

# **Village of Elwood**

## **Annual Operating Budget**

### **FISCAL YEAR**

**2008-2009**

**MAY 1, 2008 - APRIL 30, 2009**

#### **Submitted by:**

**Aimee L. Ingalls**  
Village Administrator

**Roberta D. Day**  
Village Treasurer

**Village of Elwood  
Annual Operating Budget  
FY 2008-09**

**Village Officials**

**Village President**

Janice Ruban

**Village Trustees**

Charles Bernhard

Don LaPaglia

Bud Jones

Mary Matichak

Walter Strawn

Jason Kucera

**Village Clerk**

Patricia Buchenau

**Village Treasurer**

Roberta Day

**Village Administrator**

Aimee Ingalls

August 1, 2008

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

Honorable President and Board of Trustees:

I am pleased to present the Fiscal Year 2008-09 Annual Operating Municipal Budget. This document includes projections for the fiscal year Beginning May 1, 2008 and ending April 30, 2009. Historical profiles of funds have been included, along with narratives that precede each department in the General and Water and Sewer Funds and each additional fund section.

The municipal budget is a tool to guide the community, as represented by the Village President and Board of Trustees, into a management plan that fully embodies the sound principles of accounting and financial management held by the Governmental Accounting Standards Board. The Elwood FY 2008-09 municipal budget is prepared in a format in compliance with the Government Finance Officers Association of the United States and Canada's Distinguished Budget Presentation Awards Program

Through strategic planning, the Board and staff converge to create goals that achieve the present and future needs of the community. The resulting mission statements are the focus of the planning process, which then becomes the cornerstone of the budget plan.

**Mission Statement:**

*"The Village of Elwood strives to ensure that safety, cooperation and high quality services are provided to residents in order to sustain healthy growth and quality of life."*

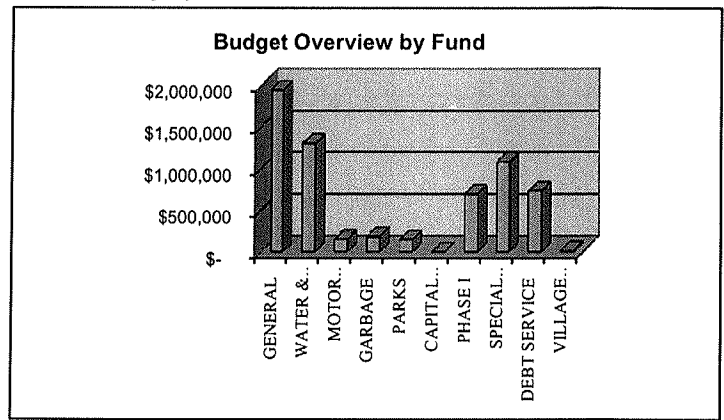
Included in this budget document is a table which outlines the creation of the Elwood Budget Document, beginning with the annual Goal Setting Strategic Planning Session. The Goals established in the Elwood Strategic Planning Session are:

1. Economic Development - Target industries, Pursue commercial development
2. Manage Growth - Update Comprehensive Plan, Continually update land use development ordinance, Ensure consistent policies are communicated.
3. Improve Quality of Life - Maintain a safe community, Support police and fire, Maintain good schools, Maintain Parks, Maintain community events.
4. Transportation Infrastructure - Identify highest needs first.
5. Achieve Higher Bond Rating - Increase fund balance and maintain 25% of expenses, Review S&P ratio annually, Address issues with Department of Commerce and Economic Opportunity.

**Budget Overview**

The expenses for the entire FY 2009 budget total \$6,213,566, the expenses for the Village by fund are:

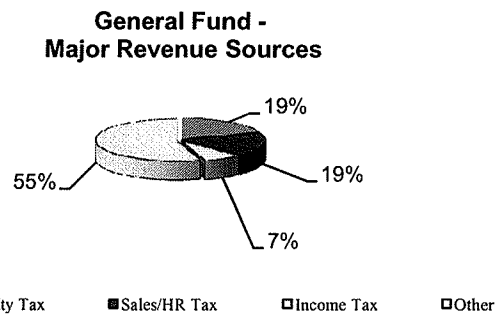
GENERAL	\$	1,933,949
WATER & SEWER	\$	1,294,540
MOTOR FUEL TAX	\$	151,000
GARBAGE	\$	184,228
PARKS	\$	146,852
CAPITAL CONSTRUCTION	\$	-
PHASE I	\$	688,506
SPECIAL SERVICE AREA	\$	1,072,821
DEBT SERVICE	\$	726,848
VILLAGE HALL	\$	14,823
<b>Total</b>	<b>\$</b>	<b>6,213,566</b>



