

# VILLAGE OF WOODRIDGE BUDGET-IN-BRIEF

## FISCAL YEAR 2021



### MAYOR

Gina Cunningham

### BOARD OF TRUSTEES

Greg Abbott  
Mary Anne Blair  
Cameron Hendricks  
Mike Krucek  
Magin "Mike" Martinez  
Kaleshia "Kay" Page

### VILLAGE CLERK

Joseph Kagann

### INSIDE THE 2021 BUDGET-IN-BRIEF

Woodridge Profile.....	2
Purpose of Budget.....	3
Budget Highlights.....	4
Statistical Information.....	5
Strategic Management.....	7
Performance Measurement.....	8
FY2021 Initiatives.....	9
Total FY 2021 Budget.....	10
General Fund Budget.....	12
Water and Sewer Fund.....	13
Capital Improvements.....	14

## *A Letter from the Mayor*

### Village of Woodridge Residents and Businesses:

In a year that has brought both extraordinary challenges and unique opportunities to demonstrate our resilience and flexibility as an organization, it is a pleasure to present to you the FY2021 Budget-in-Brief.

The FY2021 Budget is the result of months of preparation amidst frequently changing circumstances. We are proud to bring forth a budget that continues the tradition of providing outstanding services to our community and preparing for a post-pandemic future, while being mindful of ongoing local, regional, and national circumstances determining the pace and impact on recovery.

Throughout the budget process, the Village Board and staff remained mindful of the pandemic's impacts to our residents and businesses. The FY2021 Budget focuses on continued delivery of core services and addresses previously planned initiatives postponed due to the pandemic's onset, in addition to continued capital investment that will allow for continuous improvement of service delivery now and into the future.

We hope you find this document to be a useful guide to understanding the Village's annual budget. The Budget-in-Brief illustrates that we are always working to ensure that Woodridge upholds its mission statement, "to achieve a high quality of life by providing superior services in a fiscally responsible manner."

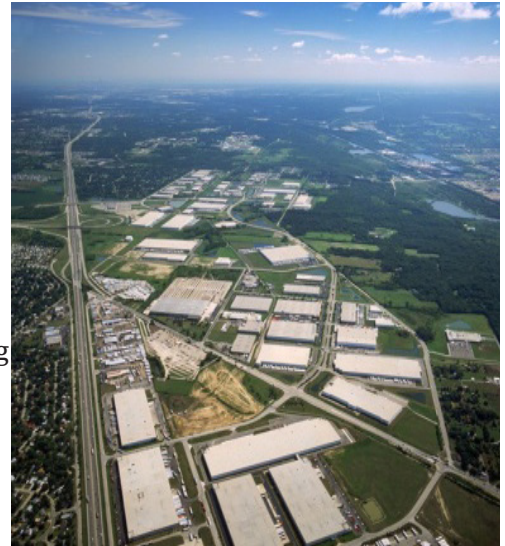
Sincerely,

Gina Cunningham  
Mayor of Woodridge

# WOODRIDGE PROFILE

The Village of Woodridge is located approximately 26 miles southwest of downtown Chicago, in DuPage, Will, and Cook counties. Woodridge was incorporated as a Village on August 24, 1959 with a population of 469 residents. Over the last sixty years, the Village has experienced significant growth. The demographic makeup of Woodridge has remained unchanged between 2010 and 2019 population estimates. The portion of the population that is either Hispanic or non-white remains 37% of the total population.

Woodridge is located at the crossroads of Interstates 355 and 55, making it a strategic location for commercial and residential development. The Village welcomed twenty new businesses – both large and small - in 2020. First Leading Cargo, a transportation facility, occupied an 114,000 square foot space on Davey Road and smaller businesses, such as Doughnut Co. and Love Nails, occupied vacant storefronts along commercial corridors here in the Village.



*An aerial view of Woodridge's industrial park,*

Woodridge is coming off of several years of strong single family home building. We continue to see a strong single family home development considering the lack of available land for development. In 2020, we issued 23 permits for single family detached homes within the Village. Single Family Home sale prices stayed strong with a 10% increase over the last year.

The Village of Woodridge's economy is characterized by its variety of industries. This variety lends to the community's economic strength, since it does not depend on any one business or industry for employment. Professional, scientific, management, administrative, educational, health and social services, manufacturing, retail, finance, insurance, real estate and rental and leasing businesses all thrive here. The Village is home to several major employers with offices in Woodridge including Orbus Exhibit & Display Group, Edward Don & Company, The Morey Corporation, Comcast, Allstate Insurance, Senior Midwest Direct, Follett Educational Services, Multi Packaging Solutions, Parker Hannifin Corporation, V3 Companies LTD., Hendrickson International, Inventus Power, Wesco International, Home Run Inn Pizza, and AMS Mechanical.

