sewer line repair						
53-6585	Uniform Service	10,068	8,200	4,224	8,200	3,976	-
	Uniform rental service staff						
53-6595	Water Analysis	12,020	15,000	7,000	25,000	18,000	10,000
	In-house water sampling Community Water Supply Testing Fund						
53-6606	J.U.L.I.E.	9,864	12,000	12,949	12,000	(949)	-
	Underground utility location services						

**WATER AND SEWER FUND (05)**

**OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
53-6770	Pumping Expense, Electricity Electricity expense for wells 3, 4, 6, 7, 8, 9, 10, and 11	469,055	522,210	410,540	507,000	96,460	(15,210)
53-7310	Maintenance; Building Maintenance and security system fees on well houses and lift stations, and PW cleaning service	28,743	32,900	23,304	28,800	5,496	(4,100)
53-7315	Maintenance; Equipment Maintenance and repair to public works vehicles or equipment	45,784	39,500	20,541	39,500	18,959	-
53-7365	Maintenance; Safety Equipment Safety equipment for the chlorine rooms at the Village wells	1,083	2,000	2,986	2,000	(986)	-
53-7375	Maintenance; Garage Maintenance at the Public Works Facility garage	-	1,000	107	1,000	893	-
53-7380	Maintenance; Wells Maintenance and chemicals for wells 3, 4, 6, 7, 8, 9, 10 and 11	119,372	286,200	111,525	291,200	179,675	5,000
53-7390	Maintenance; Sewer Main Maintenance on all Village sewer lines including lift stations and televising lines	50,295	73,000	47,344	66,400	19,056	(6,600)

**WATER AND SEWER FUND (05)**

**OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>		
53-7400	Maintenance; Water Meters Maintenance on any water meter in the Village	4,849	14,000	35,592	14,000	(21,592)	-
53-7410	Maintenance; Water Tower Maintenance on the Village water towers and supplies, such as light bulbs and cathodic protection	3,465	5,000	1,988	5,000	3,012	-
53-7415	Maintenance; Water Main Maintenance on all Village water mains including all necessary parts	84,447	100,600	85,360	100,600	15,240	-
53-7420	Maintenance; Fire Hydrants Purchase of new fire hydrants and maintenance of existing hydrants	14,647	13,000	5,867	13,000	7,133	-
53-7425	Maintenance; Radium Removal Operation of the radium removal equipment	355,654	445,000	369,493	400,000	30,507	(45,000)
<b>Total Contractual Services</b>		<b>1,265,974</b>	<b>1,604,399</b>	<b>1,177,591</b>	<b>1,548,395</b>	<b>370,804</b>	<b>(56,004)</b>

**Communication**

54-6550	Printing Expense Outsourcing the printing of utility bills	12,865	15,100	11,505	15,100	3,595	-
---------	---	--------	--------	--------	--------	-------	---

**WATER AND SEWER FUND (05)**  
**OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>		
54-6715	Advertising, Bids and Records Advertising and bid award documents for water or sewer projects	591	500	105	500	395	-
54-6765	Postage Postage for utility bills	32,377	35,000	28,706	35,000	6,294	-
54-6785	Telephone Expense All telecommunication expenses that include auto dialers for the SCADA system, lift stations, and cell phones	18,063	15,067	18,281	15,000	(3,281)	(67)
<b>Total Communication</b>		<b>63,897</b>	<b>65,667</b>	<b>58,597</b>	<b>65,600</b>	<b>7,003</b>	<b>(67)</b>
<b><u>Professional Development</u></b>							
55-6566	Travel and Training Continuing education classes, local and out-of-state for water operators and staff	3,128	4,700	4,690	4,700	10	-
55-6730	Dues American Water Works Association Illinois Rural Water Association Kane County Water National Safety Council	2,569	10,700	968	10,700	9,732	-
55-6806	Miscellaneous	308	-	-	-	-	-
<b>Total Professional Development</b>		<b>6,005</b>	<b>15,400</b>	<b>5,658</b>	<b>15,400</b>	<b>9,742</b>	<b>-</b>

**WATER AND SEWER FUND (05)**  
**OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
<b><u>Operating Supplies</u></b>							
56-6720	Books & Publication	106	200	-	200	200	-
56-6735	Gasoline	38,775	55,700	25,014	39,900	14,886	(15,800)
	Gasoline purchase for Public Works vehicles						
56-6740	Office Supplies	2,735	3,000	1,222	3,000	1,778	-
	Day-to-day office supplies; i.e. pens, pencils, computer paper stationary, keys, etc						
56-6806	Miscellaneous	321	1,000	88	1,000	912	-
56-6810	Uncollectable Utility Bills	1,772	-	884	-	(884)	-
56-7425	Maintenance, Supplies	-	500	5	500	495	-
	Inspector supplies; i.e. daily log books, file folders, maps						
56-7445	Tool Expense	2,102	1,500	1,067	1,500	433	-
	Tools for vehicles, fire hydrants or water shut- offs						

**WATER AND SEWER FUND (05)****OPERATIONS AND MAINTENANCE (00)**

		<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<i>FY 2018 Budget vs FY 2017</i>	
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>BUDGET</b>	<i>Projected</i>	<i>Budget</i>
56-7892	Water Meter Supplies						
	Cable, repair parts, reading software, handheld support	70,990	16,000	55,102	16,500	(38,602)	500
	Total Water Meter Supplies	70,990	16,000	55,102	16,500	(38,602)	500
	<b>Total Operating Supplies</b>	<b>116,801</b>	<b>77,900</b>	<b>83,382</b>	<b>62,600</b>	<b>(20,982)</b>	<b>(15,300)</b>
	<b>TOTAL WATER/SEWER OPERATION &amp; MAINTENANCE</b>	<b>3,054,589</b>	<b>3,550,624</b>	<b>2,996,549</b>	<b>3,555,663</b>	<b>558,914</b>	<b>5,039</b>
<b><u>Debt Service</u></b>							
59-7900	Revolving Loan-Principal(1997 & 2004 IEPA loans)	127,172	130,595	130,605	71,517	(59,088)	(59,078)
59-7901	Revolving Loan-Interest(1997 & 2004 IEPA loans)	21,694	18,261	18,260	15,184	(3,076)	(3,077)
59-8202	2012 Bond Payment - Principal	320,000	330,000	330,000	340,000	10,000	10,000
59-8203	2013 Bond Payment - Principal	10,000	10,000	-	10,000	10,000	-
59-8204	2014 Bond Payment - Principal	5,000	165,000	-	170,000	170,000	5,000
59-8208	2006B Bond Payment - Principal	125,000	125,000	125,000	125,000	-	-
59-8209	2007A Bond Payment - Principal	150,000	-	-	-	-	-
59-8210	2009 Bond Payment - Principal	285,000	300,000	300,000	310,000	10,000	10,000
59-8211	2011 Bond Payment - Principal	130,000	130,000	130,000	130,000	-	-
59-8212	2012 Bond Payment - Interest	48,100	41,700	41,700	31,800	(9,900)	(9,900)
59-8213	2013 Bond Payment - Interest	53,950	53,750	53,750	53,550	(200)	(200)
59-8214	2014 Bond Payment - Interest	31,174	29,050	29,050	25,750	(3,300)	(3,300)
59-8218	2006B Bond Payment - Interest	15,937	10,625	10,625	5,313	(5,312)	(5,312)
59-8219	2007A Bond Payment - Interest	6,000	-	-	-	-	-
59-8220	2009 Bond Payment - Interest	305,706	295,019	295,018	283,019	(11,999)	(12,000)
59-8220	2011 Bond Payment - Interest	49,475	45,575	45,575	41,675	(3,900)	(3,900)
	<b>Total Debt Service</b>	<b>1,684,208</b>	<b>1,684,575</b>	<b>1,509,583</b>	<b>1,612,808</b>	<b>103,225</b>	<b>(71,767)</b>
	<b>TOTAL WATER AND SEWER FUND</b>	<b>4,738,797</b>	<b>5,235,199</b>	<b>4,506,132</b>	<b>5,168,471</b>	<b>662,139</b>	<b>(66,728)</b>

This page was intentionally left blank.

## **Water and Sewer Capital Fund**

The Water and Sewer Fund is managed by the Public Works Director with the assistance of the Utility Services Director. The water system includes eight wells, six water towers, the radium removal systems, 165 miles of water main, 2,543 fire hydrants and several thousand feet of water service lines. The system has 11,200 water meters installed providing the basis for billing customers that generates the revenues for this Fund. The sewer system consists of 628,132 feet (119 miles) of sanitary sewer lines 15" and smaller and six lift stations.

### **Fiscal Year 2018 Budget**

- Total revenues of \$160,000
- Total expenses of \$1,250,000
- Ending Unrestricted Net Assets Balance of \$4.4 million

### **Challenges/Issues**

The Village is refining a long-term capital improvement plan to identify system needs to maintain the system in an operating condition in accordance with all regulatory requirements. The plan will identify system costs and will drive the discussion of funding options. Current funding mechanisms are insufficient to meet the future capital improvement needs. The Village anticipates completing a utility rate study in early FY 2018 to identify funding options.

### **Major Accomplishments**

- Lined Sedgwick Drive sanitary sewers
- Installed a new SCADA system for sanitary pump stations

### **FY 2018 Expenditure descriptions:**

#### **Water Meter Supplies**

\$600,000 is budgeted to begin a meter/remote reader replacement program. This year's program is the first of a five year program. The total program cost is estimated to be \$5 million.