**General Fund**

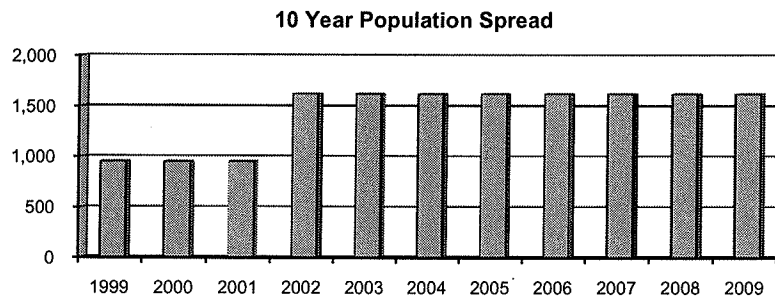
The major revenue sources that support the general fund are as follows:

<b>Revenue</b>	<b>Amount</b>
Utility Tax	\$ 376,980
Sales/HR Tax	\$ 362,319
Income Tax	\$ 145,800
Other	\$ 1,070,209
	<u>\$ 1,955,308</u>



**Historical Population Spread Graph**

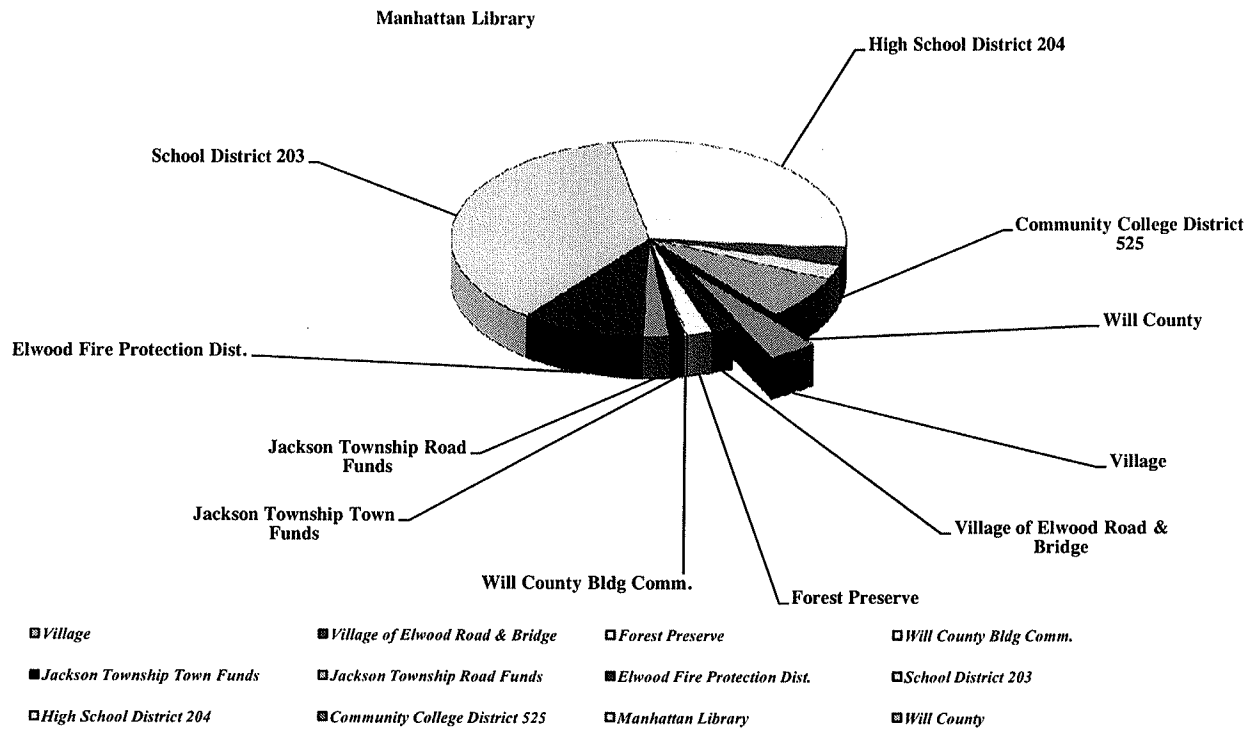
<b>Census</b>	<b>Population</b>
1999	950
2000	950
2001	950
2002	1,620
2003	1,620
2004	1,620
2005	1,620
2006	1,620
2007	1,620
2008	1,620
2009	1,620



The growth in population over the past several years has provided an increase in the per capita base by which state shared revenues are distributed, although the state has reduced the amount of revenue distributed. These revenues are from Income Tax, Local Use Tax, and Motor Fuel Tax.

Property Taxes To Resident Taxing District (Will)	Rate	Percent of Tax Bill	Year	EAV	EAV		Receipts
					Increase	Rate	
Village	<b>0.2701</b>	<b>3.0234%</b>	2000	\$21,415,991		2.20%	\$19,574
Village of Elwood Road & Bridge	0.1183	1.8340%	2001	\$30,653,977	43.14%	1.91%	\$20,563
Forest Preserve	0.1424	2.1404%	2002	\$30,653,977	0.00%	1.96%	\$21,580
Will County Bldg Comm.	0.0117	0.1705%	2003	\$33,095,043	7.96%	1.83%	\$43,024
Jackson Township Town Funds	0.0816	1.2646%	2004	\$37,687,459	13.88%	1.83%	\$45,131
Jackson Township Road Funds	0.1461	2.2646%	2005	\$40,874,189	8.46%	1.67%	\$47,332
Elwood Fire Protection Dist.	0.6657	8.1033%	2006	\$45,270,488	10.76%	2.09%	\$94,665
School District 203	2.4285	37.8053%	2007	\$54,412,709	20.19%	2.09%	\$99,091
High School District 204	1.9572	30.1963%					
Community College District 525	0.1901	36.0176%					
Manhattan Library	0.1610	2.5754%					
Will County	0.4826	7.6046%					
	<b>6.6553</b>	<b>100.00%</b>					

