



**Village of Lindenhurst**

**FY 2016-2017  
Operating & Capital Budget  
Summary**

## Budget Summary

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### INTRODUCTION

Please find enclosed the Operating and Capital Budgets for FY 2016-2017 for the Village of Lindenhurst. The Village operates on a fiscal year basis beginning May 1<sup>st</sup> and ending April 30<sup>th</sup> of each year. The annual budget is prepared through a collaborative effort by staff under the direction of the Village Administrator and is presented to the Village Board for review and adoption prior to the beginning of each fiscal year (May 1<sup>st</sup>).

### BUDGET FORMAT

The Village's budget utilizes fund accounting, creating separate funds based upon the various activities of the Village's operations. The Village's budget includes the following major funds:

1. General fund
2. Water & Sewer Operating (enterprise) fund
3. Garbage (enterprise) fund
4. Motor Fuel Tax fund
5. Retirement fund
6. Insurance fund
7. Community Capital fund
8. Water/Sewer Capital Projects fund
9. Public Works Fleet Replacement fund
10. Squad Car Replacement fund
11. Various Non-Operating funds

The Village budget includes hundreds of line items, some of which are fairly small. These are used to facilitate year to year and multi-year analysis. Please remember that much of the Village's actual revenues and spending are impacted by non village factors or are demand driven and often hard to predict. Budget numbers are best estimates based on history and/or ground up analysis of line items.

Budgeted expenditure line items are formatted into three categories: salaries and benefits, contractual and other costs. This facilitates further analysis of in-house versus contractual expenditures as the Village considers privatization options. Many individual line items are based on past needs and year-end numbers and may be different (higher or lower) based on demand for services from weather, emergencies or unpredictable factors.

The enclosed draft budget is intended for discussion purposes only. Refinements and adjustments will be made based on the Board's direction at the March 28th budget workshop.

**FY 2015-2016 ESTIMATED YEAR END PERFORMANCE**

FY 2015-2016 saw a continuation of the Village's cost containment and business approaches with spending estimated to be lower than previous year's actual spending. Total operating spending in FY 15/16 is estimated to be \$147,061 lower than actual spending in FY 14/15 and \$448,708 below the FY 15/16 budget estimate.

Major highlights of the FY 15-16 estimated year-end performance include:

**General Fund**

- General Fund revenues are projected to perform better than budget projections by \$221,888 due to higher income tax, sales tax and building permit revenue.
- Cost cutting measures reduced spending in the General Fund by \$377,198 from the FY 15/16 budget and \$279,004 lower than the FY 14/15 actual spending.
- General Fund is projected to operate at a surplus of \$814,167. Budget numbers projected a \$215,081 surplus.

**Water & Sewer Fund**

- Water & Sewer Fund revenues projected to be up \$383,692 due to higher than projected collections.
- Fund expenses are projected down \$67,139 from budget and \$146,906 higher than FY 14/15 actual spending.
- Fund is projected to operate at a surplus of \$681,847. This is improved from the budget projected surplus of \$231,016.