#### **Sanitary Sewer Lining Program**

The budget includes \$125,000 to continue the annual sewer-lining program. The program is completed by the Fox Valley Metropolitan Sanitary District contractor because of an Intergovernmental Agreement the Village has with the Sanitary District. The program will eliminate tree root blockages and infiltration problems in the system.

#### **Kendall Point Water Tower Demolition**

Demolish the Kendall Point Water Tower at an estimated cost of \$80,000. The construction of the Ogden Falls water tower rendered the Kendall Point tower obsolete and unnecessary for the water system. The tower was abandoned and over the years has become an eyesore for those entering the Village limits from the east.

### Water Tower Washing

Wash all water towers to remove dirt and mold from the outside of the towers at an estimated cost of \$45,000.

### Future Water Plant

\$400,000 is included in the budget for land acquisition, plant governance and preliminary engineering for the future plant.

### **Strategic Plan Outcome**

- Safe and efficient infrastructure
- Sustainable water source

**WATER & SEWER CAPITAL FUND (04)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Fund Balance</b>	-	5,646,461	5,646,461	5,489,421	-3%	-3%
<b><u>REVENUES</u></b>						
Charges for Service						
Meter Tap on Fees	330,530	220,000	132,000	110,000	-17%	-50%
MXU Fees	43,130	70,000	31,404	30,000	-4%	-57%
<b>Total Charges for Service</b>	<b>373,660</b>	<b>290,000</b>	<b>163,404</b>	<b>140,000</b>	<b>-14%</b>	<b>-52%</b>
Interest	50,262	6,000	25,564	20,000	-22%	233%
<b>TOTAL REVENUE</b>	<b>423,922</b>	<b>296,000</b>	<b>188,968</b>	<b>160,000</b>	<b>-15%</b>	<b>-46%</b>
<b><u>EXPENDITURES</u></b>						
<b>Water Meter Supplies</b>						
Water Meters for New Homes & Commercial Development	-	100,000	-	-	0%	-100%
Water Meter Replacements	-	35,000	-	-	0%	-100%
<b>Total Water Meter Supplies</b>	<b>-</b>	<b>135,000</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-100%</b>
<b>Capital Improvements</b>						
Vehicle Purchase	122,240	-	-	-	0%	0%
<b>Utility System Improvements</b>						
Generator Installation	140,000	-	-	-	0%	0%
US Route 34 Water Main Relocation	192,192	-	22,200	-	-100%	0%
Alternative Water Source Study	13,518	-	6,173	-	-100%	0%
Sanitary Sewer Lining Program	67,387	80,000	70,400	125,000	78%	56%
SCADA Replacements/Lift Stations	169,830	335,000	247,235	-	-100%	-100%
Water Meter & Reader Replacement	-	-	-	600,000	100%	100%
Water Tower Demo.-Kendall Point	-	-	-	80,000	100%	100%
Water Tower Washing	-	-	-	45,000	100%	100%
Water Plant Improvements	-	-	-	400,000	100%	100%
Downtown Development site	-	109,000	-	-	0%	-100%
Utility System Improvements Total	<b>582,927</b>	<b>524,000</b>	<b>346,008</b>	<b>1,250,000</b>	<b>261%</b>	<b>139%</b>
<b>Total Capital Improvements</b>	<b>705,167</b>	<b>524,000</b>	<b>346,008</b>	<b>1,250,000</b>	<b>261%</b>	<b>139%</b>
<b>TOTAL EXPENDITURES</b>	<b>705,167</b>	<b>659,000</b>	<b>346,008</b>	<b>1,250,000</b>	<b>261%</b>	<b>90%</b>
<b>Revenues Over/Under Expenditures</b>	<b>(281,245)</b>	<b>(363,000)</b>	<b>(157,040)</b>	<b>(1,090,000)</b>	<b>594%</b>	<b>200%</b>
<b>Other Financing Source/Use</b>						
Transfer From Water & Sewer Fund	5,927,706	500,000	-	-	0	-100%
<b>Ending Fund Balance</b>	<b>5,646,461</b>	<b>5,783,461</b>	<b>5,489,421</b>	<b>4,399,421</b>	<b>-20%</b>	<b>-24%</b>

\*This Fund was established for FY 2016

This page was intentionally left blank.

## **Garbage Collection Fund**

Garbage, recycling and yard waste collection in residential areas are funded through the Garbage Collection Fund. Collection is accomplished by contract with a waste hauling contractor. The Village has a flat-rate garbage pick-up program that allows for almost unlimited amounts of refuse and recyclables to be picked up each week. Use of a cart for recycling is required by customers and each household is supplied with a 65 gallon cart.

In FY 2017, the Village negotiated an extension of the current contract in which rates decreased from \$19.97 to \$19.20 per month for regular residential service and \$15.98 per month to \$15.36 per month for senior citizen residential. These services are billed bi-monthly. Residents pay \$1.00 per sticker for yard waste stickers. The current garbage contract expires on April 30, 2022. Annual rate increases between 2% and 4% are included in the contract.

### **Fiscal Year 2018 Budget**

- Total revenues exceed total expenses by \$1,700
- Estimated reserve balance of \$519,562 at April 30, 2018

### **Challenges/Issues**

The short and long term goals are to provide the residents with the garbage, recycling and yard waste collection service they prefer at the lowest cost available. The Village conducted a survey of residents in 2011 and 2012 to determine the scope of services to be put out to bid. The contractual cost of the collection service is passed through to the residents. The Village provides the administrative costs and billing costs of the program utilizing village staff with none of these costs allocated to this Fund.

### **Garbage Collection Accounts on a Bi-Monthly Basis for the Last Four Fiscal Years**

	FY 2014	FY 2015	FY 2016	FY 2017
May	9,845	10,028	10,230	10,545
July	9,835	10,068	10,284	10,564
September	9,896	10,116	10,259	10,577
November	9,929	10,142	10,361	10,591
January	9,951	10,209	10,343	10,596
March	9,929	10,412	10,540	10,602

**GARBAGE COLLECTION FUND (08)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Net Assets</b>	521,713	513,437	513,437	517,862	1%	1%
<b><u>REVENUES</u></b>						
<b>Charges for Services</b>						
Disposal Fees	2,405,709	2,500,000	2,348,000	2,450,000	4%	-2%
Waste Stickers and Bins	1,241	1,200	1,244	1,200	-4%	0%
<b>Total Charges for Services</b>	<b>2,406,950</b>	<b>2,501,200</b>	<b>2,349,244</b>	<b>2,451,200</b>	<b>4%</b>	<b>-2%</b>
<b>Interest</b>	682	750	428	500	17%	-33%
<b>TOTAL REVENUE</b>	<b>2,407,632</b>	<b>2,501,950</b>	<b>2,349,672</b>	<b>2,451,700</b>	<b>4%</b>	<b>-2%</b>
<b><u>EXPENSES</u></b>						
<b>Professional Services</b>						
Disposal Service	2,414,409	2,500,000	2,345,247	2,450,000	4%	-2%
Waste Stickers and Bins	1,500	1,200	0	0	0%	-100%
<b>TOTAL EXPENSES</b>	<b>2,415,909</b>	<b>2,501,200</b>	<b>2,345,247</b>	<b>2,450,000</b>	<b>4%</b>	<b>-2%</b>
<b>Revenues Over/Under Expenditures</b>	(8,276)	750	4,425	1,700	-62%	127%
<b>Other Financing/ (Uses)</b>	-	-	-	-	0%	0%
<b>Change in Fund Balance</b>	(8,276)	750	4,425	1,700	-62%	127%
<b>Ending Net Assets</b>	<b>513,437</b>	<b>514,187</b>	<b>517,862</b>	<b>519,562</b>	<b>0%</b>	<b>1%</b>

## Vehicle Fund

The Vehicle Fund is used to account for all major equipment and vehicle purchases. Prior to the establishment of this fund in FY 2017, the Village paid for major equipment and vehicle purchases directly from various accounts in the General Fund and Water and Sewer Fund. Centralization of vehicle and equipment purchases allows the Village to simplify tracking of purchases previously made across multiple Funds. Centralization will assist in prioritizing purchases for all departments.

### **Fiscal Year 2018 Budget**

Vehicle and equipment purchases of \$85,000 are included in the budget. \$50,000 is benefiting departments in the General Fund and \$35,000 benefitting the Water & Sewer Fund. \$85,000 will be transferred to the Fund to pay for the purchases.

### **Challenges/Issues**

Vehicles are eligible for replacement in accordance with the Village Vehicle Replacement Policy. The Village has more vehicles eligible for replacement than what can be replaced because of not having a replacement plan in previous years. The Village regularly monitors vehicle condition to determine if efforts to extend the service life of the vehicle are cost-effective. The Fund does not have a dedicated revenue source as yet and one will need to be determined to support the annual replacement of vehicles within the current fleet.