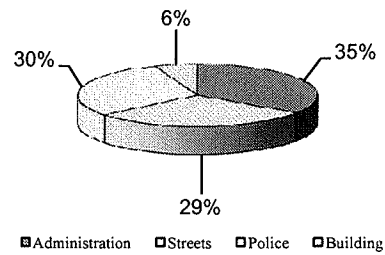
## Tax Rate By Taxing District



### Expenses in the General Fund

Administration	\$ 671,138	34.70%
Streets	\$ 567,496	29.34%
Police	\$ 582,317	30.11%
Building	\$ 112,998	5.84%
	<u>\$ 1,933,949</u>	

### Expenses by Department



### General Corporate Fund Expenditures

As the Village continues to grow there will be an increasing demand on labor intensive services. Major expenditures include a Public Works Maintenance Worker, part time to full time Building Inspector, and an additional part time Clerk in Building and Public Works.

### Water and Sewer Fund Revenues

The Village will continue to receive tap on fees up front for expansion of the Water and Waste Water Treatment Plant. The major revenue source for the Water and Sewer Fund are the water and sewer user charges.

**Water and Sewer Operating Fund Expenditures**

Items that are included as expenditures related to the sanitary side of the fund fall under the Village's three step plan for system performance. These expenditures include:

- 1) The continuation of the sanitary sewer-televising program to focus on main lines
- 2) Continuation of a smoke testing program aimed at inspection of service lines
- 3) Continuation of the sanitary sewer repair program, including heavy cleaning and root removal.

On the water operations side the Village will continue leak detection to find major areas of water loss and repair them accordingly.

**Motor Fuel Tax (MFT) Revenue and Expenditures**

Motor Fuel Tax revenues are estimates based on information received from the Illinois Municipal League. The revenues for FY 2009 are expected to be approximately \$46,494. The village engineer has supplied the Village Board with an overview based on his rating of the Village system of roads in need of repair. The MFT Road Project schedule for FY 2009 includes major reconstruction asphalt removal, base course repair, curb and gutter repair and a new asphalt driving surface in several areas in the Village. The project schedule calls for a minimal program of patching and stripping in certain places. The other MFT funds will be consolidated with future funds for larger projects.

**Conclusion**

The FY 2008-09 Budget presents a sound financial plan embodying the Village's disciplined approach to spending, and dedication to its vision and mission statements, and it strives for continuous improvement of the community. The budget will be strictly monitored and reported over the next fiscal year considering the Village Board's vision for the community.

I would like to take this opportunity to thank the Village President, the Board of Trustees, Village Treasurer, and Finance Director for their direction and support in the development of this budget document. I would like to extend a special note of appreciation to the department heads as well as the entire Village staff for their efforts and contributions to this financial plan.

Respectfully Submitted,

Aimee Ingalls  
Village Administrator

**VILLAGE OF ELWOOD  
ANNUAL OPERATING BUDGET  
FY 2008-09**

**BUDGET MESSAGE**

**Changes in Fund Balance**

***Administration***

Beginning	\$ 1,121,538
Revenue	\$ 1,955,308
Expense	\$ 1,933,949
Difference	<u>\$ 21,359</u>
Ending	<u>\$ 1,142,897</u>

General Fund balances continues to increase at 50% of expense and exceeds the policy required balance of 25%, further securing the Village's financial position.

***Water & Sewer***

Beginning	\$ 1,656,342
Revenue	\$ 804,706
Expense	<u>\$ 1,294,540</u>
Difference	\$ (489,834)
Ending	<u>\$ 1,166,508</u>

The original agreement between the Village, Developer and State Agency is the Plant would be constructed from a Loan and subsequent Tap on Fees used to pay debt. Developer agrees to fund shortfalls until the system is profitable.

***Motor Fuel Tax***

Beginning	\$ 468,548
Revenue	\$ 58,208
Expense	<u>\$ 151,000</u>
Difference	\$ (92,792)
Ending	<u>\$ 375,756</u>

The shared allotments continue to grow in preparation for a much larger project in later years. The capital improvement program details a major sidewalk improvement project which these funds will be used for.

***Garbage***

Beginning	\$ 8,162
Revenue	\$ 187,175
Expense	<u>\$ 184,228</u>
Difference	\$ 2,947
Ending	<u>\$ 11,108</u>

The Garbage Fund will remain at a positive fund balance as the Village will charge rates necessary to cover contracted amounts for refuse removal.