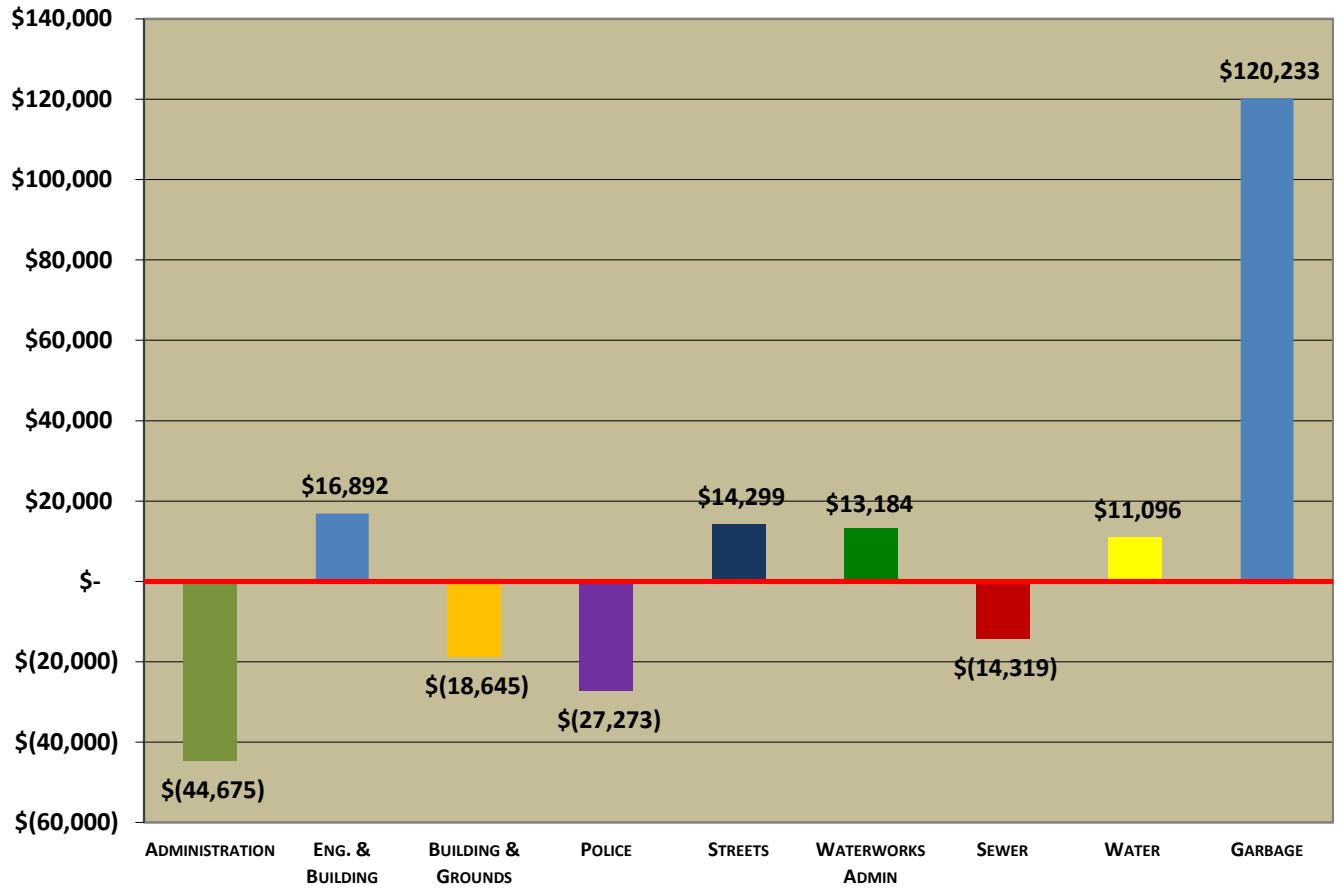
## FY 2016-2017 Budget Overview

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Please see the attached Budget Highlights sheet for information on the major points of the draft budget. In particular, the draft budget includes the following major points:

- General Fund is projected to operate at a surplus of \$322,372
- Water & Sewer Fund is projected to operate at a surplus of \$337,032
- Total operating spending is up \$70,792 from 15/16, which is a .93% increase.
  - Administration (\$44,675)
  - Engineering and Building \$16,892
  - Building and Grounds (\$18,645)
  - Police (\$27,273)
  - Streets \$14,299
  - Waterworks Administration \$13,184
  - Sewer (\$14,319)
  - Water \$11,096
  - Garbage \$120,233
- Budgeted operating expenses in the General Fund are down \$59,402 from FY 15/16.
- **Since 2008/2009, total operating spending has been reduced by \$1.64 million, a 20% reduction.**

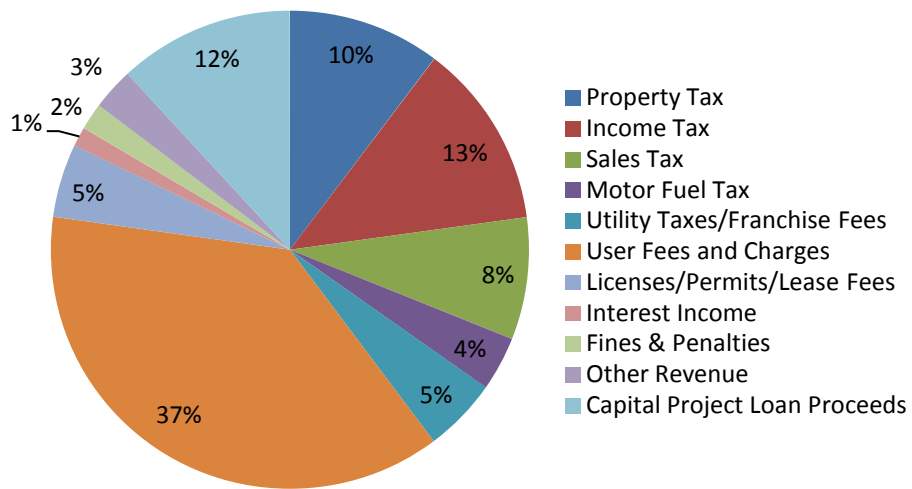
### FY 2016/2017 Spending Changes By Operating Area