### **FY 2018 Expenditure descriptions:**

#### Vehicles

- Police
  - Sedan interceptor \$ 20,000
- Public Works
  - Ford F250 4x4 w/ plow \$ 35,000

#### Equipment

- Public Works
  - Street Sweeper - Rebuild \$ 30,000

### **Strategic Plan Outcome**

- Safe and efficient infrastructure

VEHICLE FUND (11)

	FY 2017 BUDGET	FY 2017 PROJECTED	FY 2018 BUDGET	FY 2018 Budget vs FY 2017 <i>Projected Budget</i>	
Beginning Net Assets	-	-	56,156	100%	100%
<b><u>REVENUES</u></b>					
Asset Sales	-	15,000	5,000	-67%	100%
Interest	-	1,028	400	-61%	100%
<b>TOTAL REVENUE</b>	<b>-</b>	<b>16,028</b>	<b>5,400</b>	<b>-66%</b>	<b>100%</b>
<b><u>EXPENDITURES</u></b>					
<b>General Fund Purchases</b>					
Vehicle Purchase B&Z	27,000	25,000	-	-100%	-100%
Vehicle Purchase R&B	162,500	162,500	-	-100%	-100%
Vehicle Purchase Police	190,680	170,362	20,000	-88%	-90%
Equipment R&B	101,000	100,755	30,000	-70%	-70%
<b>Total General Funds</b>	<b>481,180</b>	<b>458,617</b>	<b>50,000</b>	<b>-89%</b>	<b>-90%</b>
<b>Water &amp; Sewer Purchases</b>					
Vehicle Purchase W&S	131,500	133,000	35,000	-74%	-73%
Equipment W&S	101,000	100,755	-	-100%	-100%
<b>Total Water &amp; Sewer</b>	<b>232,500</b>	<b>233,755</b>	<b>35,000</b>	<b>-85%</b>	<b>-85%</b>
<b>TOTAL EXPENDITURES</b>	<b>713,680</b>	<b>692,372</b>	<b>85,000</b>	<b>-88%</b>	<b>-88%</b>
<b>Revenues Over/Under Expenditures</b>	<b>(713,680)</b>	<b>(676,344)</b>	<b>(79,600)</b>	<b>-88%</b>	<b>-89%</b>
<b>Other Financing Source (Use)</b>					
Transfer from Capital Improvement Fund	500,000	500,000	50,000	-90%	-90%
Transfer from Water & Sewer Fund	232,500	232,500	35,000	-85%	-85%
<b>Total Other Financing Source/Use</b>	<b>732,500</b>	<b>732,500</b>	<b>85,000</b>	<b>-88%</b>	<b>-88%</b>
<b>Change in Fund Balance</b>	<b>18,820</b>	<b>56,156</b>	<b>5,400</b>	<b>-90%</b>	<b>-71%</b>
<b>Ending Net Assets</b>	<b>18,820</b>	<b>56,156</b>	<b>61,556</b>	<b>10%</b>	<b>227%</b>

## **Police Officers' Pension Fund**

The Police Officers' Pension Fund accounts for revenues and expenditures associated with the provision of retirement, disability and other pension benefits for sworn police personnel through a single-employer pension plan. Benefits provided to sworn police personnel are governed by Illinois State Statutes. The Police Officers' Pension Board, which consists of two active pension members, one retired member, and two individuals appointed by the Village, is responsible for administering the pension fund, with advice and assistance provided by the Village Treasurer.

### **Fiscal Year 2018 Budget**

- Total revenues exceed expenditures by \$1,514,800
- Municipal contribution of \$1,400,000 is \$150,000 less than FY 2017
- Expenditures for FY 2018 total \$728,300
- Estimated Ending Net Assets Balance of \$26.9 million

### **Challenges/Issues**

The Village is responsible for determining, on an annual basis through an actuarial study, the amount of employer contributions, usually from the property tax levy, that the Village must contribute to the fund in order to provide monies for future pension costs. The annual contribution to be provided by the Village is the amount necessary to provide for the annual requirements of the pension fund plan, and an amount necessary to ensure the accumulation of a reserve equivalent to the fund's accrued liabilities annualized over the remaining twenty-five year amortization period.

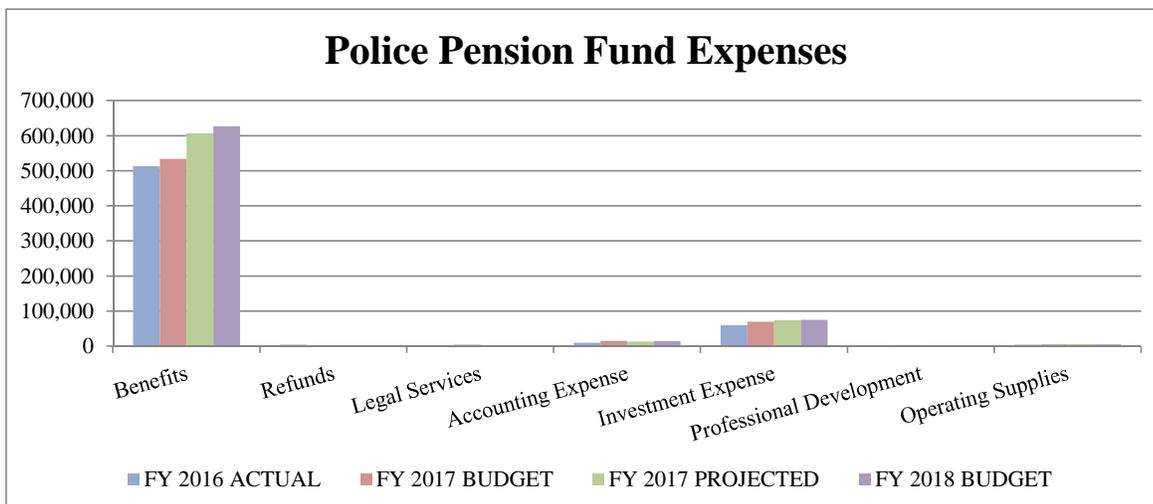
The Village Board has committed to contributing more than the required amount to ensure the 100% funding level by the end of the amortization period. This will become a problem for the Village as general revenues decline and the annual pension contribution continues to increase requiring a greater amount of general revenues. The Village Board will need to increase property taxes to support the annual contributions.

The actuarial report, presenting the actuarial position of the Fund as of April 30, 2016, showed that the Police Pension Fund had a funding level of 66.2% and a return on its investment of 0.79%.

As of April 30, 2017 the Police Pension Fund has nine retirees. Two more members have indicated they will retire in Fiscal Year 2018.

**POLICE OFFICERS' PENSION FUND (21)**

	<b>FY 2016 ACTUAL</b>	<b>FY 2017 BUDGET</b>	<b>FY 2017 PROJECTED</b>	<b>FY 2018 BUDGET</b>	<i>FY 2018 Budget vs FY 2017 Projected Budget</i>	
<b>Beginning Net Assets</b>	21,245,030	22,553,626	22,553,626	25,379,871	13%	13%
<b>REVENUES</b>						
Employer Contribution						
Property Taxes	1,181,869	1,219,638	1,218,289	1,278,500	5%	5%
Village Contribution	68,131	330,362	331,721	121,500	-63%	-63%
<b>Total Employer Contribution</b>	<b>1,250,000</b>	<b>1,550,000</b>	<b>1,550,010</b>	<b>1,400,000</b>	<b>-10%</b>	<b>-10%</b>
Employee Contributions	425,332	440,000	440,833	443,100	1%	1%
Interest Income	231,796	200,000	1,543,027	400,000	-74%	100%
<b>TOTAL REVENUES</b>	<b>1,907,128</b>	<b>2,190,000</b>	<b>3,533,870</b>	<b>2,243,100</b>	<b>-37%</b>	<b>2%</b>
<b>EXPENDITURES</b>						
Benefits	513,505	534,000	607,100	627,000	3%	17%
Refunds	4,474	-	-	-	0%	0%
Legal Services	2,436	5,000	1,800	1,500	-17%	-70%
Accounting Expense	10,760	16,000	14,000	15,000	7%	-6%
Investment Expense	59,895	70,000	75,000	76,000	1%	9%
Professional Development	2,237	3,900	2,795	3,300	18%	-15%
Operating Supplies	5,226	6,000	6,930	5,500	-21%	-8%
<b>TOTAL EXPENDITURES</b>	<b>598,532</b>	<b>634,900</b>	<b>707,625</b>	<b>728,300</b>	<b>3%</b>	<b>15%</b>
<b>Revenues Over/Under Expenditures</b>	1,308,596	1,555,100	2,826,245	1,514,800	-46%	-3%
<b>Other Financing Sources/(Uses)</b>		-				
<b>Change in Fund Balance</b>	1,308,596	1,555,100	2,826,245	1,514,800	-46%	-3%
<b>Ending Net Assets</b>	<b>22,553,626</b>	<b>24,108,726</b>	<b>25,379,871</b>	<b>26,894,671</b>	<b>6%</b>	<b>12%</b>



**VILLAGE OF OSWEGO  
KENDALL AND WILL COUNTY, ILLINOIS**

---

**ORDINANCE NO. 17 – 15**

**AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF  
THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN  
LIEU OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR  
COMMENCING ON MAY 1, 2017 AND ENDING ON APRIL 30, 2018.**

---

**ADOPTED BY  
THE PRESIDENT AND BOARD OF TRUSTEES  
OF THE  
VILLAGE OF OSWEGO**

This 11<sup>th</sup> day of April, 2017

Published in pamphlet form by authority of the President  
and Board of Trustees of the Village of Oswego on 11<sup>th</sup> day of April, 2017.

