



Village of Algonquin, Illinois

ANNUAL BUDGET | FISCAL YEAR 2011 - 2012

Adopted April 5, 2011

John Schmitt, Village President
William Ganek, Village Manager
Gerald Kautz, Village Clerk

Brian Dianis, Village Trustee
Jerry Glogowski, Village Trustee
Robert Smith, Village Trustee
Debby Sosine, Village Trustee
John Spella, Village Trustee
Jim Steigert, Village Trustee

A Glimpse into Algonquin's History...

The Village of Algonquin was settled in 1834 with the arrival of Samuel Gillian, the first settler in McHenry County. Other early settlers were Dr. Cornish, Dr. Plumleigh, Eli Henderson, Alex Dawson, and William Jackson. The Village changed names several times in the early days; the names included Cornish Ferry, Cornishville, and Osceola. The name Algonquin was finally selected in 1847 as a suggestion from Samuel Edwards as a namesake for a ship he once owned.

The Village was incorporated in 1890 and witnessed both commercial and recreational trade. Algonquin was a favorite vacation spot for residents of Chicago. Nestled in the foothills of the Fox River Valley, Algonquin became known as the "Gem of the Fox River Valley."

The first Village Hall was constructed in 1906 at 2 South Main and throughout the years housed fire protection, library, and school services for the community as well as accommodating the municipal offices. The building served as Village Hall until the new Village Hall was completed in 1996. The original building is now called Historic Village Hall and serves as a community facility and meeting location.

A highlight in Algonquin's history was the period from 1906 to 1913, when the Algonquin Hill Climbs were held. The event was one of the earliest organized auto racing events held in the United States. Algonquin had a population of about 600 residents at that time and the annual hill climbs would bring crowds in excess of 25,000 to the Village.

Over the years, Algonquin has developed into a growing and thriving community, with its solid base of residential and commercial development as well as an expanding industrial/business sector. A tremendous commercial success was witnessed in the fall of 2004 with the opening of Algonquin Commons, the largest lifestyle center in Illinois.

Algonquin's population as of the 2010 census was 30,046, which has more than doubled since the 1990 census, which recorded a population of 11,663. The Village has grown from a small, rural, farming community to a vibrant urban leader in McHenry and Kane Counties.

Department Directors

William J. Ganek
Village Manager

John R. Walde
Finance Director

Russell B. Laine
Police Chief

Robert G. Mitchard II
Public Works Director

Todd A. Walker
Human Resources Director

Craig E. Arps
Building Commissioner

Russell W. Farnum
Community Development Director

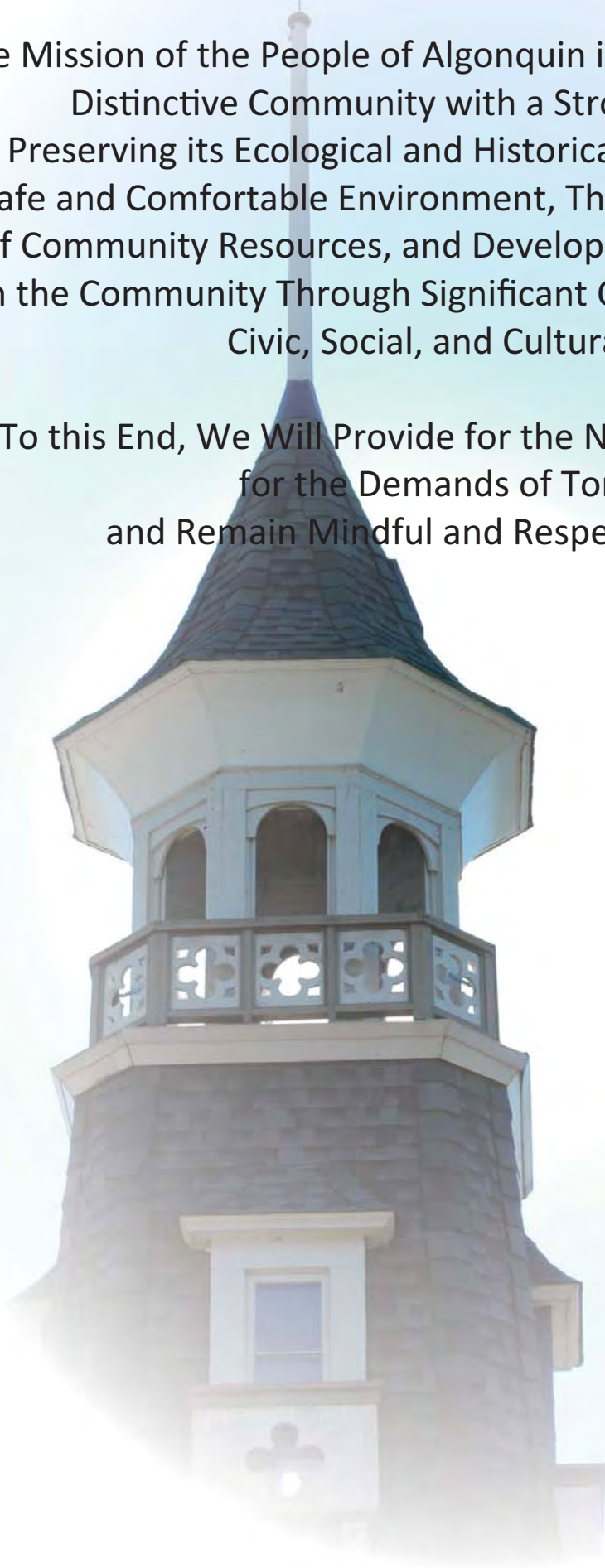
Kevin D. Crook
Information Systems Director

(Cover photo: Christopher Tedin)

Village of Algonquin Mission Statement

The Mission of the People of Algonquin is to Foster a Harmonious, Distinctive Community with a Strong Sense of Place, Preserving its Ecological and Historical Richness, Providing a Safe and Comfortable Environment, Through a Responsible Use of Community Resources, and Developing Ownership and Pride in the Community Through Significant Citizen Involvement in all Civic, Social, and Cultural Affairs.

To this End, We Will Provide for the Needs of Today, Prepare for the Demands of Tomorrow, and Remain Mindful and Respectful of the Past.





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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Village of Algonquin
Illinois**

For the Fiscal Year Beginning

May 1, 2010

Two handwritten signatures in black ink. The signature on the left is for the President, and the signature on the right is for the Executive Director.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Village of Algonquin, Illinois for its annual budget for the fiscal year beginning May 1, 2010. 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.



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ORDINANCE NO. 2011-O-08
AN ORDINANCE APPROVING THE VILLAGE OF ALGONQUIN
ANNUAL BUDGET FOR FISCAL YEAR 2011-2012

WHEREAS, the Village of Algonquin, McHenry and Kane Counties, Illinois is a home rule municipality as contemplated under Article VII, Section 6, of the Constitution of the State of Illinois, and the passage of this Ordinance constitutes an exercise of the Village's home rule powers and functions as granted in the Constitution of the State of Illinois.

WHEREAS, the Village of Algonquin, McHenry and Kane Counties, Illinois, has adopted 65 ILCS 5/8-2-9.1 through 5/8-2-9.9 in lieu of passing an appropriation ordinance prior to the end of the first quarter of the fiscal year; and

WHEREAS, 65 ILCS 5/8-2-9.4 requires that the annual budget shall be adopted by the corporate authorities before the beginning of the fiscal year to which it applies; and

WHEREAS, Ordinance 92-O-82 requires the preparation of an annual budget Ordinance for approval by the Board of Trustees.

NOW, THEREFORE, BE IT ORDAINED by the President and Board of Trustees of the Village of Algonquin, McHenry and Kane Counties, Illinois, as follows:

SECTION 1: That the Village of Algonquin Annual Budget for Fiscal Year 2011-2012, attached hereto and made a part hereof, is hereby approved.