***Parks***

Beginning	\$ 83,732
Revenue	\$ 99,833
Expense	<u>\$ 146,852</u>
Difference	\$ (47,019)
Ending	<u>\$ 36,713</u>

The Park Fund will continue to fluctuate because the Village is in the process of developing a Parks and Recreation system. Since the system does not have a dedicated revenue stream, it will be necessary to see some location in the balance.

***Capital Construction***

Beginning	\$ 1,047,000
Revenue	\$ 210,784
Expense	\$ -
Difference	<u>\$ 210,784</u>
Ending	<u>\$ 1,257,784</u>

The Capital Construction Fund will remain until additional projects are conducted.

***Phase I***

Beginning	\$ 117,859
Revenue	\$ 1,027,993
Expense	<u>\$ 688,506</u>
Difference	\$ 339,487
Ending	<u>\$ 457,346</u>

The Village is in the third year of an agreement to receive \$1,000,000 per year from the Tax Increment Financing district and will receive these funds for another two years. The Village also reimbursed this fund from the bonds issued in FY 2006. It will be used to fund operating shortfalls and capital projects.

**BUDGET MESSAGE - Changes in Fund Balance**

***Tax Increment Financing***

Beginning	\$	(556,859)
Revenue	\$	-
Expense	\$	-
Difference	\$	-
Ending	\$	<u>(556,859)</u>

The Village is host to the largest Intermodal tax increment financing district in the nation. There are considerable funds generated which flow through this fund. The TIF is scheduled to expire in FY 2023 when the fund will be closed.

***Special Service Area***

Beginning	\$	326,238
Revenue	\$	677,240
Expense	\$	<u>1,072,821</u>
Difference	\$	(395,581)
Prior Yr. Adj.	\$	277,476
Ending	\$	<u>208,133</u>

The Special Service Area is an area which overlaps the TIF district and is designed to account for operating and capital expenses associated with the TIF. It is planned for the fund balance to continue to increase until it reaches 25% of annual expenses.

***Brandon Noel Improvements***

Beginning	\$	265,139
Revenue	\$	57,954
Expense	\$	-
Difference	\$	<u>57,954</u>
Ending	\$	<u>323,093</u>

The Brandon Noel Fund accounts for annual deposits received pursuant to the annexation agreement designed to set aside funds for future road improvements.

***Debt Service***

Beginning	\$	-
Revenue	\$	726,848
Expense	\$	<u>726,848</u>
Difference	\$	-
Ending	\$	<u>-</u>

The Debt Service Fund is designed to account for annual bond payments which are subject to the annual tax levy. As a result the funds will rarely have a substantial fund balance.

***Village Hall***

Beginning	\$	14,823
Revenue	\$	-
Expense	\$	<u>14,823</u>
Difference	\$	(14,823)
Ending	\$	<u>(0)</u>

The Village issued bonds in FY 2006 to fund capital improvements including the construction of a Village Hall. The fund necessary to build the Village Hall are segregated in order to better account for expenses related to the construction. The fund will be closed at the end of the fiscal year.

## BUDGET MESSAGE - Basis of Budgeting

### BASIS OF BUDGETING

This document is prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP) (except for certain items, which are adjusted on the Village's accounting system at fiscal year end.) During the year, the Village's accounting system is maintained on the same basis as the budget. This enables departmental budgets to be easily monitored via accounting system reports on a monthly basis. The major difference between this budget and GAAP for governmental funds are: (a) certain revenues and expenditures (e.g. compensated absences), not recognized for budgetary purposes, are accrued (GAAP). Enterprise fund differences consist of the following: certain items (e.g. principal expenditures and capital outlay) are recorded as expenditures for budgetary purposes, as opposed to adjustments of the appropriate balance sheet accounts (GAAP); also, depreciation records as an expense (GAAP) and not recognized for budgetary purposes. The Village operates on a cash basis throughout the reporting year.

### Annual Financial Reporting

The modified accrual basis of accounting is used by all governmental and agency fund types. Under the modified accrual basis of accounting, revenue is recognized when susceptible to accrual (i.e., when it becomes both measurable and available). *Measurable* means the amount can be determined and *available* means collected within the current period or soon enough thereafter to pay current liabilities. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on general long term debt, which is recognized when due. Also, compensated absences are recognized when the liabilities are expected to be liquidated with expendable financial resources.

### STAFFING LEVELS

Staff will remain constant.

### PRIORITIES AND ISSUES

The major issue is to keep up the high quality of services expected by Village residents during this period of growth in the community. Another priority is the need to establish a system for funding regular maintenance on existing infrastructure. Another important issue is the restructuring of the Department of Commerce and Economic Opportunity loan that will affect Water and Sewer Debt payments, negotiations are underway. We are also looking at maintaining the expanding park and recreation system.

Previous year priorities include establishing a building department, two (2) major road construction projects, additional maintenance worker, major park development, overweight truck program.