ORDINANCE NO. 17 - 15

---

**AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN LIEU OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR COMMENCING ON MAY 1, 2017 AND ENDING ON APRIL 30, 2018.**

---

**WHEREAS**, the Village of Oswego (“Village”) has a population of more than 25,000 and is therefore a “Home Rule Unit” under the 1970 Illinois Constitution; and

**WHEREAS**, the Illinois Constitution of 1970 provides that a Home Rule Unit may exercise any power and perform any function pertaining to its government and affairs, including but not limited to the power to regulate for the protection of the public health, safety, morals and welfare; to license, to tax; and to incur debt; and

**WHEREAS**, the Village has in full force and effect a codified set of those ordinances of the Village which are of a general and permanent nature, which said codified set is known and designated as the Village Code of the Village of Oswego, as amended; and

**WHEREAS**, on February 10, 2017, there was submitted to the Village President and Board of Trustees of the Village of Oswego, Kendall and Will Counties, Illinois, a proposed Budget of all corporate purposes of the Village of Oswego for the fiscal year commencing on May 1, 2017 and ending on April 30, 2018; and

**WHEREAS**, a Public Hearing on said proposed Budget was conducted on April 11, 2017 pursuant to legal notice published March 30, 2017 in the *Oswego Ledger*, a newspaper having a general circulation in the Village of Oswego; and

**WHEREAS**, the above procedure, is in conformance with Village of Oswego Ordinance No. 02-106, AN ORDINANCE ADOPTING AN ANNUAL BUDGET PROCESS FOR THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS; and

**WHEREAS**, the Village has enacted such ordinance under the provisions of the Illinois Municipal Code, including 65 ILCS 5/8-2-9.1 et seq.

**NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS IN THE EXERCISE OF THEIR HOME RULE, STATUTORY AND OTHER POWERS**, as follows:

**Section 1:** That pursuant to authority granted the Village under Illinois Compiled Statute, Chapter 65 ILCS 5/8-2-9.1 et seq. and the findings of the Village corporate authorities, the Village of Oswego hereby adopts the Annual Budget for the Fiscal Year beginning May 1, 2017 and ending April 30, 2018 for the various corporate purposes for the Village of Oswego, Kendall and Will Counties, Illinois, as detailed in Exhibit A.

**Section 2: SEVERABILITY**

This ordinance and every provision thereof shall be considered severable. If any section, paragraph, subdivision, clause, sentence or provision of this Ordinance shall be adjudged by any Court of competent jurisdiction to be invalid, such judgment shall not affect, impair, invalidate or nullify the remainder thereof, which remainder shall remain and continue in full force and effect.

**Section 3: REPEALER**

All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

**Section 4: EFFECTIVE DATE**

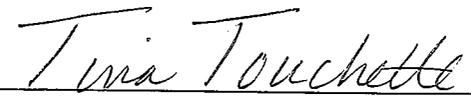
This Ordinance shall be in full force and effect immediately upon its passage, approval and Publication in pamphlet form which is hereby authorized, as provided by law.

**PASSED** by the Board of Trustees of the Village of Oswego, Kendall and Will Counties, Illinois this 11<sup>th</sup> day of April, 2017.

RYAN KAUFFMAN	<u>AYE</u>	JUDY SOLLINGER	<u>AYE</u>
KARIN MCCARTHY-LANGE	<u>AYE</u>	LUIS PEREZ	<u>AYE</u>
PAM PARR	<u>AYE</u>	JOE WEST	<u>AYE</u>

**APPROVED** by me, Gail E. Johnson, as President of the Village of Oswego, Kendall and Will Counties, Illinois this 11<sup>th</sup> day of April, 2017.

  
GAIL E. JOHNSON, VILLAGE PRESIDENT

  
TINA TOUCHETTE, VILLAGE CLERK

STATE OF ILLINOIS     )  
  )  
COUNTIES OF KENDALL)  
AND WILL

SS

**CLERK'S CERTIFICATE**  
**(ORDINANCE)**

I, Tina Touchette, the duly qualified and acting Village Clerk of the Village of Oswego, Kendall and Will County, Illinois, do hereby certify that I am the keeper of its books and records and that the attached hereto is a true and correct copy of an Ordinance entitled:

**AN ORDINANCE ADOPTING THE BUDGET FOR ALL CORPORATE PURPOSES OF THE VILLAGE OF OSWEGO, KENDALL AND WILL COUNTIES, ILLINOIS, IN LIEU OF THE APPROPRIATION ORDINANCE FOR THE FISCAL YEAR COMMENCING ON MAY 1, 2017 AND ENDING ON APRIL 30, 2018.**

which Ordinance was duly adopted by said Board of Trustees at a regular meeting held on the 11<sup>th</sup> day of April, 2017, approved by the Village President on the 11<sup>th</sup> day of April, 2017 and thereafter published in pamphlet form.

I do further certify, in my official capacity, that a quorum of said Board of Trustees was present at said meeting and that the Board complied with all requirements of the Illinois Open Meetings Act.

IN WITNESS WHEREOF, I have hereunto set my hand this 12<sup>th</sup> day of April, 2017.

*Tina Touchette*

\_\_\_\_\_  
Tina Touchette, Village Clerk  
Village of Oswego





STATE OF ILLINOIS            )  
  )  
COUNTIES OF KENDALL )     SS  
AND WILL

I, Tina Touchette, do hereby certify that I am the Village Clerk of the Village of Oswego, Kendall and Will County, Illinois, and as such Village Clerk, I have charge and custody of the records of the Board of Trustees of the Village of Oswego, Illinois.

I further certify that the attached document entitled Ordinance Adopting the Budget for All Corporate Purposes of the Village of Oswego, Kendall and Will Counties, Illinois, in Lieu of the Appropriation Ordinance for the Fiscal Year Commencing on May 1, 2017 and Ending April 30, 2018 is a true and correct copy of said document approved by the Oswego Board of Trustees and the Oswego Village President on April 11<sup>th</sup>, 2017.

IN WITNESS WHEREOF, I have hereunto set my hand and seal this 12<sup>th</sup> day of April 2017.

  
\_\_\_\_\_  
Tina Touchette, Village Clerk



FY 2018 EMPLOYEE COMPENSATION DISCLOSURE (Public Act 97-0609)

(Amounts are based on Budgeted Salaries as of 5/01/17)

Employee Name	Employee Title	Department	Salaries FY 18	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
Di Santo, Daniel	Village Administrator	Corporate	173,056	6,000	480	19,557	1,528	1,126	30	201,777	20	9
Hughes, Jennifer	Director of Public Works/Village Engineer	Public Works	149,991	6,000	480	15,733	10,001	740	30	182,976	20	12
Burgner, Jeffery	Police - Chief	Police	141,501			28,571	4,702	699	183	175,657	20	12
Delphey, Brad	Deputy Chief	Police	123,579			28,571	14,914	1,126	30	168,220	20	12
Horton, Mark	Finance Director	Finance	135,804			14,245	14,914	1,126	30	166,119	15	12
Norwood, Kevin	Commander	Police	115,089			28,571	21,049	1,126	30	165,866	20	12
Jensen, James	Deputy Chief	Police	124,483			28,571	5,631	1,126	30	159,841	20	12
Biggs, Christopher	Sergeant	Police	104,626			28,571	21,049	1,126	30	155,403	20	12
Blessing, William	Sergeant	Police	104,626			28,571	21,049	1,126	30	155,403	20	12
Bond, Page	Sergeant	Police	104,626			28,571	21,049	1,126	30	155,403	20	12
Bastin, Jason	Sergeant	Police	104,626			28,571	15,698	1,126	30	150,052	18	12
Nehring, Brian	Sergeant	Police	104,626			28,571	15,698	1,126	30	150,052	20	12
Yackley, Shane	Sergeant	Police	104,626			28,571	15,698	1,126	30	150,052	18	12
Sherwood, Robert	Sergeant	Police	102,352			28,571	15,698	1,126	30	147,778	23	12
Santa, Andrew	Patrol	Police	96,928			28,571	21,049	1,126	30	147,705	20	12
Zenner, Rod	Community Dev. Director	Community Development	118,298		480	12,409	14,914	1,126	30	147,257	18	12
Geltz, Joseph	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	23	12
Barajas, Michael	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	18	12
Cosimo, Kelly	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	18	12
Guisti, Terry	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	18	12
Snow, Anthony	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	18	12
Torrance, Michael	Patrol	Police	90,979			28,571	21,049	1,126	30	141,756	20	12
Cummins, Bryan	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	20	12
Dilg, Brandon	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Foote, Kenneth	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	15	12
Gerry, Joshua	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	20	12
Graver, Justin	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	15	12
Hackl, Ben	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Hart, Scott	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	20	12
Melhouse, Ryan	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Pan, Justin	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Unger, Matthew	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Vargas, Chad	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	18	12
Wicyk, Patrick	Patrol	Police	90,979			28,571	15,698	1,126	30	136,405	20	12
Bailey, Stephen	Patrol	Police	90,979			28,571	14,116	740	30	134,437	18	12
Dickey, Chad	Patrol	Police	90,979			28,571	14,116	740	30	134,437	23	12
Hayes, Rebecca	Patrol	Police	90,979			28,571	13,570	1,126	30	134,276	20	12
Lawrence, Steven	Patrol	Police	90,979			28,571	14,116	326	30	134,023	23	12
Mall, John	Patrol	Police	90,979			28,571	10,528	740	30	130,848	23	12
Burgwald, Shane	Patrol	Police	90,979			28,571	10,120	699	30	130,400	18	12
Weaver, Jerry	Utility Services Director	Public Works	106,841			11,207	10,001	1,126	30	129,205	20	12