SECTION 2: 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: All ordinances or parts of ordinances in conflict herewith are hereby repealed to the extent of such conflict.

SECTION 4: This Ordinance shall be in full force and effect upon its passage, approval and publication in pamphlet form (which publication is hereby authorized) as provided by law.

Voting Aye: Steigert, Glogowski, Smith, Spella, Sosine, Dianis
Voting Nay: None
Absent: None
Abstaining: None

Approved:


John C. Schmitt, Village President

ATTEST: 
Gerald S. Kautz, Village Clerk

Passed: 04-05-2011
Approved: 04-05-2011
Published: 04-06-2011

Prepared By:
William J. Ganek, Budget Officer
Village of Algonquin
2200 Harnish Drive
Algonquin, Illinois 60102





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Village of Algonquin

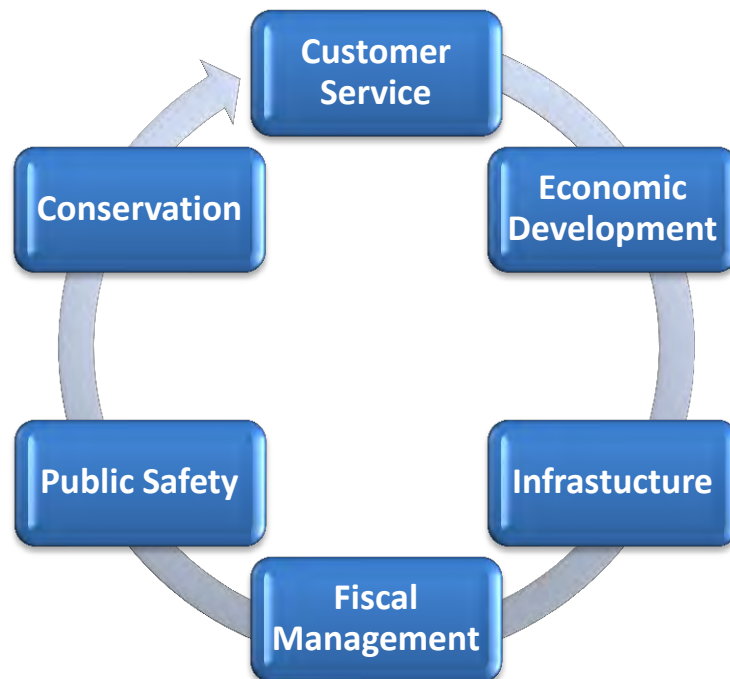
The Gem of the Fox River Valley

April 5, 2011

The Village of Algonquin Residents,
President and Board of Trustees

On behalf of Village staff, I am pleased to present the Village of Algonquin's Annual Budget for Fiscal Year 2011-2012. The annual budget represents the single most important policy adopted each year in any municipal organization. This is particularly true in a village such as Algonquin, which offers a multitude of services and programs to its residents. The budget provides information that guides Village decision makers in making allocation choices based on anticipated revenue projections. The budget document is a planned program of expenditures based on the revenue projections that carry out the Village's scope of services and goals established by the President and Board of Trustees. This budget document is a tool used to assist Village officials in making sound and rational choices regarding the provision of services to the public.

To this end, six "Guiding Principles" have been established to guide the budget's development and to measure the success of the recommended implementation of the budget.



Customer Service

Maintain and/or Enhance Customer Service and Citizen Satisfaction

- In order to provide the most efficient and effective services to residents, staff should continually evaluate operations. Increase the consistent focus on customer service through efficiency studies, training of front-line staff, and evaluating roles and responsibilities.
- Employee satisfaction, growth, and development foster positive customer service. This is accomplished through many vehicles, including training and evaluating roles/responsibilities.
- Implement mechanisms for promoting effective internal and external communication.

Economic Development

Continue to Promote and Foster Economic Development

- Economic development is instrumental in offering residents a community in which they can live, work, and play; creating jobs and bringing visitors to our community; and providing revenue to fund needed capital projects and other operational programs.
- Allocate the necessary resources to the continued development of the Village's economy, focusing on the Algonquin Corporate Campus, downtown, the Route 62 east corridor, and the mining operations.

Infrastructure

Evaluate, Plan for, and Implement Important Capital Improvement Projects in Order to Maintain the Village's Infrastructure and Uphold a High Quality of Life for Residents

- Providing adequate infrastructure throughout the Village is pertinent in order to ensure safe roadways, functional water and sewer systems, and top-notch park facilities for residents, businesses, and visitors.
- Continue to develop and implement multi-year plans, including neighborhood capital improvements.
- Continue to develop and refine the Village's transportation network in order to provide accessibility and mobility via the Village's roadway and trail systems.

Fiscal Management

Assess All Viable Options to Increase/Maintain the Village's Revenue Base

- Explore grants, operational efficiencies, and additional economic development opportunities.
- Obtain additional dedicated revenue sources for funding capital projects.
- Evaluate projects and personnel functions to find opportunities for cost savings.

Public Safety

Continue to Allocate the Necessary Resources for the Maintenance of the Public's Health, Safety, and Welfare through a Well Trained and Dedicated Staff

- Emphasize and focus on public safety, emergency planning, and homeland security as a priority in our daily operations.
- As the number of commercial establishments level off or are reduced in the Village, and the needs of the citizenry fluctuate, differing resources must be allocated to these important government functions.

Conservation

Continue to Promote and Develop Programs with a Conservation Focus

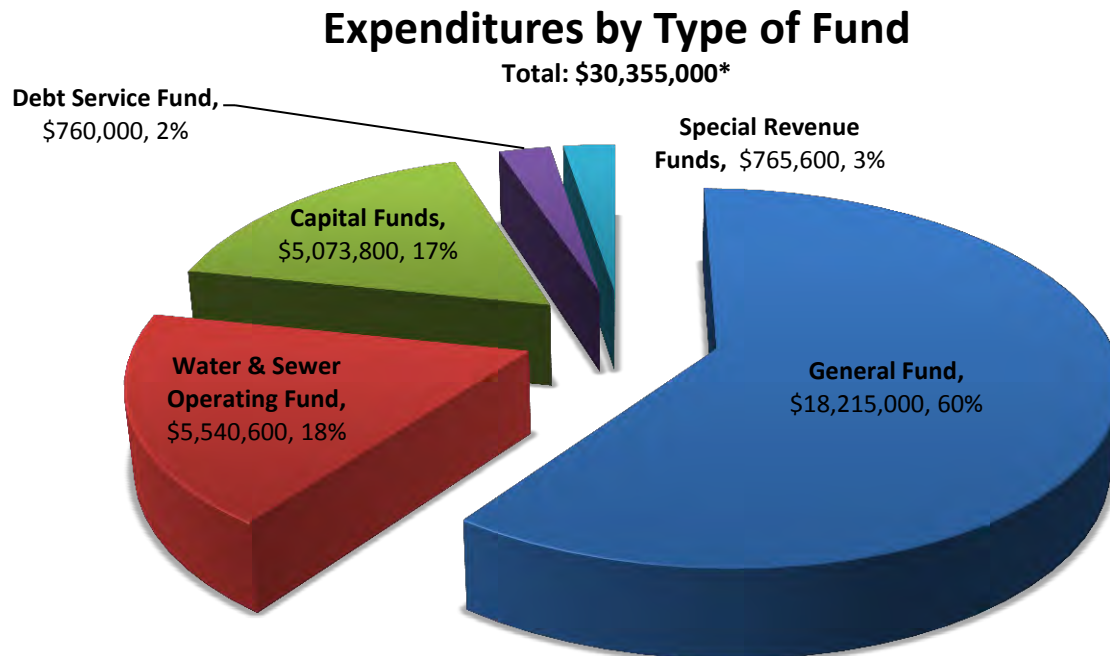
- Promoting and adhering to a conservation mindset and lifestyle have been priorities for the Village over the past several years. Conservation is imperative in order to protect and conserve natural resources such as groundwater, wetlands, and natural water bodies.
- Promote and enforce the Village's water conservation program, and continue to work with other governments and agencies to address issues of water quality and quantity on a regional basis.
- Continue to promote the Village's recycling program through educational materials and other programs.