### FINANCIAL GOALS

Long Term Financial Goals - the Village of Elwood is experiencing a revenue stream in both the general operations and the Water and Sewer Fund that is increasing due to residential growth. The goal over the long-term is to enhance the revenue stream with alternate sources of revenue, and adjusting water rates for increases in inflation, along with keeping the property tax rate flat and taking advantage of growth in the equalized assessed value of the community. Another effective way is to generate sales tax revenue through enhanced development. Throughout this process the Village staff is challenged to keep expenses low in order to continue the high level of services. In the Water & Sewer Fund existing balances are being used to continue necessary capital improvements. At some point the Village will need to look at a gradual rate increase to have the capacity to conduct necessary repairs to the existing system.

### Short Term Financial Goals -

1. Stay within the annual parameters of the long range financial plan of an annual transfer from Phase I not to exceed \$170,000.00. Monitor compliance quarterly.
2. Continue in the GFOA Certificate of Achievement for Excellence in Financial Reporting.
3. Move toward the long term goals of increasing the Village's BBB+ Bond Rating by developing the following Standard & Poors Best Practices - Long Term Debt Plan, Capital Equipment Replacement Program and Pension Liability Program.
4. Continue to manage the General Fund balance which calculates to 59% of annual expenses exceeding the GFOA recommendation of 15% and the S&P recommendation of 25%. Proposed budget has \$21,359 surplus.

5. Develop a complete Recreation Department to compliment the expanding Park System.

All of the above were achieved by keeping the tax rate at .30, the third lowest in Will county, and maintaining the integrity of the long term financial plan.

**EFFECTS OF CAPITAL IMPROVEMENTS ON OPERATIONS**

The expanding revenue source due to building activity does not affect the Capital Improvement Program. Capital improvement maintenance projects are all funded in the same way from transfers from the General, Water & Sewer, Special Revenue funds, or bond proceeds. In this period of expanding building revenues, only minor transfers are made and most of the projects are funded from balances in these particular funds. The Motor Fuel Tax (MFT) Fund is the only fund with an allotted revenue stream of state-shared revenues to support projects. Some remaining Capital projects are needed throughout the Village in order to keep the infrastructure from further deterioration and additional periodic maintenance. However, given the limited resources to conduct necessary projects, only a limited number of maintenance projects are budgeted other than those funded by the Utility Tax.

The Motor Fuel Tax project, 2008-2009 MFT Program includes curb and gutter repair and a new asphalt driving surface in various areas. The annual continuation of surface overlays throughout the Village will reduce the amount of annual pothole repairs and will improve snowplowing operations.

**VILLAGE OF ELWOOD  
ANNUAL OPERATING BUDGET  
FY 2008-09**

**FINANCIAL POLICIES**

**CAPITAL BUDGET POLICY**

The Village will develop a multi-year plan for capital improvements, updated annually, and will budget all capital improvements in accordance with this plan. Various funding sources, including motor fuel tax and transfers from the general and water and sewer funds, are allocated to support these improvements. The Village will maintain its physical assets at a level adequate to protect the capital investment and to minimize future maintenance and replacement costs. The Capital Improvement Program will include projects over \$10,000 in cost with a useful life of over five (5) years. The program will not include general or periodic maintenance items or equipment and vehicles. The operating budget will provide for adequate maintenance and orderly replacement of capital equipment from current revenues when possible. Capital investment objectives will be prioritized by the Village Board and will be appropriately reflected in the capital and operating budgets. The financing sources of capital projects will include a number of resources including, but not limited to: available fund balances, utility taxes, water & sewer rate revenue, Motor Fuel Tax, general revenue transfers, and debt service. The Village must evaluate and determine a dedicated revenue source for the funding of capital improvements other than those funded by water & sewer revenue. Through the development process, detailed analyses must be conducted to determine funding sources for both new and existing infrastructure.

**CASH MANAGEMENT**

In order to properly manage the funds of the Village and the commingled cash accounts that the Village maintains, interfold loans and transfers may be needed from time to time to cover negative cash balances. The Village Administrator is authorized to make such interfund loans and transfers as necessary in order to eliminate negative cash balances. Such loans and transfers shall be recorded on the books and records of the Village and shall be audited as part of the annual Village audit. The Village Treasurer has consolidated banking operations to include two (2) zero balance accounts, one (1) concentration account, and one (1) overnight sweep account. In addition, the Village maintains an account with Illinois Funds, the State of Illinois Treasurer's Investment pool. The Village will also develop an investment portfolio based on the cash needs of operations which will be compared to market indicators on a monthly basis.

**COLLECTION**

The Village will take an aggressive approach in pursuing all revenues due for services provided and will ensure that fines and permits due the Village are collected in a reasonable fashion. This policy will hold true for revenues generated in operating, enterprise, and special revenues.

**DEBT MANAGEMENT**

The Village will confine long-term borrowing to capital improvements and moral obligations and will use short-term debt for tax anticipation purposes only. The Village will follow a policy of full disclosure on every financial report and bond prospectus. All debt instruments including special assessments and special service areas will be considered in order to fund projects. The Village will take advantage of every opportunity to refinance current debt in order to save tax dollars needed to support debt payments.

**ENTERPRISE FUNDS**

Water/ Sewer and Garbage funds will be self-supporting for all operations and capital outlay. However, grant funding will be secured when appropriate. These funds will retain an adequate operating balance of at least five (5) months operating expenditures or 40%. All operating and capital improvement expenditures will be evaluated separately, reflecting the condition of each individual enterprise fund. It is the policy of the Village to maintain the capital structure of these enterprise funds at the most efficient levels in order to reflect their best use.