Employee Name	Employee Title	Department	Salaries FY 18	Car Allowance	Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
Spears, Chereese	Patrol	Police	90,979			28,571	6,636	326	30	126,543	18	12
Sterioti, Frank	Patrol	Police	78,905			28,571	15,698	1,126	30	124,331	15	12
Slocum, Daniel	Patrol	Police	71,471			28,571	21,049	1,126	30	122,248	13	12
Wilson, Keith	Patrol	Police	90,979			28,571	1,261	1,126	30	121,967	23	12
Mumm, Matthew	Patrol	Police	90,979			28,571	1,528	-	30	121,109	20	12
Cole, Corinna	Economic Development Director	Economic Development	108,150			11,344	1,528	-	30	121,053	15	9
Szliage, Joe	Patrol	Police	81,035			28,571	10,528	740	30	120,904	15	12
Runyon, Mark	Assistant Public Works Director	Public Works	94,366			9,898	14,914	1,126	30	120,334	20	12
Heitzman, Kristyn	Patrol	Police	73,569			28,571	14,116	740	30	117,027	15	12
Hoover, Jay	Building & Zoning Manager	Building & Zoning	90,176		480	9,459	14,914	1,126	30	116,185	10	9
Robinson, Billie	Assistant Finance Director	Finance	87,550			9,184	14,914	1,126	30	112,803	20	12
Most, Andrew	Patrol	Police	71,616			28,571	10,528	740	30	111,485	13	12
Lombardi, Jordan	Patrol	Police	67,607			28,571	14,116	740	30	111,064	12	9
	Assistant Village Administrator/Human											
Burns, Christina	Resource Director	Corporate	98,040		480	10,284	1,528	-	30	110,362	15	12
Renzetti, Joe	IT Manager	Technology	80,876		480	8,484	14,914	1,126	30	105,910	15	12
Olsen, Larry	Patrol	Police	60,242			28,571	14,116	1,126	30	104,086	10	9
Callahan, Anne	Purchasing Manager	Corporate	82,000			8,601	11,514	1,126	30	103,271	15	9
Catberro, Cassandra	Patrol	Police	67,607			28,571	6,636	326	30	103,171	12	9
Bergeron, Michelle K.	Community Relations Manager	Community Relations	77,862			8,167	10,001	740	30	96,800	18	12
Denatale, Anthony	Patrol	Police	60,242			28,571	6,636	1,126	30	96,606	10	9
Fox, Ronald	Chief Building Inspector	Building & Zoning	77,184			8,096	10,001	740	30	96,051	20	12
Markowski, David	Superintendent/PW Street Operations	Public Works	73,281			7,687	11,977	740	30	93,715	20	12
Jardine, Zachary	Supervisor/Field Operations	Public Works	68,562			7,192	15,698	1,126	30	92,609	20	12
Touchette, Tina	Village Clerk	Corporate	68,699			7,206	14,914	1,126	30	91,975	15	12
Garcia, Russ	Supervisor/Ground Services	Public Works	67,836			7,116	15,698	1,126	30	91,806	20	12
Miller, Tracy	Supervisor/Facilities Services	Public Works	67,836			7,116	15,698	1,126	30	91,806	20	12
Burbridge, Jim	Chief Infrastructure Inspector	Community Development	73,134			7,671	10,001	740	30	91,576	20	12
Morphey, Rick	Plumbing Inspector	Building & Zoning	72,863			7,643	10,001	740	30	91,277	18	12
Jackson, Connie M	Records Supervisor	Police	67,064			7,035	14,914	1,126	30	90,168	20	12
Novy, James	Patrol	Police	59,829			28,571	-	1,126	30	89,557	10	9
Bavuso, Anthony	Superintendent/Shop Operations	Public Works	62,284			6,533	15,698	1,126	30	85,671	10	9
Fisher, Michael	Combination Building Inspector	Building & Zoning	61,788			6,481	14,914	1,126	30	84,339	18	12
Williams, Everett	P.W. Tech. II	Public Works	59,446			6,236	15,698	1,126	30	82,536	20	12
Schiber, Erin	Human Resource Generalist	Corporate	59,971			6,291	14,914	1,126	30	82,331	18	12
Schultz, Dan	P.W. Tech. II	Public Works	57,289			6,009	15,698	1,126	30	80,152	20	12
Justiz, Hector	Building Inspector	Building & Zoning	57,200			6,000	14,914	1,126	30	79,269	18	12
Simpson, Kenneth	Evidence Custodian	Police	53,560			5,618	17,860	1,126	30	78,194	10	9
Derdzinski, Vel	Deputy Village Clerk	Corporate	58,740			6,161	10,001	740	30	75,672	20	12
Lawrence, Denise	Executive Asst.	Police	67,421			7,072	-	326	30	74,849	18	12
St. Laurent, Kevin	P.W. Tech. I	Public Works	52,412			5,498	15,698	1,126	30	74,764	10	9
Doud, Patrick	P.W. Tech. II	Public Works	51,850			5,439	15,698	1,126	30	74,143	18	10
Salmon, Bethany	Planner	Community Development	62,478			6,554	4,702	326	30	74,090	10	9
Kulawiak, Sandy	Administrative Assistant	Community Development	52,875			5,546	11,977	740	30	71,169	18	12

Employee Name	Employee Title	Department	Salaries		Phone Allowance	Employer Pension Contribution	Employer Health Insurance	Employer Dental Insurance	Employer Life Insurance	Total Compensation	Vacation Days Granted	Sick Days Granted
			FY 18	Car Allowance								
Blair, Darcy	Staff Accountant	Finance	58,631			6,150	4,702	1,126	30	70,640	18	12
Spencer, Cathy	Administrative Assistant	Public Works	52,478			5,505	10,001	740	30	68,754	20	12
Mikutis, Eric	P.W. Tech. II	Public Works	46,422			4,869	15,698	1,126	30	68,146	15	12
Densberger, Amy	Administrative Assistant	Police	49,920			5,236	11,514	1,126	30	67,826	10	9
Nevara, Cathleen	CALEA Manager	Police	56,457			5,922	4,702	699	30	67,811	18	12
Ebinger, Linda	Executive Assistant	Corporate	51,995			5,454	9,614	699	30	67,793	13	12
Towery, Sandy	P.W. Tech. II	Public Works	55,257			5,796	4,950	326	30	66,359	18	12
McGillis, Joseph	P.W. Tech. I	Public Works	42,664			4,475	17,860	1,126	30	66,156	12	9
Gunter, Michael	P.W. Tech. II	Public Works	53,434			5,605	4,950	326	30	64,344	18	12
Brooks, Tia	Visitor's Bureau Assistant/Grant Writer	Community Relations	48,274			5,064	10,001	740	30	64,109	15	12
Palomo, Ramon	P.W. Tech. I	Public Works	42,544			4,463	15,698	1,126	30	63,861	12	9
Navarro, Jesus	P.W. Tech. I	Public Works	42,463			4,454	15,698	740	30	63,386	12	9
Klatt, Lisa	Utility Billing Coordinator	Finance	54,873			5,756	1,528	1,126	30	63,313	20	12
Walat, Karen	Receptionist/Clerk	Police	41,874			4,392	14,914	1,126	30	62,336	18	12
Schultz, Kathy	Administrative Assistant	Finance	41,483			4,351	14,914	1,126	30	61,904	15	12
Krueger, Rachel	Receptionist/Clerk	Police	40,840			4,284	14,914	1,126	30	61,194	13	12
King, Robert	P.W. Tech. II	Public Works	49,151			5,156	4,950	699	30	59,986	18	12
Tallman, Justin	P.W. Tech. I	Public Works	40,800			4,280	10,528	326	30	55,963	10	9
Stoner, Kimberly	Receptionist/Clerk	Police	40,840			4,284	10,001	740	30	55,895	10	9
Sowell, Michelle	Receptionist/Clerk	Police	40,840			4,284	9,614	1,126	30	55,894	13	12
Amodio, Pietro	P.W. Tech. I	Public Works	40,608			4,260	10,120	699	30	55,718	10	9
Lusk, Connie	Receptionist/Clerk	Police	45,333			4,755	4,702	326	30	55,147	18	12
Gatske, Jennie	Finance Assistant	Finance	47,196			4,951	1,528	1,126	30	54,831	10	9
Wyngard, Claudia	Administrative Assistant	Building & Zoning	43,903			4,605	4,702	740	30	53,981	20	12
Stevens, Natalie	Receptionist/Clerk	Police	40,840			4,284	5,631	326	30	51,111	10	9
Grace, Tyler	Graduate Intern	Corporate	19,282			2,023	N/A	N/A	N/A	21,304	N/A	N/A
Werges, Blake	CSO	Police	14,163			N/A	N/A	N/A	N/A	14,163	N/A	N/A
Lach, David	CSO	Police	13,728			N/A	N/A	N/A	N/A	13,728	N/A	N/A
Spang, Jeffery	CSO	Police	11,330			N/A	N/A	N/A	N/A	11,330	N/A	N/A
Johnson, Gail	Village President	Village Officials	10,800		480	N/A	N/A	N/A	N/A	11,280	N/A	N/A
McDaniel, Antonio	CSO	Police	11,223			N/A	N/A	N/A	N/A	11,223	N/A	N/A
Guevara, David	CSO	Police	10,752			N/A	N/A	N/A	N/A	10,752	N/A	N/A
Bukowski, Jacqueline	B&Z Intern	Building & Zoning	9,828			N/A	N/A	N/A	N/A	9,828	N/A	N/A
Kauffman, Ryan	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
McCarthy-Lange, Karin	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
Parr, Pam	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
Perez, Luis	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
Sollinger, Judy	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
West, Joe	Village Trustee	Village Officials	6,600			N/A	N/A	N/A	N/A	6,600	N/A	N/A
Stadel, Richard	CSO	Police	3,018			N/A	N/A	N/A	N/A	3,018	N/A	N/A
Shink, William	CSO	Police	917			N/A	N/A	N/A	N/A	917	N/A	N/A
Bowen, Lisa	Receptionist/Clerk (Part-Time)	Police	15.95/hour			N/A	N/A	N/A	N/A	-	N/A	N/A
Rasmusson, Amber	Receptionist/Clerk (Part-Time)	Police	15.95/hour			N/A	N/A	N/A	N/A	-	N/A	N/A
			8,590,789	12,000	3,360	1,819,429	1,363,076	101,046	3,462	11,893,162		

## STATISTICAL SECTION

This part of the annual budget presents detailed information including statistical and supplemental data on the Village of Oswego

### Revenue Capacity

These schedules contain information to help the reader assess the Village's most significant local revenues resource, the sales tax.