Budget Overview

The Village of Algonquin is currently operating under the budget system as provided for by Illinois State Statutes. This process was adopted in lieu of passing an appropriation ordinance since, under the budget system, its adoption more truly reflects anticipated receipts and disbursements. Under State statutes, the annual budget must be adopted by the corporate authorities before the beginning of the fiscal year (May 1, 2011). The President and Board of Trustees of the Village of Algonquin adopted the annual budget for FY 11/12 on April 5, 2011.

The budget for the Village is comprised of several funds. The principal operating funds are the General Fund and the Water and Sewer Operating Fund. There are several other funds that can be classified as capital improvement project (CIP) funds, debt service funds, service funds, and special funds. Each fund has specific purposes, as defined throughout the budget document. It is important to note that despite the conditions of the current economy, the Village is able to maintain current service levels with a balanced General Fund budget of \$18.2 million. Additionally, the General Fund is on pace to maintain at least a four-month cash reserve throughout FY 11/12.

The FY 11/12 budget of the Village of Algonquin for all funds totals over \$32 million of expenditures, including transfers. The Village establishes a budget for 14 separate funds. These funds can be further paired into five major funding groups as seen on the chart below.



* Service fund expenditures are incorporated into the operating budgets.

The FY 11/12 budget, as the previous seven budgets, utilized a “constraint budget process” to ensure that expenditures do not exceed the projected revenues for the operating budget. Other funds, such as capital or debt funds, have reserves established to offset any shortfalls of revenue for any particular

year when the expenses exceed the revenues in order to accomplish the purpose of those limited purpose funds. The overriding principle for the operation funds is to “live within our means.” This principle is followed closely with additional emphasis to enhance our cash reserves in excess of 33 percent (four months). Once this contingency was established in the base budget of the expenditure guidelines, the constraint budgeting process required each department to submit their individual budget maintaining the current level of service provided to our residents. This includes the maintenance of a competitive compensation and benefit package. Using this method of budgeting, the General Fund and Water and Sewer Operating Fund budgets support the largest assets of the Village - its employees. Despite the challenges related to the decline in the economy, as described in more detail later in this letter, the Village is able to maintain the high quality of life for residents.

General Fund

General Fund expenditures comprise the largest fund of the Village’s FY 11/12 budget with \$18,215,000 of expenditures. These funds go toward the majority of services provided to the community by various departments of the Village. General Fund revenues for FY 11/12 are up 1.6 percent from FY 10/11 to \$17,959,000. This is partially attributed to a rebound in sales tax receipts due to the strong retail composition of the Village’s economy. Additionally, the Village is over 100 percent funded in its liability insurance account due to a conservative budgeting history and favorable claims experience. Therefore, \$256,000 was drawn from this restricted account for FY 11/12 insurance expenses. This has allowed the Village to maintain a flat real estate tax levy and not increase the burden on our residents. Overall, this equates to a total General Fund expenditure increase of 3 percent.

Water & Sewer Operating Fund

The Water and Sewer Operating Fund serves as an enterprise fund in which user fees are able to fund operating expenses through the Village’s water and sewer utility. The FY 11/12 Water and Sewer Operating Fund expenditures are budgeted at \$5,540,600, which represents an 8 percent decrease from FY 10/11.

Capital Funds

The Capital Funds include various expenditures to be allocated toward improvements of the Village’s street system, water and sewer system, and parks. Total expenditures in FY 11/12 are budgeted at \$5,073,800, which represents a decrease of 30 percent from FY 10/11. Capital expenditures are driven by multi-year capital improvement plans, which typically feature cyclical expenditure patterns to help finance large public improvements. Revenues in FY 11/12 are budgeted at \$6,084,955, of which 17 percent will be added to the capital fund balance for future projects.

Special Revenue Funds

Special Revenue Funds include a total of \$765,600 of expenditures in FY 11/12 and allocate dollars for pensions, school donations, cemetery, and other purposes. This represents a decrease of 13 percent from FY 10/11, most notably from a decrease in school impact fees due to lack of development.

Debt Service Fund

The final category is the Debt Service Fund, which allocates \$760,000 to retire debt previously established by the Village. Payments for Bond Series 2005B and 2010, which were used to finance the Public Works Facility, are the expenditures for this fund in FY 11/12, a 2 percent increase from FY 10/11.

Factors Contributing to Changes in the Budget

Many factors, including policy issues, legislative mandates, and economic conditions, have impacted this year's budget. Several of these factors are highlighted below and described in further detail throughout the budget document.

Economic Factors Impacting the Budget

Several economists have stated that the current economic recession that started in December 2007 reached its low point in the summer of 2009 and that we are currently in economic recovery. The following quote helps summarize how the Village approached the FY 11/12 budgeting process:

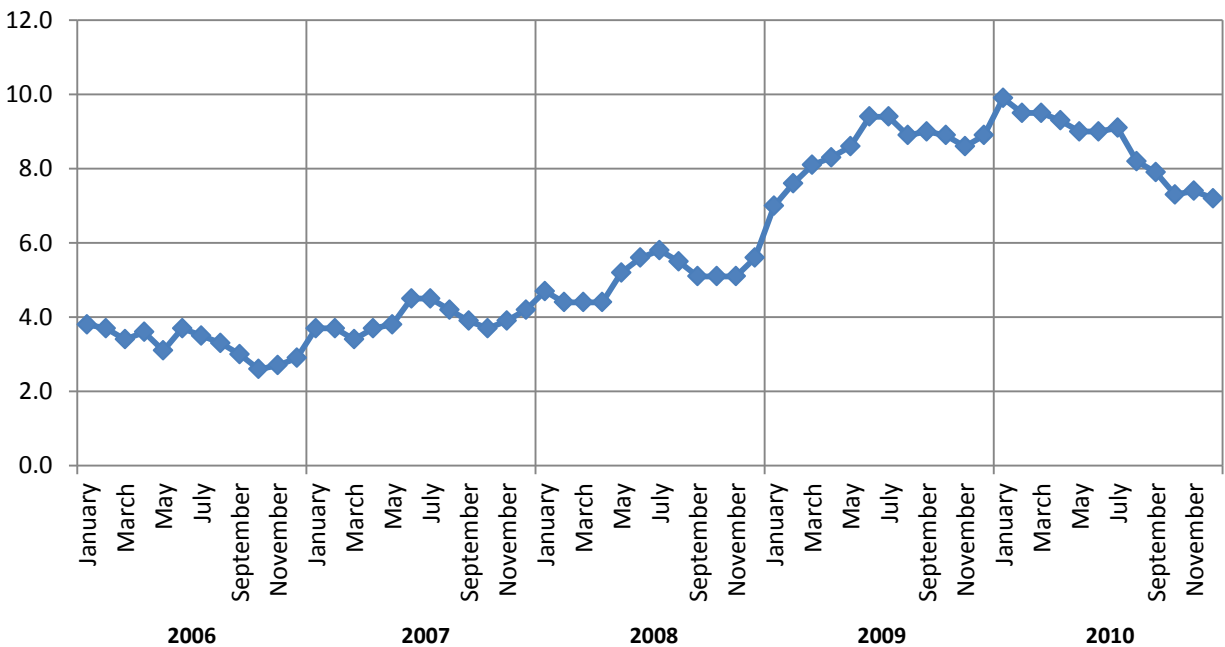
"Be not afraid of growing slowly, be afraid only of standing still."