**FY 2016-2017 Total Revenues All Funds By Type:**

Property Tax:	\$1,214,446
Income Tax:	\$1,475,123
Sales Tax:	\$972,200
Motor Fuel Tax:	\$431,951
Utility Taxes/Franchise Fees:	\$590,000
User Fees and Charges:	\$4,413,993
Licenses/Permits/Fees:	\$585,000
Interest Income:	\$155,000
Fines & Penalties	\$212,000
<u>Other Revenue:</u>	<u>\$333,000</u>
<b>Total Revenue All Funds:</b>	<b>\$10,382,713</b>

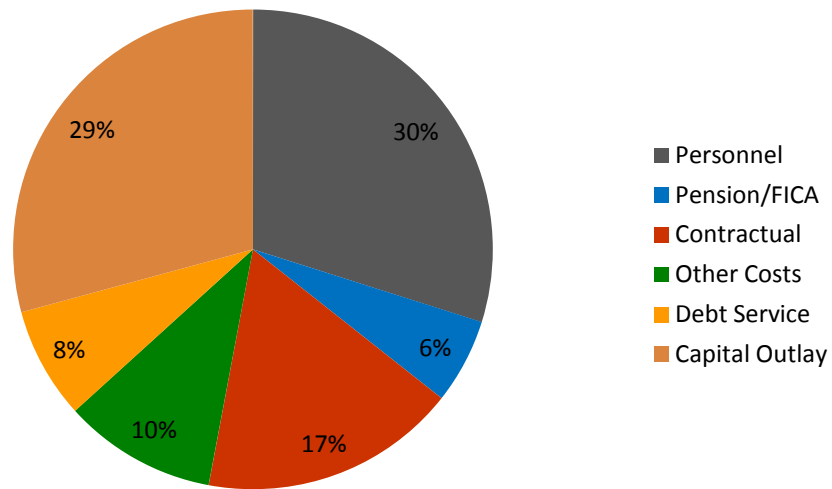
**FY 16-17 Revenues By Type**



**FY 2016-2017 Total Expenses All Funds By Type:**

Personnel:	\$3,752,160
Pension/FICA:	\$719,010
Contractual:	\$2,175,965
Other Costs:	\$1,159,968
Capital Outlay:	\$3,665,860
<u>Debt Service:</u>	<u>\$945,120</u>
<b>Total Expenses All Funds:</b>	<b>\$12,418,083</b>

**FY 16-17 Expenses By Type**



**PERSONNEL RELATED COSTS**

Since FY 2008 -2009, the Village has made significant changes to operating approaches resulting in staff reductions in all functions. Since 2008, the Village has reduced total full and permanent part-time staffing by 30%.

	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Administration	6.5	7.5	6.5	5.5	5.5	5.5	5.5	5.5	6
Police	26	26	26	25	26	23	24	23	22
Public Works	19.5	17	15	15	14	14	11	12	10
Engineering & Building	3.5	1	1	1	1	1	0	.5	.5
<b>Total</b>	<b>55.5</b>	<b>51.5</b>	<b>48.5</b>	<b>46.5</b>	<b>46.5</b>	<b>43.5</b>	<b>40.5</b>	<b>41</b>	<b>38.5</b>

Compared to FY 15/16, the Village’s overall personnel related costs (salaries, health insurance, training, etc.) are down \$182,924 across all funds, a 4.7% reduction. In addition, salaries for FY 16/17 are down \$241,784, an 8% reduction. This is due to the elimination of several positions.