### Demographic and Economic Information

These schedules offer demographic and economic indicators to help the reader understand the environment with which the Village's financial activities take place.

### Operating Information

These schedules contain service and infrastructure data to help the reader understand how the information on the Village's financial report relates to the services that Village provides and the activities it performs

VILLAGE OF OSWEGO, ILLINOIS

ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY

Last Ten Levy Years

Levy Year	Fiscal Year	Farm	Residential Property	Commercial Property	Industrial Property	Railroad Local	Railroad State	Total Taxable EAV Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Estimated Actual Taxable Value
2006	2007	696,570	623,511,609	83,409,340	7,640,570	9,010	27,693	\$ 715,294,792	0.1404	\$ 2,148,032,408	33.300%
2007	2008	725,042	714,402,997	112,097,740	8,141,000	9,390	27,693	\$ 835,403,862	0.1335	\$ 2,508,720,306	33.300%
2008	2009	1,015,643	768,055,888	120,267,641	8,426,867	9,200	27,693	\$ 897,802,932	0.1393	\$ 2,696,104,901	33.300%
2009	2010	1,011,885	790,703,227	132,681,817	8,887,396	3,000	27,693	\$ 933,315,018	0.1400	\$ 2,802,747,802	33.300%
2010	2011	874,234	748,097,856	132,123,809	8,779,509	3,015	27,693	\$ 889,906,116	0.1468	\$ 2,672,390,739	33.300%
2011	2012	916,416	700,657,817	126,530,094	8,573,857	3,015	27,693	\$ 836,708,892	0.1468	\$ 2,512,639,315	33.300%
2012	2013	959,934	645,685,646	124,345,342	8,468,446	3,015	27,723	\$ 779,490,106	0.1468	\$ 2,340,811,129	33.300%
2013	2014	1,038,430	615,982,517	119,791,336	8,090,629	0	27,693	\$ 744,930,605	0.1468	\$ 2,237,028,844	33.300%
2014	2015	1,264,871	618,500,657	118,659,688	8,068,396	0	27,693	\$ 746,521,305	0.1468	\$ 2,241,805,721	33.300%
2015	2016	1,448,288	654,818,991	119,120,630	7,426,266	0	27,693	\$ 782,841,868	0.1558	\$ 2,350,876,480	33.300%

Note : Property in the Village is reassessed each year. Property is assessed at 33% of actual value.

Data Source

Kendall County Clerk

VILLAGE OF OSWEGO, ILLINOIS

PROPERTY TAX RATES - PER \$100 OF ASSESSED VALUATION - DIRECT AND OVERLAPPING GOVERNMENTS

Last Ten Levy Years

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Village of Oswego	0.1404	0.1335	0.1393	0.1400	0.1468	0.1453	0.1560	0.1633	0.1634	0.1558
Kendall County	0.5925	0.5595	0.5724	0.5734	0.6396	0.6998	0.7446	0.8009	0.8085	0.7909
Kendall County Mental Health	-	-	-	-	-	-	-	-	-	-
Kendall County Health	-	-	-	-	-	-	-	-	-	-
Oswego Township	0.0766	0.0734	0.0745	0.0729	0.0790	0.0800	0.0845	0.0920	0.0947	0.0904
Kendall County Forest Preserve	0.0299	0.1292	0.0966	0.0944	0.1041	0.1204	0.1495	0.1640	0.1826	0.1787
Oswego School CU-308	5.0600	5.0600	5.0600	5.0600	5.8377	6.6570	7.3488	7.8596	7.8803	7.3176
Waubonsie JC #516	0.4005	0.3924	0.3990	0.4037	0.4115	0.4702	0.5306	0.5690	0.5973	0.5885
Oswego Fire Protection District	0.6029	0.5772	0.5821	0.5731	0.6286	0.6713	0.7216	0.7806	0.8045	0.7871
Oswego Library District	0.2118	0.2012	0.2031	0.2012	0.2206	0.2449	0.2721	0.2961	0.3058	0.2996
Oswego Park District	0.4122	0.3896	0.3880	0.3594	0.3830	0.4116	0.4203	0.4872	0.5103	0.4973
Oswego Road District	0.1757	0.1687	0.1711	0.1675	0.1804	0.1870	0.1963	0.2059	0.2124	0.2027
<b>TOTAL</b>	<b>7.7025</b>	<b>7.6847</b>	<b>7.6861</b>	<b>7.6456</b>	<b>8.6313</b>	<b>9.6875</b>	<b>10.6243</b>	<b>11.4186</b>	<b>11.5598</b>	<b>10.9086</b>

Property tax rates are per \$100 of assessed valuation.

\*Levy Year finances the subsequent fiscal year (i.e. Levy Year 2015 finances Fiscal Year 2017)

Data Source

Kendall County Clerk

VILLAGE OF OSWEGO, ILLINOIS  
 PRINCIPAL PROPERTY TAXPAYERS  
 Current Year and Nine Years Ago

Taxpayer	2015 Levy			2006 Levy		
	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation	Taxable Assessed Value	Rank	Percentage of Total Village Taxable Assessed Valuation
Farmington Lakes, LLC	5,232,066	1	0.67%	5,768,130	2	0.81%
Richport Property Prairie Market, LLC	\$ 4,340,338	2	0.55%	-	n/a	0.00%
Oswego Gerry Centennial, LLC	4,296,807	3	0.55%	-	n/a	0.00%
Meijer Stores LTD Partnership	4,037,374	4	0.52%	-	n/a	0.00%
Wal-Mart Real Estate Business Trust	3,733,483	5	0.48%	-	n/a	0.00%
Inland Western Oswego Douglass	3,524,736	6	0.45%	6,317,830	1	0.88%
Target Corporation	2,255,050	7	0.29%	2,921,210	3	0.41%
Oswego Partners, LLC	2,180,447	8	0.28%	-	n/a	0.00%
Retail Properties of America, Inc.	2,172,604	9	0.28%	-	n/a	0.00%
Home Depot USA	1,914,766	10	0.24%	2,915,340	4	0.41%
Inland Real Estate Towne Cross	-	n/a	0.00%	2,892,940	5	0.40%
Dreyer Clinic, Inc	-	n/a	0.00%	1,554,250	6	0.22%
Mason Square LLC	-	n/a	0.00%	1,376,060	7	0.19%
Goodrich Quality Theaters, Inc	-	n/a	0.00%	1,366,410	8	0.19%
Amoco Oil Co.	-	n/a	0.00%	1,346,770	9	0.19%
MicDanick Investments, LLC	-	n/a	0.00%	1,319,500	10	0.18%
	\$ 33,687,671		4.30%	\$ 27,778,440		3.88%

Data Source  
 Office of the County Clerk

VILLAGE OF OSWEGO, ILLINOIS  
PROPERTY TAX LEVIES AND COLLECTIONS

Last Ten Levy Years

Levy Year	Tax Levied	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date	
		Amount	Percentage of Levy		Amount	Percentage of Levy
2006	1,004,275	1,006,551	100.23%	-	1,006,551	100.23%
2007	1,116,935	1,116,423	99.95%	(36)	1,116,387	99.95%
2008	1,249,762	1,248,470	99.90%	666	1,249,136	99.95%
2009	1,306,268	1,303,787	99.81%	(736)	1,303,051	99.75%
2010	1,306,204	1,304,363	99.86%	1,639	1,306,002	99.98%
2011	1,216,073	1,215,196	99.93%	(466)	1,214,730	99.89%
2012	1,216,083	1,214,638	99.88%	(258)	1,214,380	99.86%
2013	1,216,099	1,214,768	99.89%	(776)	1,213,992	99.83%
2014	1,219,666	1,218,564	99.91%	-	1,218,564	99.91%
2015	1,219,569	-	0.00%	-	-	0.00%

Data Source

Office of the County Clerk

Note : Property in the Village is reassessed each year. Property is assessed at 33% of actual value.