- Chinese Proverb

This quote reflects the cautious optimism that the Village has regarding the economic recovery as evidenced by increasing elastic revenue sources and key economic indicators such as Algonquin's unemployment rate (shown below). However, as discussed during the FY 10/11 budgeting process, consumers, investment, and governmental behavior have forever changed and a "new normal" is now present. Economic recovery will be slow, and consumers will have a higher propensity to save. The Village will continue to maintain a performance-based organizational culture to maintain quality community services without increasing the tax burden on our residents.

Algonquin Unemployment Rate

(2006 - 2010) - Source: Illinois Department of Employment Security

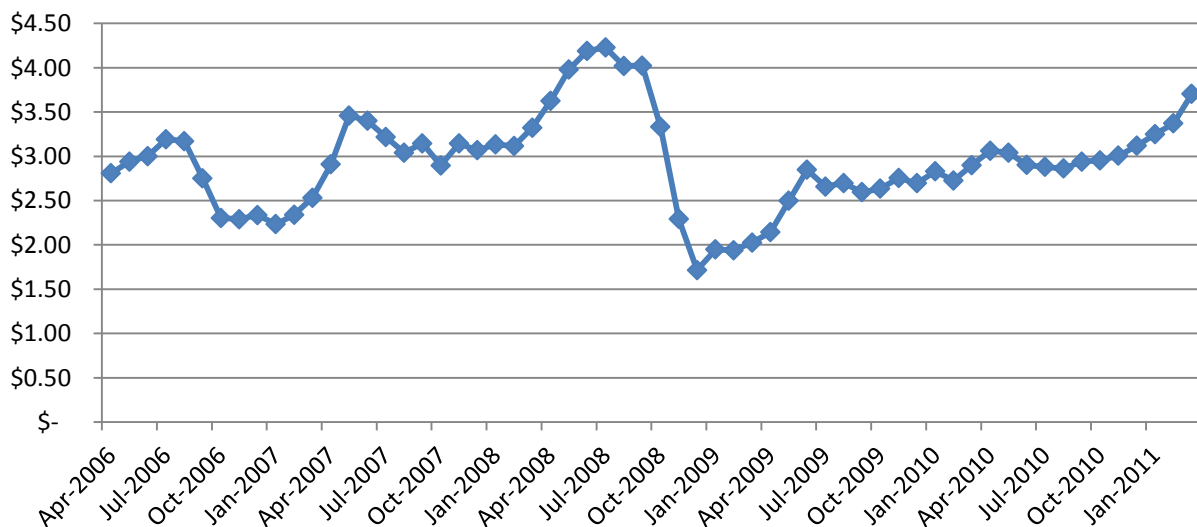


The Village approached the impact of the economy on the budget in a strategic and collaborative fashion. The following economic factors were significant in the development of the FY 11/12 budget:

- **Unemployment:** Unemployment, although improving, remains at a high level and is expected to have an adverse impact on revenues. Algonquin finished 2010 with an overall unemployment rate of 8.6 percent, which is lower than regional rates for Kane and McHenry Counties. A slow employment recovery is expected to limit revenue growth for income tax sources.
- **Foreclosures:** Over 500 properties were foreclosed in Algonquin in 2010. Foreclosures adversely impact property values and income sources that are distributed on a per capita basis due to population loss. Although the foreclosure market is relatively active in Algonquin, its impact on Village revenues and services will remain present until the housing market is able to stabilize.
- **Equalized Assessed Value (EAV):** Due to limited development and higher volume of property assessment challenges, a modest reduction in EAV is expected during FY 11/12.
- **Interest Rates:** Dismal federal funds rates during the economic recession have minimized any rate of return on investments. The Federal Funds Rate peaked in August 2007 at 5.41 percent and reached a low point of 0.05 percent in December 2009. In 2010, the market averaged between 10 and 20 basis points (1/100th of a percent). Accordingly, staff is anticipating very modest revenue from interest income in FY 11/12.
- **Insurance:** Implementation of the Affordable Care Act has begun and has increased costs for health insurance for Village employees. To mitigate this cost increase, the Village has contracted with a third party administrator which allows the Village to have a higher premium plan without reducing the coverage and benefits. Expenditures for FY 11/12 are budgeted conservatively while this system is fully implemented. Additionally, liability insurance is another growing cost that will be present in the current and subsequent budgets.
- **Fuel:** Continued unrest in Middle East nations, as well as the recent earthquake in Japan, has severely impacted the energy market, which subsequently increases fuel prices for the Village's equipment and fleet. Below is a retail gasoline price graph which suggests record-high fuel prices are imminent in the summer of 2011.

5-Year Retail Gasoline Prices

Chicago Market - Source: U.S. Energy Information Administration



The Village approached the impact of the economy on the budget in a strategic and collaborative fashion. The Village's strategies for coping with the economic downturn are as follows:

- Pursue Grants: Staff will continue to look for opportunities to supplement revenues with grants and opportunities through the state and federally funded programs.
- Evaluate Vacant Positions: No new employees will be hired in this fiscal year. If a position opens, the Village will evaluate the need for that position and will either fill the position, eliminate the position, or delay the hiring process. Merit raises are budgeted at 2.0 percent. Union employees will receive salary increases pursuant to their respective collective bargaining agreements.
- Reduce Overtime: Departments have developed plans to minimize overtime costs while maintaining core community services.
- Cash Reserves: The FY 11/12 budget as presented maintains the Village's four-month cash reserve. Additionally, the Water and Sewer Operating fund maintains a one-month cash reserve for its operations.
- Take-Home Vehicle Reduction: Due to improvements in technology and accessibility to the Village's network, six take-home vehicles will be transferred to their respective departments' motor pool.
- Fixed Energy Price Agreements: Due to recent deregulation, the Village is able to enter into multi-year fixed price agreements for electrical energy. The Village utilizes this tool for the larger energy consuming accounts from the Water and Sewer Operating Fund, as well as for streetlights.

Policy Issues Impacting the Budget

The Village Board established many directives that led the design of the budget, including:

- Illinois Route 31 Western Bypass: The construction of the Algonquin Western Bypass is a critical component to the regional transportation network. Site grading for this project will begin in FY 11/12. Once the project is completed, a jurisdictional transfer of the existing Illinois Route 31 will take place, yielding Village control of Main Street. This will be a significant acquisition to fully implement the Village's Downtown Plan and enhance the viability of this area. Future maintenance and construction costs related to this roadway will be transferred to the Village.
- Swimming Pool: The Swimming Pool Fund will again be balanced for FY 11/12 with a transfer from the General Fund. The increasing age of the facility, coupled with expanded State and ADA regulations, requires increased maintenance expenditures to keep the facility safe and compliant. The FY 11/12 transfer to the Swimming Pool Fund is \$71,495, which is the largest transfer amount to this fund to date.
- 2010 Census: The 2010 Decennial Census determined the Village population to be 30,046. This represents a 29 percent increase from the 2000 census; however, the population did decrease by 436 from the 2007 Special Census. The 2007 Special Census was the last certified population count for the Village; therefore, the decrease will impact revenues that are distributed on a per capita basis, including state income tax, motor fuel tax, and state use tax.
- Forestry: The emerald ash borer has infected approximately 450 Village-owned trees in 2010, with numbers expected to grow in 2011. Increased expenditures for a stump grinder and reforestation are present in the FY 11/12 budget.
- Infrastructure Maintenance: Infrastructure needs in the Village are increasing due to the aging of streets and water and sewer lines. These factors are resulting in a growing gap between capital expenditures and revenues. The Village is proceeding with various capital projects in FY

11/12; however, expenditures will be lower than in years past due to large and costly projects scheduled for FY 12/13.