**Personnel and Salary Costs by Year (Budget)**

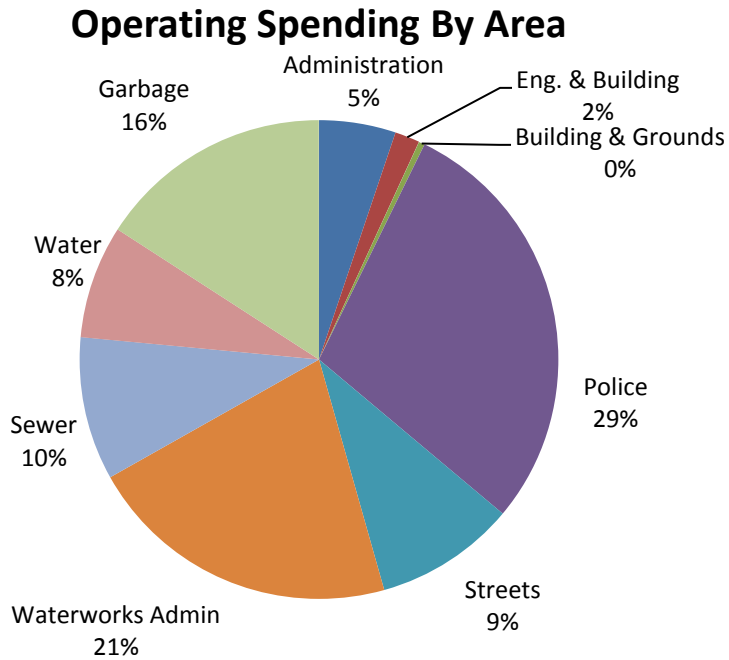
	10/11	11/12	12/13	13/14	14/15	15/16	16/17
<b>PERSONNEL</b>	<b>\$3,950,760</b>	<b>\$3,817,047</b>	<b>\$3,840,345</b>	<b>\$3,954,076</b>	<b>\$3,714,576</b>	<b>\$3,914,676</b>	<b>\$3,731,752</b>
<b>% CHANGE</b>	<b>4%</b>	<b>(4%)</b>	<b>0.6%</b>	<b>2.5%</b>	<b>(6%)</b>	<b>5.4%</b>	<b>(4.7%)</b>

	10/11	11/12	12/13	13/14	14/15	15/16	16/17
<b>SALARIES</b>	<b>\$2,928,890</b>	<b>\$2,887,867</b>	<b>\$2,941,915</b>	<b>\$2,983,166</b>	<b>\$2,815,438</b>	<b>\$3,020,590</b>	<b>\$2,779,165</b>
<b>% CHANGE</b>	<b>1.5%</b>	<b>(1.5%)</b>	<b>1.8%</b>	<b>1.7%</b>	<b>(5.6%)</b>	<b>7.3%</b>	<b>(8.0%)</b>

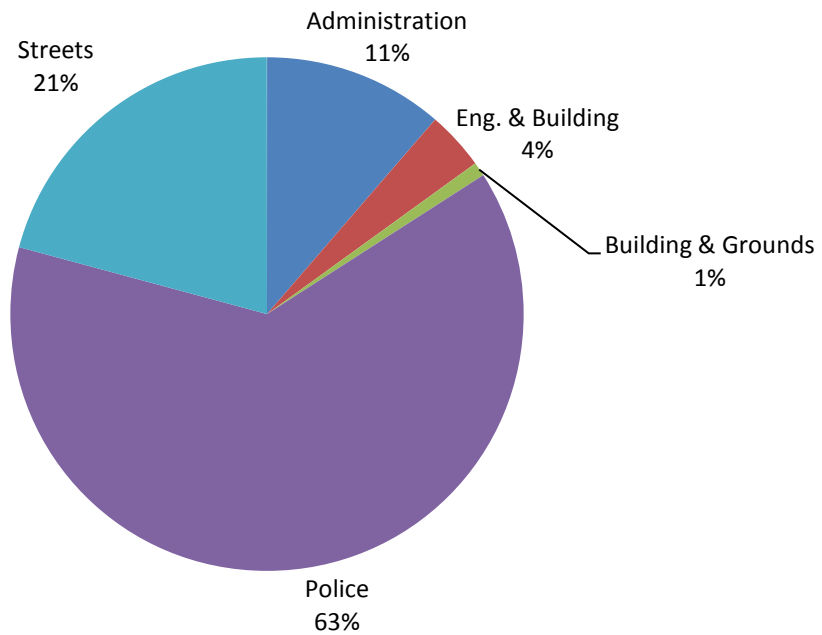


**OPERATING SPENDING BY AREA**

The chart below depicts the percentage of spending by each operating area. As you can see, 68% of all Village operating spending goes toward police protection and water & sewer service.



### General Fund Operating Spending By Area



## General Fund

General Fund revenues are not completely in the Village’s control. Major revenue sources, including income tax, sales tax, use tax, and building permit fee revenue, are dependent on economic climate. Property tax revenues are capped by the tax cap law. On the cost side, this fund includes market driven increasing police personnel costs and unpredictable snow and ice control expenses. For these reasons, the Village must constantly analyze revenue levels and costs in the General Fund.

FY 2015/2016 General Fund revenues are projected to be up \$92,983 from the 14/15 budget and \$122,324 higher than the 14/15 estimated year end. This is due to increases in income and sales tax receipts. Please refer to the specific revenue sheets included in the budget for more detailed information.