**FIXED ASSETS**

A fixed asset inventory is herein established to ensure compliance with reporting standards and to safeguard Village assets. Fixed assets shall include land, buildings, machinery, equipment and vehicles with a useful life of five (5) year or more and having an original value of at least \$500.

**FUND BALANCE**

The Village will establish an adequate fund balance to pay for expenses caused by unforeseen emergencies or for shortfalls caused by revenue declines. For the general operating fund, this fund balance will be maintained at an amount which represents at least an average of three (3) months operating expenditures or (25%). Equipment replacement will be funded at a level to insure that the Village has proper funding for equipment necessary to keep the general operations functioning.

**LEVEL OF SERVICE**

The operating budget will be compiled in a manner to maintain the existing level of service to the community. The Village Board will prioritize increases or decreases in service levels at budget sessions or during the fiscal year as required. During FY 2008-2009 the Village is likely to experience a tremendous increase in population due to already approved residential developments. As a result, staffing levels will be evaluated throughout the budget process and continually throughout the fiscal year. All staffing needs will be evaluated based on activity measures that correspond to a level of service approved by the Village Board. While property is being developed the nature of the growth may increase workloads, most importantly in the Building Department. The remainder of the growth will affect the continuous inspection activity in the Building Department.

**OPERATING BUDGET**

The Village will maintain a budgetary control system to ensure adherence and will prepare regular reports comparing actual revenues and expenditures to the budget. The Annual Operating Budget will conform to the standards of the Government Finance Officers Association standards.

**PROPERTY TAX**

In accordance with Chapter 24, Section 8-3-1 of the Illinois Revised Statutes, the Village is authorized to levy a property tax for corporate purposes. The Village levies property taxes for: Corporate, Streets, Auditing, Liability Insurance, Police.

**RISK MANAGEMENT**

The Village is committed to provide a safe work environment, to manage all risks in an appropriate manner, and to conduct loss control measures to insure that liability and workers compensation losses are kept at a manageable level.

**VEHICLE REPLACEMENTS**

Village vehicles and equipment will be replaced according to an established schedule. The schedule will be reviewed annually at budget sessions or as necessary during the fiscal year. Funding for vehicles and equipment will come from the appropriate operating department and not through the Capital Improvement Program. The Village will make every attempt to replace vehicles according to the established replacement schedule. However, the ultimate authority for replacement rests with the approval of the annual operating budget adopted by the Village Board, in their evaluation of competing priorities and projected revenues.

**UTILITY TAX**

The Utility tax will only be used for capital projects designated in the FY 2008-2009 the tax will be used for regional storm water management, and reconstruction of Wabena and Mondamin Street.

**BALANCED BUDGET**

Individual funds are considered balanced when all revenues including interest and transfers are matched against all expenses including personnel, contractual, commodities, other expenses, miscellaneous, capital and debt. If the resulting calculation is zero or above, the fund budget is considered balanced.

**Village of Elwood  
Annual Operating Budget  
FY 2008-09**

Village of Elwood Strategic Planning Session 2008

The Village of Elwood held a Public Strategic Planning Session during FY 2008. The purpose of this session was to examine the needs of the Village and to develop goals for the Village. The Village Trustees, the Village President, and staff all came together to interact as one body, exchanging ideas and opinions about the Village.