- Water Conservation: The Village continues to actively enforce its water conservation program, which was developed in 2003. The program has been very successful in limiting water consumption to sustainable levels for the Village groundwater supply. Subsequently, water and sewer fees have remained flat as a result of lower consumption.
- Water and Sewer System Expansion: As a developing community, the Village is committed to maintaining and developing infrastructure to meet the ever growing needs of the community. Revenues are set aside each year for the future expansion of Water Treatment Plant #3 which will serve future developments on the west side of the Village. Additionally, it is anticipated that a new deep well (Well No. 14) will be constructed in FY 11/12 to meet the water needs of residents on the Village's east side.
- Water and Sewer Rates: In spring 2008, the Village Board passed an ordinance that adjusted water and sewer rates (which fund the Water and Sewer Operating Fund) and tap-on fees (which contribute to the Water and Sewer Improvement and Construction Fund). As always, it is the goal of the Village to provide high quality water and environmentally responsible wastewater conveyance and treatment to our residents and businesses at a reasonable cost. Accommodating a phased-in increase to our rates will allow us to continue to provide this service to our residents without incurring significant debt, and with the assurance that we can maintain the high standards that our residents have come to expect. The fourth increase as part of this program is slated for this fiscal year.

Legislative Issues Impacting the Budget

- Local Government Distributive Fund: As the State of Illinois continues to address its financial challenges, several members of the General Assembly have called on reducing or even eliminating the Local Government Distributive Fund (LGDF). Based on current Illinois Municipal League estimates, this funding totals \$2.3 million for Algonquin. **The full elimination of LGDF funding would result in severe service impacts to our residents.** As the State of Illinois' fiscal year begins on July 1, these changes all remain proposed, and the Village can only speculate on the outcomes of the State's FY 11/12 budget for our own budget planning. Should any funding changes occur during the fiscal year, the Village will be prepared to adjust accordingly. It is important to note that **the State is currently three months behind on payments to the Village.** The FY 11/12 budget assumes a total of 12 payments will be made in the fiscal year.
- State Income Tax: Governor Quinn signed SB 2505 into law on January 13, 2011, increasing individual and corporate tax rates in Illinois. As drafted, municipalities will not receive any additional revenue from the tax increases from LGDF funding.
- Pension Reforms: Village staff will continue to monitor public safety pension legislation. Pension expenses are one of the fastest growing expenditures the Village has and undoubtedly will create future funding challenges for Algonquin. The Village is appropriately funding its pension obligations based on the outcomes of annual actuarial studies.

Conclusion

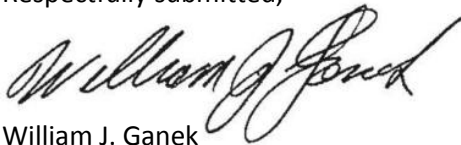
Overall, the Village is in sound financial condition. Due to adherence to the Village's Guiding Principles and use of constraint budgeting in previous years, the Village is in a stronger position than many other local communities dealing with the economic recession. We have a strong bond rating (AA+) and cash

reserves, while maintaining low debt obligations. It is essential to carefully maintain the day-to-day operations but continue to pursue important capital improvement projects. In many cases, these capital improvement projects warrant significant attention in respect to their opportunity to yield future operational cost savings. These cost savings enhance the Village's ability to contend with the many pressures upon local government presented by state and federal mandates, tax caps, declining revenue sources, escalating insurance costs, and other demands for new or improved services from our residents and businesses.

This budget takes another step in affording the Village of Algonquin the opportunity and capability to initiate the projects tied to growth management of the Village, while maintaining a sound financial base for the benefit of the residents of the community and the improvement of its infrastructure.

The combined leadership of the elected officials, support of the public, and experience and skills of Village staff will allow the Village of Algonquin to focus on the importance of delivering uninterrupted, high quality services to the public. With the support of the President and Board of Trustees, and the assistance of the Village staff, this budget can serve as a guide to maintaining efficient and effective municipal services and accomplishing the Village's financial objectives.

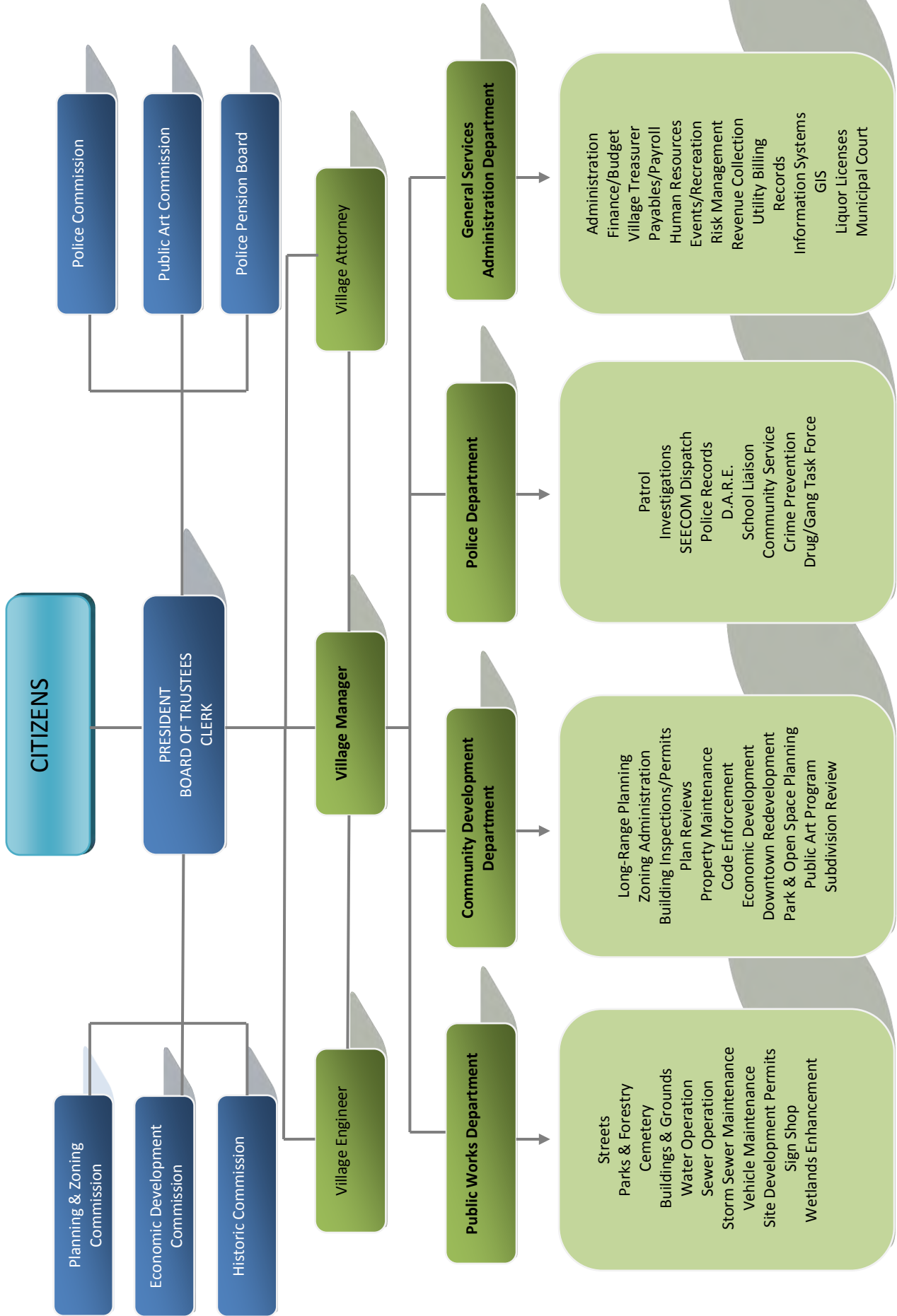
Respectfully submitted,



William J. Ganek
Village Manager/Budget Officer

WJG:mjk

Village of Algonquin 2011 – 2012 Organizational Chart



Guiding Principles

The principles listed below are, for the most part, timeless, and will be part of the fabric of the Village's direction for the coming years, if not forever. However, the means in which we meet or work towards these principles may change from year to year. This document intends to not only describe the guiding principles, but also to highlight some of the major programs and other purchases that have been included in this year's budget in order to support the guiding principles. Many programs and services can fit into more than one category; we have placed the programs in the category where they fit best.