### General Fund Totals by Year

	10/11 ACTUAL	11/12 ACTUAL	12/13 ACTUAL	13/14 ACTUAL	14/15 ACTUAL	15/16 EYE	16/17 PROPOSED
REVENUES	\$3,813,230	\$3,802,784	\$3,911,022	\$3,657,459	\$3,611,525	\$4,000,857	\$3,828,894
EXPENSES	\$3,614,988	\$3,511,808	\$3,413,086	\$3,533,572	\$3,480,628	\$3,186,690	\$3,504,486
NET INCOME	\$198,242	\$290,975	\$497,935	\$123,887	\$130,896	\$814,167	\$322,473

### General Fund Expense History

	10/11 ACTUAL	11/12 ACTUAL	12/13 ACTUAL	13/14 ACTUAL	14/15 ACTUAL	15/16 EYE	16/17 PROPOSED
ADMINISTRATION	\$525,390	\$485,133	\$504,004	\$456,051	\$495,618	\$374,086	\$397,549
POLICE	\$2,069,941	\$2,101,202	\$2,213,149	\$2,215,840	\$2,156,549	\$1,960,232	\$2,217,325
STREETS	\$606,123	\$614,049	\$673,200	\$703,465	\$656,786	\$705,048	\$742,614
ENG & BUILD	\$124,547	\$151,34	\$123,190	\$115,540	\$127,526	\$111,424	\$129,528
BUILDING & GRN	\$14,019	\$31,805	\$49,670	\$37,809	\$44,149	\$35,900	\$30,700

## Water & Sewer Operating Fund

Primary revenues in the Water and Sewer Operating fund are user fees and charges as set by the Village Board. FY 2016/17 revenues assume the multi-year rate plan previously adopted by the Board and are projected at \$3,292,828, a decrease of \$272,851 or 7.7% from the 2015/16 estimated year end. This is a result of our updated and overall conservative water sales projections that have seen a reduction in water usage.

Expenses in the Water and Sewer fund are up \$9,961 from the 2015/16 budget. This is reflective of our continued cost cutting measures and zero-based budgeting approach. In FY 2016/2017, this fund is projected to operate at a surplus of \$337,032.

### Budget Summary

Total Revenues	\$3,292,828
Total Expenses	\$2,955,796
Net Income	\$337,032

### Operating Performance by Function Compared to 2015/16

▪ Waterworks Administration	\$13,184
▪ Sewer	(\$14,319)
▪ Water	\$11,096

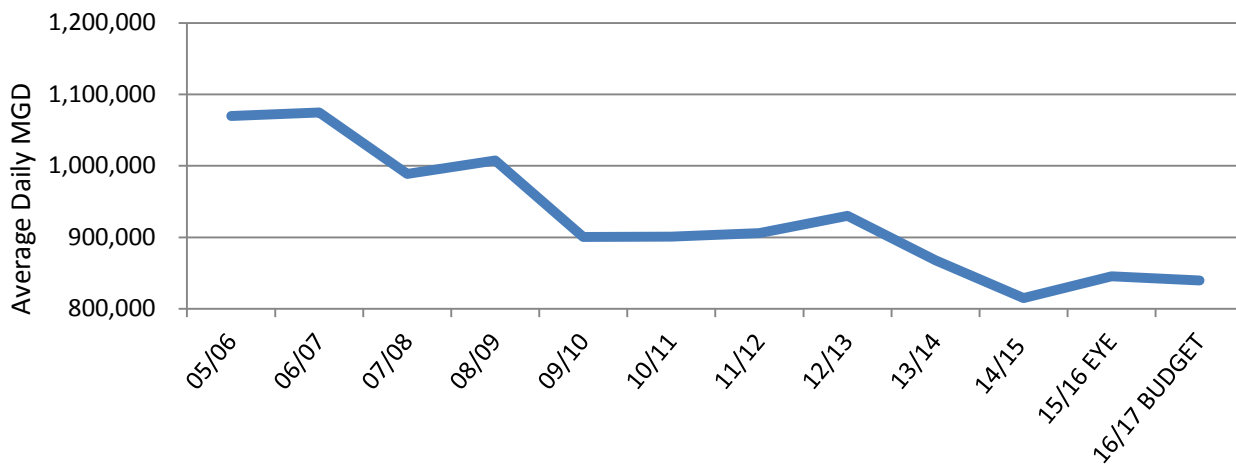
### Water & Sewer Operating Fund Totals by Year