VILLAGE OF OSWEGO, ILLINOIS

DIRECT AND OVERLAPPING SALES TAX RATES

Last Ten Calendar Years

Calendar Year	Village Direct Rate	County Rate	County Public Safety Rate	State Rate	Total
2007	1.00%	0.25%	0.50%	5.00%	6.75%
2008	1.00%	0.25%	1.00%	5.00%	7.25%
2009	1.00%	0.25%	1.00%	5.00%	7.25%
2010	1.00%	0.25%	1.00%	5.00%	7.25%
2011	1.50%	0.25%	1.00%	5.00%	7.75%
2012	1.50%	0.25%	1.00%	5.00%	7.75%
2013	1.50%	0.25%	1.00%	5.00%	7.75%
2014	1.50%	0.25%	1.00%	5.00%	7.75%
2015	1.50%	0.25%	1.00%	5.00%	7.75%
2016	2.25%	0.25%	1.00%	5.00%	8.50%

Data Source  
Department of Revenue

VILLAGE OF OSWEGO, ILLINOIS  
 DEMOGRAPHIC AND ECONOMIC INFORMATION

Last Ten Fiscal Years

---

Fiscal Year	Population	Personal Income	Per Capita Personal Income	Unemployment Rate
2006	19,956	542,883,024	27,204	4.6%
2007	19,956	542,883,024	27,204	3.8%
2008	19,956	542,883,024	27,204	3.9%
2009	29,364	798,818,256	27,204	5.2%
2010 *	30,355	954,543,330	31,446	8.5%
2011	30,780	950,763,420	30,889	8.7%
2012	30,750	1,013,058,750	32,945	8.0%
2013	30,750	1,033,384,500	33,606	8.3%
2014	30,750	1,027,234,500	33,406	7.0%
2015	33,100	1,075,352,800	32,488	5.0%
2016	32,901	1,089,483,714	33,114	5.2%

\*2010 population from decennial census

Source: U.S. Census Bureau Fact Sheet

**VILLAGE OF OSWEGO, ILLINOIS**

**PRINCIPAL EMPLOYERS**

Current Year and Nine Years Ago

2016				2007			
Employer	Rank	Number	% of Total Village Population	Employer	Rank	Number	% of Total Village Population
Oswego Comm. Unit School Dist. No. 308	1	1,887	6.1%	Oswego Comm. Unit School Dist. No. 308	1	1400	7.0%
Meijer Corporation	2	300	1.0%	Wal-Mart Stores, Inc.	2	450	2.3%
Jewel/Osco	3	280	0.9%	Meijer Corporation	3	425	2.1%
Wal-Mart Stores	4	270	0.9%	Dominck's Fresh Foods, Inc.	4	275	1.4%
Kohl's	5	225	0.7%	Jewel/Osco	5	275	1.4%
Coldwell Banker Honig-Bell	6	225	0.7%	Lowe's Home Improvement	6	250	1.3%
Radiac Abrasives, Inc.	7	150	0.5%	Target Corporation	7	250	1.3%
Target Corporation	8	125	0.4%	Home Depot USA	8	250	1.3%
Home Depot USA	9	120	0.4%	Kohl's	9	225	1.1%
Village of Oswego	10	120	0.4%	Anfinsen Assembly, Inc.	10	150	0.8%

Data Source

Village of Oswego Economic Development Director

VILLAGE OF OSWEGO, ILLINOIS

OPERATING INDICATORS

Last Ten Fiscal Years

Function/Program	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Building and Zoning										
Permits issued	2,098	1,642	1,123	1,492	982	1,285	1,191	1,585	1,530	1,624
Community Development										
Total year-end requested projects	84	40	46	45	47	38	34	48	41	27
Total year-end projects approved	409	39	45	45	46	27	32	45	34	23
Public Safety										
Police										
Physical arrests	1,326	1,382	1,371	1,140	1,201	1,174	997	748	741	688
Parking violations	1,600	1,174	758	1,137	505	604	1,225	1,297	547	997
Traffic violations	20,136	6,172	4,565	5,033	5,246	11,622	12,548	10,841	11,017	12,391
Criminal reports	5,096	2,335	2,185	1,770	1,862	4,339	3,982	1,436	1,048	1,332
Calls for service	50,837	51,918	46,378	47,813	25,128	22,607	23,568	22,885	19,317	24,946
Road and Bridge										
Pothole repairs (tons)	33	99	94	65	109	31	37	80	30	21
Parkway tree replacement	1	48	57	0	1	214	586	546	733	604
Water										
Number of accounts	9,624	10,061	10,350	10,344	10,597	10,733	10,829	10,873	11,083	11,177
Total annual consumption	878,522,150	930,759,000	898,847,000	895,657,000	868,978,000	909,085,000	971,176,000	934,131,000	915,941,000	847,515,000
Average daily consumption	2,406,910	2,550,025	2,462,595	2,453,855	2,380,762	2,490,644	2,660,756	2,559,263	2,509,427	2,321,958
Peak daily consumption	5,289,000	5,692,000	5,951,000	4,588,000	4,146,000	4,723,000	4,943,000	4,683,000	4,175,000	3,964,000
Water main breaks	4	9	13	7	9	10	9	3	13	7
Water service repairs	3	7	8	11	69	4	74	153	73	63
Main line valve repairs	0	1	0	0	5	0	1	0	4	1
Fire hydrant replacements	2	3	1	0	4	4	2	4	7	4

Data Source

Various Village Departments

VILLAGE OF OSWEGO, ILLINOIS

CAPITAL ASSET STATISTICS

Last Ten Fiscal Years

Function/Program	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>PUBLIC SAFETY</b>										
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol units	34	34	38	37	34	34	32	34	33	33
<b>PUBLIC WORKS</b>										
Miles of streets	125	125	128	128	128	128	128	129	<b>139</b>	<b>156</b>
Streetlights	2,094	2,094	2,120	2,126	2,133	2,145	2,149	2,149	2,149	2,153
Traffic signals	20	20	20	20	20	20	20	24	24	24
<b>WATER</b>										
Water mains (miles)	159	159	161	161	161	161	162	162	162	163
Fire hydrants	2,400	2,400	2,517	2,511	2,503	2,543	2,544	2,543	2,543	2,559
Storage capacity (gallons)	3,500,000	3,500,000	3,800,000	3,800,000	5,300,000	5,300,000	5,300,000	5,300,000	5,300,000	5,300,000

n/a = not available

Data Source

Various Village Departments

## ACRONYMS

<b>AICPA</b>	American Institute of Certified Public Accountants
<b>APA</b>	American Planning Association
<b>BOCA</b>	Building Officials Code Administrators
<b>BVM</b>	Burglary to Motor Vehicles
<b>CAFR</b>	Comprehensive Annual Financial Report or Certificate of Achievement in Financial Reporting
<b>CALEA</b>	Commission for Accreditation on Law Enforcement Agencies
<b>CIP</b>	Capital Improvement Plan
<b>C.O.W. or COW</b>	Committee of the Whole
<b>CSO</b>	Community Service Officer
<b>DARE</b>	Drug Abuse Resistance Education
<b>EAB</b>	Emerald Ash Borer
<b>EAV</b>	Equalized Assessed Valuation
<b>ECO</b>	Environmentally Conscious Oswegoans
<b>FICA</b>	Social Security and Medicare
<b>FTE</b>	Full Time Equivalent
<b>FTO</b>	Field Training Officer
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GLTD</b>	General Long-term Debt
<b>GPS</b>	Global Positioning System

<b>GREAT GRANT</b>	Gang Resistance Education And Training federal grant
<b>HOA</b>	Home Owners Association
<b>IAMMA</b>	Illinois Association of Municipal Management Assistants
<b>ICC</b>	International Code Council
<b>ICMA</b>	International City Managers Association
<b>ICSC</b>	International Council of Shopping Centers
<b>IDOT</b>	Illinois Department of Transportation
<b>IEPA</b>	Illinois Environmental Protection Agency
<b>ILCMA</b>	Illinois City Managers Association
<b>IML</b>	Illinois Municipal League
<b>IMRF</b>	Illinois Municipal Retirement Fund
<b>IT</b>	Information Technology
<b>JULIE</b>	Joint Utility Locating Information for Excavators
<b>LAPP</b>	Local Agency Paving Project
<b>MFT</b>	Motor Fuel Tax
<b>MIS</b>	Management Information Systems
<b>MSI</b>	Municipal Software Incorporated
<b>NAHRO</b>	National Association of Human Rights Workers Organization
<b>NCBI</b>	National Coalition Building Institute
<b>NEMRT</b>	North East Multi-Regional Training
<b>NIPC</b>	Northeastern Illinois Planning Commission
<b>NPDES</b>	National Pollution Discharge Elimination System
<b>NPELRA</b>	National Public Employee Labor Relations Association

<b>OSHA</b>	Occupational Safety Hazards Act
<b>PAAC</b>	Police Activities and Athletics Center
<b>RFP</b>	Request For Proposals
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SPO</b>	Strategic Plan Objective
<b>SRT</b>	Special Response Team
<b>TIF</b>	Tax Increment Financing

## GLOSSARY

**Abatement:** A partial or complete cancellation of a property tax levy imposed by the Village.

**Account:** A term used to identify an individual asset, liability, expenditure control, revenue control or fund balance.

**Accounting system:** The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

**Activity:** The smallest unit of budgetary accountability and control which encompasses specific and distinguishable lines of work performed by an organizational unit for the purpose of accomplishing a function for which the Village is responsible.

**Accrual Basis of Accounting:** A method of accounting that matches revenues and expenses with the period to which they relate, rather than focusing on actual cash flows. In this method, for example, an asset is depreciated as it is “used up”, and the expense is recognized in periodic increments, rather than assuming the asset holds its value until it is actually disposed of

**Annexation:** The incorporation of land into an existing Village with a resulting change in the boundaries of that Village.

**Appropriation:** an authorization by the Village Board to make expenditures and to incur obligations for a specific purpose

**Assessed Valuation:** A value established for real property for use as a basis in levying property taxes.

**Audit:** Prepared by an independent certified public accountant, the primary objective of an audit is to determine if the Village’s financial statements fairly represent the Village’s financial position and results of operations in conformity with generally accepted accounting principles.

**Balanced Budget:** A balanced budget is a budget in which revenues and reserves meet or exceed expenditures. The Village will sometimes use cash reserves or fund balance to finance a significant capital improvement or capital project. This use of reserve to finance a capital project will convey the impression that the budget is not balanced when in fact the financing of a capital project with cash reserves was the result of good financial planning. Reserves may also be used on a limited basis to fund operations for a fixed amount of time during recessions or local economic downturns.