The Guiding Principles were originally established as part of the FY 05/06 budget process, as defined in the Budget Message (see the Budget Message for additional description of each guiding principle). They have been refined for the FY 11/12 budget as outlined in the list below. The Village aims to focus its time and resources in accomplishing the following objectives:

Customer Service

- *Maintain and/or Enhance Customer Service and Citizen Satisfaction*
 - Redesign Village website (www.algonquin.org) enhancing functionality and appearance.
 - Implement new Geographic Information System (GIS) mapping applications for Village staff and public use.
 - Increase Village website (www.algonquin.org) web traffic and Algonquin e-News subscribership as outlined in the Performance Measures section.
 - Enhance functionality of Village intranet system, providing staff with the tools to improve efficiency on public service delivery.
 - Expand Events and Recreation marketing efforts on Village social media sites.
 - Continue to timely and proactively require property maintenance of abandoned/foreclosed properties
 - Continue to manage and provide guidance to all operating division of the Public Works Department to ensure citizen satisfaction
 - Continue to key in on core services and make those better while holding the line on budgets
 - Continue to collect information and infrastructure for GIS.
 - Continue the implementation of the departmental training program.
 - Provide the opportunity for at least one new staff member to become a Certified Arborist.
 - Obtain 4.0 or better on customer service evaluations.
 - Purchase of new deck chairs and chaise lounges.
 - Offer swim camp in afternoon hours.
 - Offer on the spot swimming lesson program.
 - Flush approximately 150,000 linear feet of sanitary sewer to maintain entire system on five year cycle.
 - Meet with department management to discuss services and offer efficiencies and cost saving techniques for facilities and vehicles.

Economic Development

- *Continue to Promote and Foster Economic Development*
- Coordinate efforts with Illinois Department of Transportation (IDOT) to continue construction on the Algonquin Western Bypass (Illinois Route 31).
- Develop athletic league offerings through Village's Events and Recreation Division.
- Create strategic marketing plan for the Algonquin Corporate Campus
- Refresh and market the small business loan programs offered by the Village
- Research opportunities for businesses to become in pool operation either through sponsorship, corporate memberships, or pool parties.
- Research opportunities to have Algonquin business operate concession stand operations.

Infrastructure

- *Evaluate, Plan for, and Implement Important Capital Improvement Projects in order to maintain the Village's infrastructure and uphold a high quality of life for residents*
- Through Village's ECO-Committee, continue development of bicycling infrastructure (trails, lanes, racks) in Village.
- Continue work with Kane County for the construction of the Longmeadow Parkway corridor.
- Continue to leverage developer-provided infrastructure improvements
- Complete improvement projects at Cornish and Towne Parks, providing for a stabilized shoreline which will protect and preserve park lands.
- Implement projects for next year's budget that enable restoration of existing park parcels as well as the development of potential park spaces.
- Repaving of Parkview Terrace North
- Concrete Work in High Hill Subdivision plus identified trip hazards
- Research grant opportunities for green initiatives at the swimming pool.
- Conduct RFP for bathroom upgrades and pool painting.
- Begin dialogue with staff about future site location for additional facility.
- Evaluate opportunity to sell swimming pool to a private entity.
- Miles of sanitary sewer televised annually. Target – 5 year televising cycle; approximately 200,000 linear feet to be televised annually to evaluate infrastructure to maintain aging system, determine necessary repairs, illegal connection points, and long range budgeting.
- Continue on-going maintenance and seasonal clean ups
- Continue to take care of and manicure the grounds
- Continue to make any necessary repairs to roads and infrastructure to keep a safe and presentable environment
- Complete a fully updateable and active plan for facility management.
- To maintain, update and enhance the vehicle replacement program.
- In-house paving of the remainder of Highland Avenue and portions of High Hill Farms subdivision.
- Continue to provide maintenance to streets through curb and sidewalk repair as well as pavement patching.

- Target of 460 trees to be added to Village's tree infrastructure through our reforestation fund.
- Complete South River Road Failure project.
- Complete Royal Hills Section 1 street improvements project.
- Complete Phase 2 engineering for the Highlands.
- Complete Phase 1 engineering for Highland Avenue Section 2.
- Construction of Well 14 building, generator and raw water line.
- Abandonment of Well 6.
- Re-pave driveway of Hanson Water Tower.
- Ongoing repair of sanitary sewer system through SSES program.

Fiscal Management

- *Assess all viable options to increase/maintain the Village's revenue base*
- Implement hybrid Voice over Internet Protocol (VoIP) phone system to reduce telephone service expenses.
- Develop intergovernmental agreements with neighboring special districts and municipalities to help reduce operating costs for both parties.
- Maintain or increase Village Standard and Poor's Bond Rating of AA+.
- Obtain Government Finance Officers Association (GFOA) awards for annual budget and comprehensive annual financial report.
- Expand and further utilize the reporting capabilities of Village financial management software (MUNIS).
- Implement strategies to increase Administrative Adjudication fine collection rates.
- Continue to attract high quality retailers to the Randall Road, Algonquin Road, and Main Street corridors
- Attract at least one major corporate user or another multi-tenant spec building to the Algonquin Corporate Campus
- Continue and consider expansion of the work share program to supplement necessary work tasks from other Departments and consider offering fee-based inspection or other services to adjacent communities
- To identify and apply for various grants which will enhance our operations and services to the community.
- Maintain all designations and certifications in order for us to be readily qualified for potential grant opportunities.
- Work to secure off-set exchange of wood debris in order to garner a profit or necessary functional materials.
- Reduce electrical costs for treatment through operational changes, conservation, and items identified on the energy audit conducted in 2010; upgraded lighting fixtures.
- Reduce chemical costs by operation changes and conservation; 5% reduction.
- Maintain insource service contracts to ALFPD for fleet assets for the extent of the agreed terms.
- Initiate insource service contract for Pingree Grove Police Department fleet assets.

Public Safety

- *Continue to allocate the necessary resources for the maintenance of the Public's Health, Safety, and Welfare through a well-trained and dedicated staff*
- Revise and enhance Village's Emergency Management Plan.
- Prioritize Economic Development Certification for economic development staff
- Maintain proper certifications, continuing education and training for all other staff
- Enhance specialized training for officers, especially in the areas of domestic violence, sexual assault, mental health and senior services.
- Continue in-service training for all officers in the areas of use of force, legal updates and investigative techniques.
- Comply with the accreditation standard of the Illinois Law Enforcement Accreditation Program.
- Mandatory OSHA and safety training will continue to be provided
- Project Manager and GIS Technician will attend specific training
- Public Works Director will attend APWA National Convention
- Continue to send staff to any trade shows or seminars which can enhance their knowledge or increase their productivity.
- Certify at least 3 additional staff in Water Safety Instructor.
- Certify at least 3 additional staff in Lifeguard Training Instructor.
- Certify all staff in CPR/AED/First Aid.
- Certify all instructional staff in Water Safety Instructor Aide.
- Certify all management staff in Food Safety & Sanitation.
- Certify all cashier/concession stand staff in HAACP.
- Recertify lifeguard staff in all lifeguarding skills.
- Continue recertification of Recreation Superintendent in all the above certifications, as well as Certified Parks & Recreation Professional staff. This is the highest certification in the parks and recreation industry that is issued only to qualified candidates who pass the national exam proctored by the National Parks and Recreation Association.
- Train utilities staff approximately 100 hours per person annually. Focused on topics related to job performance, customer service, and safety. Training is outside of prescribed safety program.
- Maintain current A.S.E. certification for fleet staff as well as A.S.E. Blue Seal for fleet garage
- Maintain multiple levels of certification for facilities personnel as Certified Pool Operators and Thermography