	10/11 ACTUAL	11/12 ACTUAL	12/13 ACTUAL	13/14 ACTUAL	14/15 ACTUAL	15/16 EYE	16/17 PROPOSED
REVENUES	\$2,975,846	\$3,086,226	\$3,230,246	\$3,270,658	\$3,367,668	\$3,565,679	\$3,292,828
EXPENSES	\$2,840,314	\$2,805,480	\$2,572,389	\$2,695,578	\$2,741,372	\$2,883,832	\$2,955,796
NET INCOME	\$135,532	\$280,746	\$657,857	\$575,080	\$626,296	\$681,847	\$337,032

As you can see from the above chart, the financial performance of this fund has significantly improved since FY 10/11. Prior to that time, the fund experienced actual deficits totaling \$1,461,849.

Water sales volume, or billed pumpage, declined during the period of 05/06 through 09/10. Over the last several years, water usage has been relatively flat with an increase in 12/13 due to a very hot and dry season. FY 14/15 saw another decline in water sales volume due to weather conditions. Water usage can fluctuate based upon weather conditions and conservation efforts. We have taken a fairly conservative approach to future water sales projections for FY 15/16 using a five-year average as the basis for our projections.

### Water Sales Volume By Year



### Water Sales Projection 2016/2017 (million gallons)

Month	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	5-Yr Average	Forecast FY 16/17
May	24.3	24.0	23.7	23.1	23.9	23.8	23.8
June	26.4	28.1	26.2	24.3	24.0	25.8	24.5
July	31.5	36.0	27.8	26.4	25.0	29.3	26.3
August	35.3	40.2	29.4	28.1	26.6	31.9	28.5
September	31.8	34.8	30.4	28.0	28.0	30.6	29.0
October	29.1	29.0	30.5	24.3	26.1	28.2	27.0
November	27.5	27.0	27.6	22.8	24.1	27.4	26.0
December	24.6	25.0	24.7	24.8	23.1	24.4	24.0
January	24.8	24.2	24.2	24.6	23.5	24.5	24.5
February	26.0	24.9	24.8	25.5	23.6	25.2	25.0
March	25.2	23.7	24.1	24.3		24.3	24.3
April	23.6	22.3	23.1	23.1		23.0	23.5
<b>Total</b>	<b>330.1</b>	<b>339.2</b>	<b>316.5</b>	<b>299.3</b>		<b>318.5</b>	<b>306.4</b>

## Garbage Fund

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Revenues come from collection of the monthly fee for refuse and recycling. Expenses include the Groot contract and administrative expenses associated with issuing the utility bills. This account is projected to operate at a deficit of \$46,076. The proposed budget assumes the renegotiated contractor costs and a 4% increase in refuse and recycling rates.

### **Budget Summary**

Total Revenues	\$1,173,765
Total Expenses	\$1,219,241
Net Income	\$46,076

## Special Operating Funds

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The Village has several special operating funds that receive funding from various sources and have specific expenses. The special operating funds include the Motor Fuel Tax (MFT) fund, Retirement Fund and the Insurance Fund.

### Motor Fuel Tax Fund (MFT)

This fund receives revenue from the state distributed motor fuel tax. Municipalities receive a per person amount based upon population. The uses of these funds are restricted by state statute to roadway and right-of-way maintenance.

The past practice has been to use this money for residential road resurfacing and the purchase of salt. Road resurfacing has been done every other year to allow for the accumulation of funds so that a larger resurfacing program can be completed. FY 2017/2018 will be a resurfacing year.

In 2010, the Village developed a 20-year rotation and financial projection for the resurfacing of residential streets. This was done to establish a plan for the regular resurfacing of streets. Unfortunately, MFT revenues alone are not sufficient to complete the 20-year rotation. As a result, streets are projected to be resurfaced every 42 years versus the desired 20-year program.

#### Budget Summary

Total Revenues	\$434,591
Total Expenses	\$134,600
Net Income	\$300,351

### Retirement Fund

The Retirement fund receives revenue from the property taxes levied for retirement and social security. In addition, the Water and Sewer and Garbage enterprise funds pay for their portions of retirement and social security expenses directly from those funds. All non-sworn Police personnel are members of the Illinois Municipal Retirement Fund (IMRF). Police pension costs are listed separately.

#### Budget Summary

Total Revenues	\$187,397
Total Expenses	\$383,183
Net Income	(\$197,786)

**Insurance Fund**

The Insurance fund receives revenue from the property taxes levied for property, liability and casualty insurance. In addition, the Water and Sewer and Garbage enterprise funds pay their share of insurance costs directly from those funds.