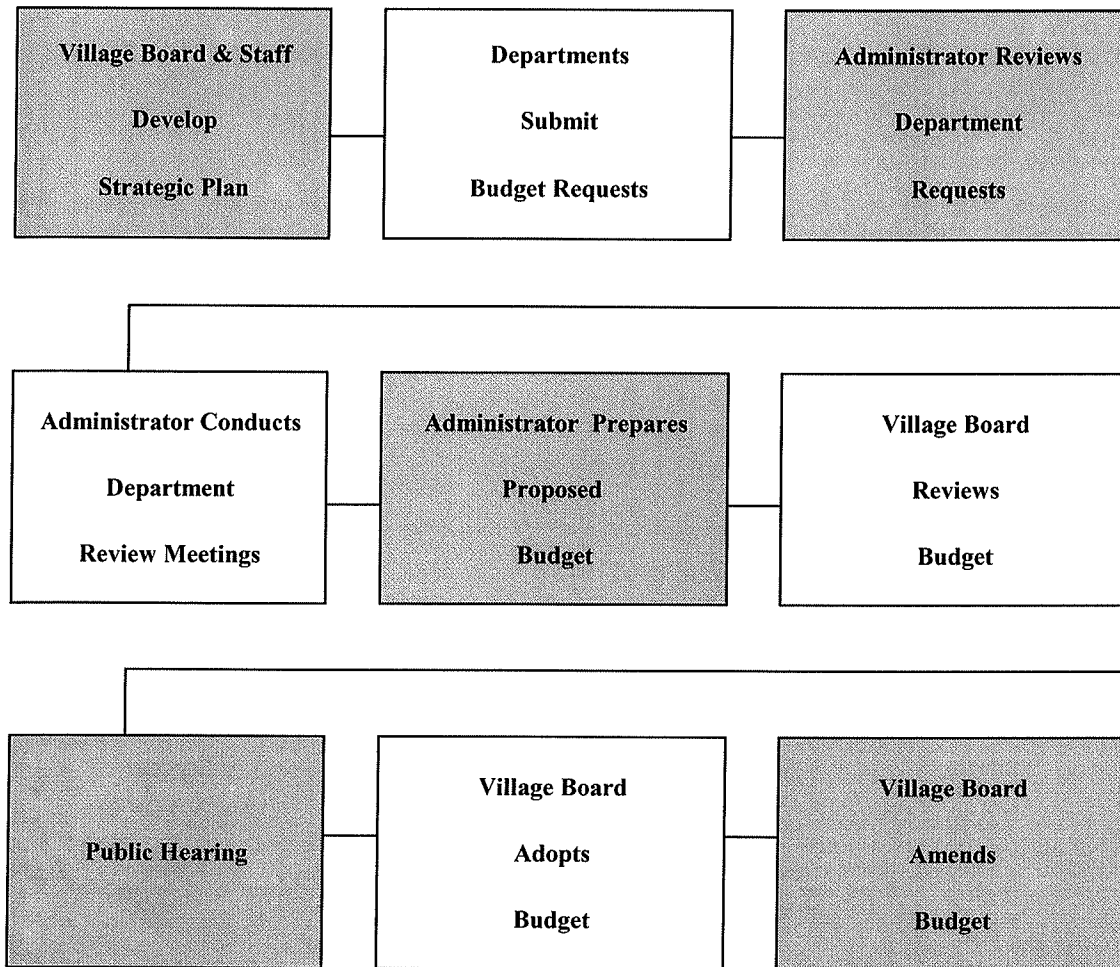
The first portion of the meeting centered on a brainstorming session to develop a road map of the current State of the Village. This task was achieved by outlining Elwood strengths and opportunities, and by looking at the trends affecting the community and the current issues facing Elwood. In many cases, strengths also lead way to opportunities.

Identification of trends was the second of the three (3) major areas of focus. Increasing population, traffic, and the demand on utilities and public services, as well as changing demographics are a few of the local trends mentioned during the session. The discussion led to a call for smart controlled growth and the desire to preserve family values and the sense of community. These trends established by the group built the bridge into the third area for concentration, current local issues. These three areas focused the ideas of the brainstorming session into the developing of a vision of the future ultimately establishing goals for the community.

1. Restructure Department of Commerce and Economic Opportunity Loan - Staff will work with the team made up of the Village Administrator, Village Attorney, Finance Director, Village Engineer, Village TIF Consultant and Intermodal Park Developers. We will meet with the Officials of DCEO and attempt to get a reduction in the loan rate, extension of maturity date and interest fee payment until the system is profitable. Will be finalized by 9/30/2008.
2. Develop Long Term Debt Plan - A draft of the Long Term Debt Plan by mid budget year, 10/30/2008, will be presented at a board workshop, after a review by Bond Underwriter and Bond Counsel. Final will be completed for 2009 Budget Presentation.
3. Begin Downtown Development Plan - Request Board approval to proceed, will begin 5/01/2008. An interview process will begin. After selection the District will be developed. Staff will conduct all necessary feasibility, analysis and development required.
4. Vehicle Replacement Program - Conduct an analysis on the systematic replacement of all vehicles, major equipment, major buildings and structures. Initial analysis will be presented for Board review by 10/31/2008.
5. Security issues at the Intermodal Facility require additional staff to service the facility. Hiring procedures will begin on 5/01/2008 and continue until two(2) officers and one(1) sergeant are staffed at the Intermodal on the day shift.

The Village Board encourages and invites feedback on the goals established in this Strategic Planning Session. The Elwood Strategic Planning process is an ongoing plan to mold the face of Elwood through an involved citizenry by building on our strengths, looking to our opportunities, and understanding the planning for current issues and changing trends.

VILLAGE OF ELWOOD  
BUDGET PROCESS  
FY 2008-09



**VILLAGE OF ELWOOD**  
**BUDGET PROCESS**  
**FY 2008-09**

Budgetary Controls

The Village's budgetary operations are governed by the Appropriation Ordinance as provided for in the Illinois Compiled Statutes and administrated by the Village Administrator. Under the law an appropriation is required to be passed and funds will be expended for Special Revenues, Debt Service, and Enterprise Funds.

The Capital Projects Funds apply to project length, budgets for fiscal controls.

Budget Process

**1. Village Board & Staff Develop Strategic Plan**

A series of meetings are held between the Village Board and Staff to establish long term goals and objectives for the Village.

**2. Departments Submit Budget Requests**

Departments are required to submit budget proposals, which are reviewed by the Finance Department and Village Administrator.

**3. Administrator Reviews Department Requests**

The Village Administrator takes time to review each individual department's budget prior to meeting with the department heads.

