

## Capital Planning and Long Range Forecasting

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The Village forecasts its revenues and expenses for a three-year period as part of the budget process. This process consists of projecting:

- Operating revenues
- Non-operating revenues
- Operating expenses
- Non-operating expenses
- Capital outlay

Operating revenues represent recurring revenue whose projections are impacted by inflation, local development factors and Village Board actions. Non-operating revenues are non-recurring in nature and are generally not projected beyond the proposed budget year unless they are linked to a specific future expense. Bond proceeds would be an example of this.

Operating expenses can be broken down into the four categories of personnel, refuse, debt service and all other. Projections for the personnel category and the all other category are generally based on expected rates of inflation. Refuse expense is primarily contractual and future increases are projected based upon the existing terms of the contract with our waste hauler. Debt service is estimated using the existing debt service schedules along with any projections of future debt issuances. Note that the Village of Wilmette is a home rule municipality and, as such, has no debt limitations.

Non-operating expenses represent non-recurring items other than capital outlay. Specific consulting projects or expenses tied to specific grant revenues are examples of these expenses. These items tend to be discretionary in nature and usually are not projected into future budget years.

Projecting capital outlay is critical to the budget process since these expenditures can be irregular and large. To properly plan for such expenditures, the Village develops a 10 Year Capital Improvements Plan wherein each department projects its capital requirements over the next 10 years (this typically consists of those items in excess of \$10,000).

Beginning for Fiscal Year 2011, the Village expanded the Capital Program from five to 10 years. This expansion improves long term financial planning and recognizes the impact that significant expenditure deferrals will have on the Village of Wilmette budget.

The plan projects the future funding source of these items as well (for example, an item may be projected to be financed from bond proceeds or a specific grant). The 10 Year Capital Improvements Plan is prepared and reviewed by the Village Board as the initial step toward preparing the annual budget. The Plan is generally amended during the budget process as determinations are made for items to be moved forward or to be deferred based on current information. This Plan is the basis for projecting future capital outlay and is summarized in this section. The complete 10 Year Capital Improvements Plan includes detail descriptions for all projects programmed within the next five years, with maps and pictures where applicable. It is available for review upon request in the Finance Department.