**Budget Summary**

Total Revenues	\$116,326
Total Expenses	\$110,000
Net Income	\$6,326

## Capital Funds

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The FY 16/17 Draft Budget maintains two separate capital funds, the Community Capital fund and Water/Sewer Capital Fund. The Village also maintains two fixed asset replacement funds: the Public Works Fleet Replacement Fund and the Squad Car Replacement Fund.

### Community Capital Fund

The Community Capital fund receives revenue from the vehicle license fee assessed to every utility bill. In the past, this fund has been used for the purchase and replacement of operating equipment. However, with the creation of the fixed asset funds, this fund can now be used for community improvement projects/new equipment needs as determined by the Village Board.

#### Budget Summary

Total Revenues	\$754,712
Total Expenses	\$1,840,692
Net Income	(\$1,085,980)

In 2016/2017, the previously committed Community Capital Projects include the following:

• Lindenhurst Drive Flood Grant Local Share	\$229,316
• Beck Road Reconstruction (Village Share)	\$905,968
• Pavement Patching	\$75,000
• Tree Planting/EAB Year 4 of 15 Year Program	\$45,000
• Fairfield Road Storm Sewer Repair	\$207,900
• Police Starcom21 Radio System	\$75,000
• Lake Potomac Shoreline Stabilization	\$14,500
• Police Station Rehab Architectural Design	\$10,000
• Debt Service	\$221,660
• Computer Replacements	\$6,000

### Water/Sewer Capital Projects Fund

The Water/Sewer Capital Projects fund receives revenue from one-time water and sewer tap-on fees generated from new building construction. These revenues are set apart from operational spending and reserved for one-time system improvements and replacements.

#### Budget Summary

Total Revenues	\$30,000
Total Expenses	\$2,046,828
Net Income	(\$2,016,828)



In 2016/2017, the recommended Water/Sewer Capital Projects includes the following:

- Southeast Utilities Extension \$1,400,000
- Construction Coordinator Services \$147,000
- Breaker & Starter Lift Station No. 8 \$10,000
- Water Meter Replacement Program Year 2 of 2 \$280,828
- Automatic Flow Paced T-Valves WWTF \$25,000

**Lake Michigan Water Internal System Improvements**

Also included in the water & sewer capital fund are the revenues and expenses associated with the 2015-2017 internal water system improvements related to the Village’s transition to Lake Michigan water. Revenues are received through the IEPA low interest loan program.

Total Revenues	\$10,638,000
Total Expenses	\$10,488,000

Major expenses planned in 2016/2017 include:

- Water main improvements phase II \$6,496,000
- Lake Water connection facility & reservoir \$3,522,000

**Public Works Fleet Replacement Fund**

This fund establishes a 20-year program for the regular replacement of Public Works fleet vehicles. In 16/17, the schedule calls for the purchase of a one-ton dump truck and utility vehicle that was scheduled for 15/16, but deferred to 16/17.

**Squad Car Replacement Fund**

This fund establishes a 20-year program for the regular replacement of Police squad cars. In 16/17, the schedule calls for the replacement of one police squad car.

## Non-Operating Funds

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The Village operates three non-operating funds: the DUI Fund, Prison Review Fund and the Forfeiture Fund.

### DUI Fund

The DUI fund receives revenues from court imposed fines as a result of DUI arrests made within the Village by Lindenhurst Police personnel. The funds are restricted for use in the purchase of equipment and supplies related to the enforcement and handling of DUI arrests.

Proposed expenditures in FY 2016/2017 include:

- |                                      |         |
|--------------------------------------|---------|
| • Miscellaneous Uniforms & Equipment | \$6,000 |
| • Tasers                             | \$5,000 |

### Prison Review Fund

The Prison Review fund receives revenue from court imposed traffic citations and can only be used for specific purposes.

Proposed expenditures in FY 2016/2017 include:

- |                                     |          |
|-------------------------------------|----------|
| • Vehicle Maintenance & Replacement | \$10,000 |
| • Miscellaneous Contingency         | \$5,000  |

### Forfeiture Fund

The Forfeiture fund receives revenue from proceeds that result from the forfeiture of vehicles and other property. Funds can only be used for specific purposes.

Proposed expenditures in FY 2016/2017 include:

- |                     |         |
|---------------------|---------|
| • MEG Participation | \$9,000 |
|---------------------|---------|

## Fund Structure and Format

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### INTRODUCTION

The Village's budget utilizes fund accounting and establishes separate funds based upon the various Village activities and functions. Some funds are segregated into separate accounts for better tracking of expenses by specific activity.