**Bond:** A form of borrowing that reflects a written promise from the Village to repay a sum of money on a specific date at a specified interest rate. Bonds are used to finance large capital projects.

**Bonding:** The act of borrowing money to be repaid, including interest, at specified dates.

**Budget:** a financial plan for a specified period of time that matches projected revenues and planned expenditures to municipal services, goals and objectives. The Village of Oswego uses a budget covering one fiscal year, May 1 through April 30<sup>th</sup>.

**Budget Amendment:** A legal procedure utilized by the Village staff and Village Board to revise the budget.

**Budget Message:** A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body.

**Budget Ordinance:** The official enactment, by the Village Board to legally authorize Village staff to obligate and expend resources.

**Budgetary Control:** Control of management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Capital Assets:** Assets of a long term character which are intended to continue to be held or used with a value typically over \$10,000. Examples of capital assets include items such as land, buildings, machinery, vehicles and other equipment.

**Capital Improvements/Expenditures:** Major projects that typically involve the construction of or improvement/repair to buildings, roads, water, sewer, sanitary sewer, and other related infrastructure.

**Capital Improvement Plan (CIP):** A five-year financial plan of proposed capital improvement projects that is adopted annually.

**Cash Management:** The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash Management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the balance of the highest interest and return, liquidity and minimal risk with these temporary cash balances.

**Capital Outlay:** Any expense that results in the acquisition of capital such as department equipment, office furniture and equipment, or building improvements (interchangeable with the term capital expenditure).

**Capital Projects:** The largely one-time cost for acquisition, construction, improvement, or renovation of land, structures and improvements thereon. The cost must be \$25,000 or more in order to be considered a capital project. Vehicle purchases with a cost of \$10,000 or more are also considered capital projects.

**Census:** An official population count of all or part of a municipality by the federal government. An official census count determines the amount of revenues that the Village receives from the State of Illinois for specific state shared revenues.

**Charges for Services:** a revenue category which includes a charge for a specific service. These primarily include water & sewer revenues, employee insurance contributions, and other miscellaneous user fees.

**Commodities:** Items which, after use, are consumed or show material change in, or an appreciable impairment, of their physical condition, and which are generally of limited value and characterized by rapid depreciation.

**Component Unit:** A component unit is a legally separate organization that a primary government must include as part of its financial reporting entity for fair presentation in conformity with GAAP.

**Comprehensive Plan:** An official public document adopted by the local government as a policy guide to decisions about the physical development of the community. It is a general long range physical plan.

**Cost Allocation:** Assignment of cost charges from one department that reimburse another department for services received.

**Debt Service:** Payment of principal and interest on an obligation resulting from the issuance of bonds or notes.

**Deficit:** An excess of expenditures over revenues.

**Department:** An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

**Depreciation:** The loss of asset value over time and usage, recorded as an expense under the full accrual method of accounting.

**Draft Budget:** The preliminary budget document distributed to the Village Board and available for inspection by the public.

**Enterprise Fund:** Used to account for operations that are financed and operated in a manner similar to private business enterprises- where the costs of providing goods or services are financed or recovered primarily through user charges.

**Equalized Assessed Valuation (EAV):** A value established for real property for use as a basis in levying property taxes within Kendall County, Illinois. The EAV is calculated by taking the Assessed Valuation multiplied by the Kendall County equalization factor, which changes every year.

**Expenditure:** The outflow of funds paid or to be paid for an asset or goods and services obtained, regardless of when the expense is actually paid.

**Fiduciary Funds:** Fund used to account for assets held on behalf of outside parties, including other governments, or on behalf of other funds within the government.

**Fiscal Year:** A consecutive 12-month period of time to which the budget applies; the fiscal year for the Village of Oswego is May 1 to April 30.

**Forecast:** The projection of revenues and expenditures usually for a time period that is greater than one year based on clearly defined assumptions and predictions related to future events and activities.

**Franchise Agreement:** An agreement between the Village and a utility setting forth the terms and conditions under which a utility, such as a cable company, may provide a service to residents. A franchise agreement often provides compensation to the Village for the use of the public right-of-way by the utility company.

**Full-Time Equivalent:** The decimal equivalent of a part-time position converted to a full-time base (an employee that works a 40-hour work week is 1.0)

**Fund:** An independent fiscal and accounting entity used to record all financial transactions related to the specific purpose for which the fund was created

**Fund Balance:** The amount of financial resources available for use; the excess of assets over Liabilities.

**Governmental Accounting Standards Board:** An independent organization which has ultimate authority over the establishment of Generally Accepted Accounting Principles (GAAP) for state and local government. GASB members are appointed by the Financial Accounting Foundation (FAF); however the GASB enjoys complete autonomy from the FAF in all technical and standard-setting activities.

**Generally Accepted Accounting Principles:** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

**Governmental Funds:** Funds used to account for all or most of a government's general activities that not accounted for in another fund

**Grant:** Contribution of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity or facility

**Interfund Transfers:** Monies moved from one fund to another; money is transferred to finance the operations of another fund or to reimburse the fund for expenses

**Levy:** (Verb) to impose taxes, special assessments or service charges for the support of governmental activities, usually based on the assessed value of property. (Noun) The total amount of property taxes imposed by the Village for a specific year.

**Liability:** Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.

**Liquidity:** The amount of cash and easily sold securities a local government has at one time.

**Major Fund:** A classification given to a fund when the fund's expenditures/expenses is equal to or greater than 10% of the total Governmental Fund or Enterprise Fund total of that category (whichever category the fund belongs to) *and* 5% of the total Governmental and Enterprise total combined for that category. The General Fund is always classified as a Major Fund. Funds which do not pass this test are considered a Non-major Fund.

**Modified Accrual Basis of Accounting:** an adaptation of the accrual basis of accounting for governmental fund types - revenues and other financing sources are recognized when they become available to finance expenditures of the current period

**Motor Fuel Tax:** The Motor Fuel Tax is a tax on fuel consumption imposed and collected by the State. Distribution of the tax to municipalities is based on the municipality's certified population.

**Municipality:** A term used to describe a unit of government in Illinois such as a city, Village or town.

**Municipal Code:** a collaboration of Village Board approved ordinances currently in effect

**Non-major Fund:** A classification given to a fund when the fund's total assets, liabilities, revenues or expenditures/expenses is not equal to or greater than 10% of the total Governmental Fund or Enterprise Fund total of that category (whichever category the fund belongs to) *or* is not equal to 5% of the total Governmental and Enterprise total combined for that category. Funds which do pass this test are considered Major Funds.

**Operating Budget:** annual appropriation of funds for ongoing program costs

**Ordinance:** a formal legislative enactment by the Village Board that is the full force and effect of law within the Village boundaries

**Pension:** Future payments made to an eligible employee after that employee has left employment or retired. Pensions for police officers' are based on the number of years of service working for the Village and the employee's salary at the time the employee either left employment or retired.

**Per Capita:** Per capita is a term used to describe the amount of something for every resident living within the Village.

**Performance Indicators:** Specific quantitative (can be defined in numerical terms) and qualitative (cannot be counted, use of measures that require descriptive answers) measures of work performed as an objective of the department.

**Portfolio:** A list of investments for a specific fund or group of funds.

**Private Sector:** Businesses owned and operated by private individuals, as opposed to government-owned operations.

**Public Hearing:** An official forum called for the purpose of soliciting input from residents, businesses, and other stakeholders regarding a topic, plan or document. Illinois State law requires municipalities to hold a public hearing on the budget for the coming fiscal year before the budget is approved by the Board.

**Public Sector:** The policies and procedures as conducted by local governments, states and the federal government.

**Property Tax:** A tax based on the assessed value of real property.

**Proprietary Funds:** used to account for activities similar to those found in the private sector, where determination of net income is necessary or useful for sound financial administration

**Referendum:** The submission of a proposed public measure, law or question, which has been submitted by legislature, convention or council, to a vote of the people for ratification or rejection.

**Request for Proposal:** A document used to request specific information from vendors regarding the scope of goods or services they can provide to meet a specific need of the Village as well as their proposed cost of providing those goods or services.

**Restricted Net Assets:** The portion of net assets that is held for a specific purpose. The Village would typically restrict assets for debt service.

**Reserve:** an account used to record that a portion of the fund's balance is legally restricted for a specific purpose

**Revenue:** amount received for taxes, fees, permits, licenses, interest and intergovernmental sources during the fiscal year

**Special Revenue Funds:** Funds used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses.

**Sworn:** A term used to describe police personnel who are hired by the Police Commission.

**Tax Rate:** The amount of property tax levied or extended for each \$100 of assessed valuation.

**Tax-Increment Financing:** A redevelopment tool available for use by municipalities where the Village's cost of providing assistance with capital improvements, public improvements and development or redevelopment of properties within the legally designated area are funded by the future property tax, sales tax, or other types of revenue that were generated with those capital or development/redevelopment improvements.

**TIF District:** An area of property within the Village legally defined by a municipality that meets all the necessary requirements to be eligible for TIF.

**Trust and Agency Funds:** Funds used to account for assets held by the Village in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**Unrestricted Net Assets:** That portion of net assets that is neither restricted nor invested in capital assets (net of related debt). Unrestricted net assets are typically used as the "fund balance" equivalent for Proprietary Funds

**User Fees:** Payment of a fee or direct receipt of a public service by benefiting from the service for a specific purpose and is, therefore, not available for general appropriation