**4. Administrator Conducts Department Review Meetings**

The Administrator/Departmental budget sessions are conducted, in which each department is given time to present their budget submittals and support them through discussions and presentations.

**5. Administrator Prepares Proposed Budget**

The Administrator prepares a preliminary budget of major funds including the General, Water and Sewer, and Capital Improvements. The preliminary budget give the Village Board an indication as to the budget direction.

**6. Village Board Reviews Budget**

The Village Board reviews the preliminary budget information prepared by the Village Administrator and provides direction for changes which should be included in the proposed budget, and meets with individual department heads.

**7. Public Hearing is Held**

A Hearing is held to allow for public input on the proposed budget. Notice of the hearing is published in a newspaper of general circulation. Written and or oral comments on the proposed budget by the public are encourages.

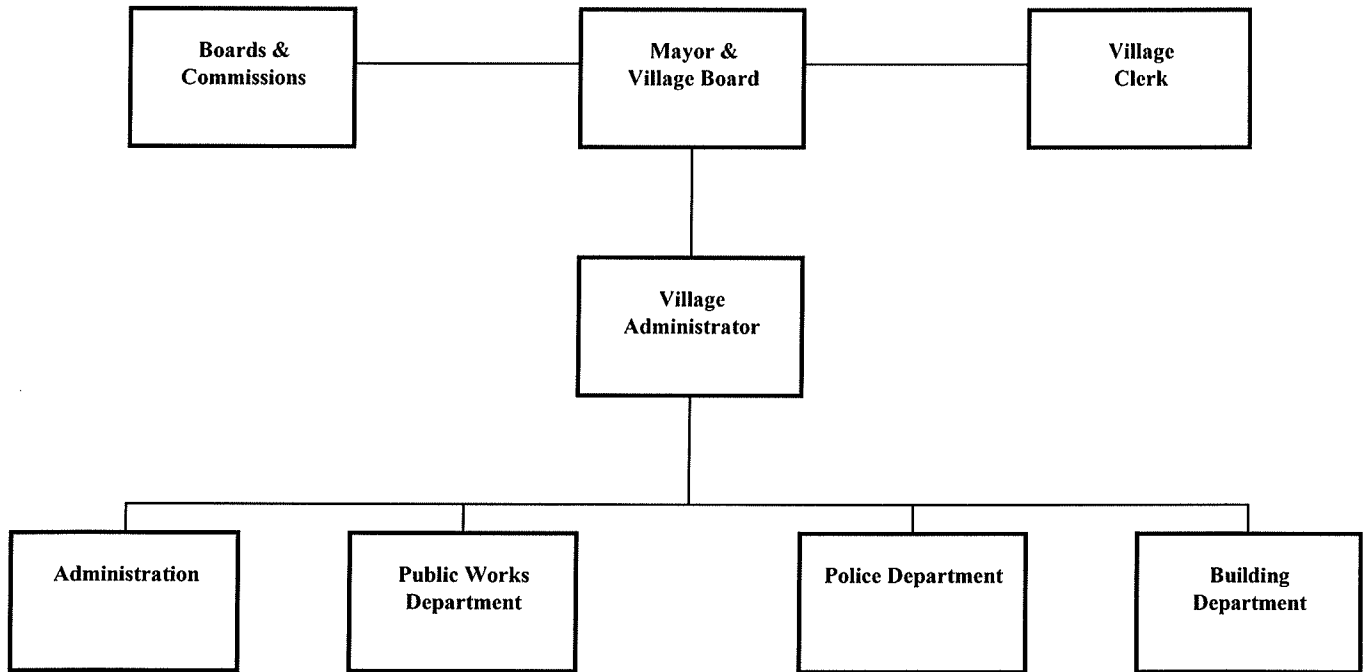
**8. Village Adopts Appropriations**

The Village Board adopts the appropriations ordinance. The document is then printed and distributed for use for the following fiscal year.

**9. Budget Amendments are Added**

The Village operates under the Appropriations ordinance, and the Ordinance must be adopted by the first quarter of the operating fiscal year. If required supplemental appropriations are allowed throughout the year by board action. **The completed and proposed appropriation is available to the public for their review and consideration.**

VILLAGE OF ELWOOD  
ORGANIZATIONAL CHART  
FY 2008-09



**VILLAGE OF ELWOOD  
ANNUAL OPERATING BUDGET  
FY 2008-09**

**VILLAGE MANAGEMENT TEAM**

The President and Village Board of Trustees direct the Village of Elwood Management Team.

The Administrative Team is directed by the Village Administrator whose duties include:

- Planning, developing, implementing and managing Village programs. (as approved and adopted by the Village Board of Trustees)
- Provide administrative guidelines for activities
- Supervision of all staff through subordinate managers

Supporting Team Members:

Chief of Police duties include:

- Planning, directing, coordinating and controlling activities of the Police Department
- Enforcement of laws, ordinances
- Crime prevention

Public Works Supervisor duties include:

- Planning, coordinating and executing maintenance water activities
- Repair and Maintenance of Village roadways

The Village of Elwood takes a team approach to all management decisions and operations.