### FUND DESCRIPTIONS

#### **General Fund**

The General Fund receives revenues from a portion of the Village's property tax, sales tax, income tax, building permit fees, simplified municipal tax, and other miscellaneous fees and taxes. The General Fund provides several major municipal services and is segregated into several different accounts based upon function. These accounts include:

- **Administration** – provides for general administration and management support to the various operating functions of the Village. Also provides finance management, forecasting, accounting, customer service, human resources, risk management, IT support and postal substation.
- **Engineering & Building** – provides coordination of engineering services for Village infrastructure improvements and oversight of construction inspection for new building construction within the Village.
- **Building & Grounds** – this account provides for the maintenance, repair and upkeep of Village grounds and facilities, including facility cleaning, landscaping, system repairs and maintenance of the Veterans Memorial.
- **Police** – this account funds the provision of police protection and law enforcement services.
- **Streets** – provides for the maintenance and upkeep of Village maintained roadways, street signs, right-of-way areas, storm sewers and street and traffic lighting.

The cash balance reserve policy for this fund is 75% of the current year's operating expenses.

#### **Water & Sewer Enterprise Fund**

The Water and Sewer fund is an enterprise fund that functions as an independent business where user fees and charges should be sufficient to pay all operating expenses associated with the provision of the service. This fund provides the production, delivery and treatment of drinking water, and the collection, treatment and disposal of wastewater. The Water and Sewer fund is segregated into three different accounts based upon function. These accounts include:

- **Water & Sewer Administration** - provides for the general administration of the water and sanitary sewer systems including billing, accounting, financial management, customer service, and debt management.
- **Water** – provides for costs associated with the maintenance of well houses, water mains, water treatment, and laboratory testing to provide quality drinking water.
- **Sewer** – provides for costs associated with the maintenance of lift stations, sanitary sewer lines, operation of the wastewater treatment plant, and laboratory testing for the treatment of wastewater.

The cash balance reserve policy for this fund is two months of the current year's operating expenses.

#### **Garbage Fund**

The Garbage fund is an enterprise fund that functions as an independent business where user fees and charges should be sufficient to pay all operating expenses associated with the provision of the service. This fund provides for the collection and disposal of all residential refuse, recycling and yard waste. Revenues are received from monthly user charges and expenses include the contractual cost of providing the service through the Village's waste hauler contract.

The cash balance reserve policy for this fund is one month of the current year's operating expenses.

#### **Motor Fuel Tax Fund**

The Motor Fuel Tax fund receives revenues from the State-shared tax on motor fuel. This revenue is distributed to municipalities on a per capita basis. This is an encumbered fund where the revenues received can only be spent for specific purposes as outlined by State law. In the past, the Village has elected to spend these funds for residential road resurfacing and salt costs.

The cash balance reserve policy for this fund is \$100,000 to establish a snow emergency reserve.

#### **Retirement Fund**

The Retirement Fund receives revenues from a portion of the Village's property tax levied for the payment of employee retirement costs and from contributions from the Village's enterprise funds. This fund pays for the Village's portion of retirement and social security costs.

This fund does not have a cash balance reserve policy.

#### **Insurance Fund**

The Insurance Fund receives revenues from a portion of the Village's property tax levied for insurance costs and from contributions from the Village's enterprise funds. This funds pays for property, liability and casualty insurance costs.

This fund does not have a cash balance reserve policy.

**Community Capital Fund**

The Community Capital Fund receives revenues from vehicle license fees charged to all households within the Village, cell tower antenna lease fees and public facility donation fees charged to all new development. The purpose of this fund is to provide funding for major community infrastructure improvements.

This fund does not have a cash balance reserve policy.

**Water & Sewer Capital Fund**

The Water & Sewer Capital Fund receives revenues from connection (tap-on) fees charged to all new development within the Village. This fund has historically provided for water and sewer infrastructure needs, new equipment and equipment replacement needs.

This fund does not have a cash balance reserve policy.

**Public Works Fleet Replacement Fund**

The Public Works Fleet Fund is a fixed asset fund that reserves funds based upon the 20-year fleet replacement needs to ensure the regular replacement of major fixed assets. Costs are determined based upon the 20-year replacement schedule.

The cash balance reserve policy is the same buying power today as is anticipated in 20 years.

**Squad Car Replacement Fund**

The Squad Car Replacement Fund is a fixed asset fund that reserves funds based upon the 20-year fleet replacement needs to ensure the regular replacement of major fixed assets. Costs are determined based upon the 20-year replacement schedule.

The cash balance reserve policy is the same buying power today as is anticipated in 20 years.