Conservation

- *Continue to promote and develop programs with a Conservation Focus*
- Perform pilot study of e-reader technology and determine appropriate uses of technology to reduce paper and energy use in Village operations.
- Promote curbside recycling program to meet or exceed a diversion rate of 47%.
- Hold an E-Waste Recycling Event with goal of collecting and recycling 70,000 pounds of electronics.
- Implement the Conservation Design Ordinance requirements through development approvals

- Continue participating in ECO Committee and implement suggested programs and events
- Participate in the “DEA Prescription Drug Take Back” program when it is offered again.
- Continue storm water public education and provide yearly reports to the IEPA on our NPDES Phase 2 permit
- Assistant Public Works Director will be on the technical committee for the Jelkes Creek Watershed Study
- Obtain Tree City USA award.
- Finish training the rest of the plow drivers on salt conservation and attempt to develop a program to train back-up drivers on same.
- Staff will be researching the potential for ultra violet sanitation system, as well as use of diatomaceous earth filter system. Both systems provide more ecofriendly options for maintaining pool chemistry and result in less water loss during back washing cycles.
- Purchase of solar covers and solar reels to aid in heat loss and chemistry loss overnight.
- Research purchase of upgraded bathroom features (i.e. motion sensor water, low flow toilets, etc.)
- Continue to conduct an annual water leak audit. Water losses will be accounted and a cost benefits analysis prepared for comparison from year to year.
- Maximize use of biodiesel in vehicle fleet, where applicable.
- Perform thermal audits of Village facilities and implement appropriate solutions.
- Complete second year of maintenance on Gaslight Park Bird & Butterfly sanctuary.
- Complete third year of intensive maintenance on the Winding Creek Riparian Corridor in order to protect the rare fen located at site.
- Start maintenance in the southwest portion of the Woods Creek Riparian Corridor in order to preserve and enhance the remnant sedge meadows and rare fen located in that area.
- Naturalize Blue Ridge Detention Basin if a grant is received from the EPA.
- Begin in-house enhancement to the degraded Braewood Riparian Corridor.
- Begin the Woods Creek Watershed plan if a grant is received from the EPA.
- Complete Phase 2 engineering for Lawndale Park Creek.

Personnel Summary

Please note that all budgeted positions are shown. Some positions may not have been filled during all or a portion of the fiscal year listed. More detailed summaries can be found in the program description for each division/department.

Department/Division	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	Change
General Services Administration						
Full-Time Equivalent Positions	19.75	21.00	21.25	18.75	18.50	▼ 0.25 ¹
<i>Full-Time Employees</i>	18	19	19	18	18	-
<i>Part-Time Employees</i>	5	5	6	2	1	▼ 1
Police						
Full-Time Equivalent Positions	61.00	61.00	61.00	60.00	60.00	-
<i>Full-Time Employees</i>	60	60	60	59	59	-
<i>Part-Time Employees</i>	4	4	4	4	4	-
Community Development						
Full-Time Equivalent Positions	12.25	12.25	12.25	12.00	12.00	-
<i>Full-Time Employees</i>	12	12	12	12	12	-
<i>Part-Time Employees</i>	1	1	1	0	0	-
Public Works Administration						
Full-Time Equivalent Positions	8.00	7.50	7.50	7.00	6.00	▼ 1.00 ²
<i>Full-Time Employees</i>	7.5	7	7	7	6	▼ 1
<i>Part-Time Employees</i>	2	2	2	0	0	-
Public Works Streets						
Full-Time Equivalent Positions	15.75	16.00	16.00	15.00	14.00	▼ 1.00 ³
<i>Full-Time Employees</i>	15	15	15	15	14	▼ 1
<i>Part-Time Employees</i>	3	4	4	0	0	-
Public Works Parks and Forestry						
Full-Time Equivalent Positions	17.00	17.00	17.00	16.00	16.00	-
<i>Full-Time Employees</i>	15	15	15	15	15	-
<i>Part-Time Employees</i>	8	8	8	4	4	-
Public Works Water and Sewer Utilities						
Full-Time Equivalent Positions	23.25	23.25	23.25	22.00	20.75	▼ 1.25 ⁴
<i>Full-Time Employees</i>	22	22	22	22	20	▼ 2
<i>Part-Time Employees</i>	5	5	5	0	3	▲ 3
Public Works Building Services						
Full-Time Equivalent Positions	3.75	4.25	4.00	4.00	4.00	-
<i>Full-Time Employees</i>	3.5	4	4	4	4	-
<i>Part-Time Employees</i>	1	1	0	0	0	-
Public Works Vehicle Maintenance						
Full-Time Equivalent Positions	4.00	5.00	5.00	5.00	5.00	-
<i>Full-Time Employees</i>	4	5	5	5	5	-
<i>Part-Time Employees</i>	0	0	0	0	0	-
Swimming Pool						
Full-Time Equivalent Positions ⁵	4.75	4.75	4.75	4.75	4.75	-
<i>Part-Time Employees</i>	39	42	42	51	50	▼ 1
<i>Full-Time Employee Subtotal</i>	157	159	159	157	153	▼ 4
<i>Part-Time Employee Subtotal</i>	68	72	72	61	62	▲ 1
TOTAL EMPLOYEE HEADCOUNT	225	231	231	218	215	▼ 3⁶
TOTAL FTEs	169.50	172.00	172.00	164.50	161.00	▼ 3.50⁶

¹ – A vacant Intern position will not be filled this fiscal year.

² – A vacant Account Clerk II position will not be filled this fiscal year.

³ – A vacant Maintenance Worker II position will not be filled this fiscal year.

⁴ – A vacant Environmental Compliance Coordinator position and Maintenance Worker I position will not be filled this fiscal year. 0.75 FTEs Seasonal workers will be hired in lieu of refilling the Maintenance Worker I position.

⁵ – Historic values for the Swimming Pool were tracked as an overall headcount instead of FTEs. Therefore, prior to FY 11/12, these values are estimates.

⁶ – Total does not include Temporary Recreation Instructors, which will work a negligible amount of hours during the fiscal year.

Fund Balance Projections

	* Projected Fund Balance at 05/01/11	FY 2012 Revenues	FY 2012 Expenditures	Projected Fund Balance at 04/30/12
General Fund	11,403,031	17,959,000	18,215,000	11,147,031
Cemetery Fund	268,612	40,050	39,100	269,562
Motor Fuel Fund	1,304,308	825,850	328,000	1,802,158
Street Improvement Fund	3,118,655	2,960,000	2,336,000	3,742,655
Swimming Pool Fund	867	218,000	218,000	867
Park Fund	71,972	10,000	230,500	(148,528)
W & S Operating Fund	67,437,708	5,540,600	5,540,600	67,437,708
W & S Improvement & Construction Fund	4,700,511	2,289,000	2,179,300	4,810,211
Village Construction Fund	130,203	105	-	130,308
Special Revenue Fund	1,429,326	166,700	165,500	1,430,526
Building Services Fund	-	683,430	683,430	-
Vehicle Maint. Service Fund	88,164	1,201,550	1,201,550	88,164
Police Pension Fund	12,662,131	1,920,000	343,000	14,239,131
Debt Service Fund	4,090,786	880,000	760,000	4,210,786
TOTALS	106,706,274	34,694,285	32,239,980	109,160,579

*Projected Fund Balance at 05/01/11 is estimated actual

2010-2012 Summary of Estimated Financial Sources and Uses

(For Budgetary Purposes Only)

	General Fund		Special Revenue Funds			
	2010 Actual	* 2011 Budgeted	* 2012 Budgeted	2010 Actual	* 2011 Budgeted	* 2012 Budgeted
Financial Sources:						
Property Tax	\$ 5,939,181	\$ 5,951,000	\$ 5,951,000	\$ -	\$ -	\$ -
Sales Tax	6,425,318	6,085,000	6,500,000	-	-	-
Other Taxes	3,476,193	3,344,000	3,494,050	2,567,791	3,645,000	3,823,850
Licenses and Permits	339,520	550,000	398,000	-	-	-
Intergovernmental, Grants, Contributions	159,514	80,000	110,000	1,535,518	200,000	108,000
Charges for Services & Uses	334,048	342,400	322,350	129,834	145,650	144,500
Fines, Fees and Forfeitures	1,132,348	1,230,500	1,095,100	-	-	-
Interest	48,360	36,100	32,500	37,475	53,105	35,755
Miscellaneous	23,266	11,000	11,000	32,100	35,800	37,000
Total Estimated Financial Sources	\$ 17,877,748	\$ 17,630,000	\$ 17,914,000	\$ 4,302,718	\$ 4,079,555	\$ 4,149,105
Expenditures:						
General Government	\$ 3,788,203	\$ 3,395,625	\$ 3,308,100	\$ 242,332	\$ 480,485	\$ 370,100
Public Safety	7,730,736	8,332,765	8,558,200	-	-	-
Public Works	638,082	639,130	608,200	-	-	-
Streets Department	2,258,740	2,233,365	2,228,200	1,612,533	2,362,250	1,521,500
Culture and Recreation	1,500,653	1,577,425	1,621,505	88,850	110,600	230,500
Debt Service	-	-	-	-	-	-
Water & Sewer	-	-	-	-	-	-
Miscellaneous	-	817,510	756,635	-	-	-
Capital Outlay	152,641	-	307,865	2,721,498	2,993,180	1,150,000
Total Budget:	\$ 16,069,055	\$ 16,995,820	\$ 17,388,705	\$ 4,665,213	\$ 5,946,515	\$ 3,272,100
Excess of revenues or (expenditures)	1,808,693	634,180	525,295	(362,495)	(1,866,960)	877,005
Transfers In/Out	(678,098)	(634,180)	(781,295)	66,098	7,180	26,495
Other Financing Sources	-	-	-	-	-	-
Capital Contributions	-	-	-	-	-	-
Net Increase (Decrease) in Fund Balance	1,130,595	-	(256,000)	(296,397)	(1,859,780)	903,500
Fund Balance - May 1	\$ 8,352,325	\$ 9,482,920	\$ 9,482,920	\$ 5,820,053	\$ 5,523,656	\$ 3,663,876
Fund Balance - April 30	\$ 9,482,920	\$ 9,482,920	\$ 9,226,920	\$ 5,523,656	\$ 3,663,876	\$ 4,567,376

* The Fund Balance was determined by using budgeted figures for 2011 and 2012

2010-2012 Summary of Estimated Financial Sources and Uses

(For Budgetary Purposes Only)

	Water & Sewer Funds		* 2012		Non Major Funds		* 2012	
	2010 Actual	* 2011 Budgeted	Budgeted	Budgeted	2010 Actual	* 2011 Budgeted	Budgeted	Budgeted
Financial Sources:								
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	2,282,512	1,875,000		2,167,000				
Other Taxes	-	-	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-	-
Intergovernmental, Grants, Contributions	37,071	8,000	25,000		1,147,000	1,312,000	1,341,000	
Charges for Services & Uses	4,996,449	5,916,420	5,512,300		2,292,640	1,812,250	1,884,980	
Fines, Fees and Forfeitures	79,430	82,500	85,500		-	-	-	
Interest	51,431	31,100	22,300		331,382	125,600	125,305	
Miscellaneous	125,543	2,000	7,500		901,476	462,000	579,000	
Total Estimated Financial Sources	\$ 7,572,436	\$ 7,915,020	\$ 7,819,600		\$ 4,672,498	\$ 3,711,850	\$ 3,930,285	
Expenditures:								
General Government	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	
Public Safety	-	-	-		284,801	334,500	343,000	
Public Works	-	-	-		2,292,800	1,812,250	1,852,480	
Streets Department	-	-	-		-	-	-	
Culture and Recreation	-	-	-		-	-	-	
Debt Service	427,497	902,000	1,219,300		727,865	744,500	760,000	
Water & Sewer	15,089,644	5,870,120	5,255,600		-	-	-	
Miscellaneous	-	-	-		-	-	-	
Capital Outlay	793,946	1,029,000	1,235,000		-	-	32,500	
Total Budget:	\$ 16,311,087	\$ 7,801,120	\$ 7,709,900		\$ 3,305,466	\$ 2,891,250	\$ 2,987,980	
Excess of revenues or (expenditures)	(8,738,651)	113,900	109,700		1,367,032	820,600	942,305	
Transfers In/Out	-	-	-		612,000	627,000	754,800	
Financing Sources	-	-	-		-	-	-	
Capital Contributions	-	-	-		-	-	-	
Net Increase (Decrease) in Fund Balance	(8,738,651)	113,900	109,700		1,979,032	1,447,600	1,697,105	
Fund Balance - May 1	\$ 78,569,844	\$ 69,831,193	\$ 69,945,093		\$ 12,586,424	\$ 14,565,456	\$ 16,013,056	
Fund Balance - April 30	\$ 69,831,193	\$ 69,945,093	\$ 70,054,793		\$ 14,565,456	\$ 16,013,056	\$ 17,710,161	

* The Fund Balance was determined by using budgeted figures for 2011 and 2012

2010-2012 Summary of Estimated Financial Sources and Uses

(For Budgetary Purposes Only)

	Total All Funds		
	2010 Actual	* 2011 Budgeted	* 2012 Budgeted
Financial Sources:			
Property Tax	5,939,181 \$	5,951,000 \$	5,951,000
Sales Tax	8,707,830	7,960,000	8,667,000
Other Taxes	6,043,984	6,989,000	7,317,900
Licenses and Permits	339,520	550,000	398,000
Intergovernmental, Grants, Contributions	2,879,103	1,600,000	1,584,000
Charges for Services & Uses	7,752,971	8,216,720	7,864,130
Fines, Fees and Forfeitures	1,211,778	1,313,000	1,180,600
Interest	468,648	245,905	215,860
Miscellaneous	1,082,385	510,800	634,500
Total Estimated Financial Sources	\$ 34,425,400 \$	\$ 33,336,425 \$	\$ 33,812,990
Expenditures:			
General Government	4,030,535 \$	3,876,110 \$	3,678,200
Public Safety	8,015,537	8,667,265	8,901,200
Public Works	2,930,882	2,451,380	2,460,680
Streets Department	3,871,273	4,595,615	3,749,700
Culture and Recreation	1,589,503	1,688,025	1,852,005
Debt Service	1,155,362	1,646,500	1,979,300
Water & Sewer	15,089,644	5,870,120	5,255,600
Miscellaneous	-	817,510	756,635
Capital Outlay	3,668,085	4,022,180	2,725,365
Total Budget:	\$ 40,350,821 \$	\$ 33,634,705 \$	\$ 31,358,685
Excess of revenues or (expenditures)	(5,925,421)	(298,280)	2,454,305
Transfers In/Out	-	-	-
Financing Sources	-	-	-
Capital Contributions	-	-	-
Net Increase (Decrease) in Fund Balance	(5,925,421)	(298,280)	2,454,305
Fund Balance - May 1	\$ 105,328,646 \$	\$ 99,403,225 \$	\$ 99,104,945
Fund Balance - April 30	\$ 99,403,225 \$	\$ 99,104,945 \$	\$ 101,559,250

* The Fund Balance was determined by using budgeted figures for 2011 and 2012