More information on the Village's history and local economy is available in the Introduction section of the FY2021 Budget.



# PURPOSE OF THE BUDGET

## The Budget as a Policy Document

- The budget is a means of establishing policy, and is the financial method by which policy decisions are implemented.
- The Village's budget process is the instrument for translating community goals into programs and services and is the means by which financial resources are allocated.

## The Budget as an Operations Guide

- The budget identifies the organizational structure of the Village and how the various funds and the departments within those funds are established to provide services to residents, businesses, and visitors alike.

## The Budget as a Financial Plan

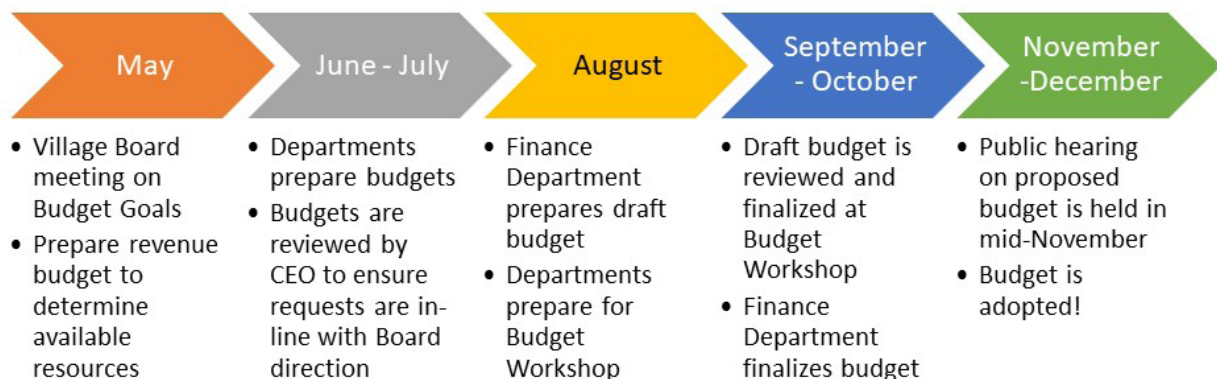
- The budget provides both summary and detailed information on how services will be funded and the cost to the taxpayers.
- The Five Year Capital Improvement Plan provides information on proposed capital expenditures and funding sources.

## The Budget as a Communications Device

- As a communications device, the budget is designed to be user-friendly, and includes the use of charts, tables, and graphs to present information in an easy to read format.
- Additionally, this budget is posted electronically on the Village's website, and paper copies are available at both the Woodridge Public Library and the Village for those without Internet access.

# HOW IS THE BUDGET DEVELOPED?

The following graphic illustrates the process that the Village Board and staff undertake to prepare the annual budget. As you can see, this process takes six months from start to finish due to budget meetings, staff preparation, and department coordination.



# FY2021 BUDGET HIGHLIGHTS

This year has created a very unique and challenging environment in which to prepare a budget. Despite this, staff has risen to the challenge and is pleased to present a budget reflective of the current uncertain economic environment, while still maintaining core services to our residents and businesses.

- The Final Budget for FY2021 is \$61.4M against revenues of \$46.5M, for a planned spend down of reserves of \$14.9M.
- The General Fund Budget totals \$23.6M with revenues of \$19.8M. This results in a deficit of \$3.9M. The budget will be balanced through the use of reserves, which remain strong at 54% of next year's operating budget.
- The primary factor behind the General Fund's deficit is the increasing cost to fund police pensions, which increased nearly \$800,000 compared to the FY2020 Budget. In 2019, the Village Board revised their Pension Funding Policy to change assumptions used to determine the annual required funding specifically to police pensions. As a result, the annual amount to fund pensions has increased over \$2.4M in two years. These changes better reflect market expectations to ensure that sufficient funding is there to support current and future pension requirements.
- The Village Board will be reviewing revenue sources in the coming year to address the structural deficit in the General Fund.

For the first time in recent years, capital projects are the largest expenditure at \$19.9M, which is 33% of the FY2021 Budget. This is followed by personnel at \$14.8M, equaling 24% of the budget.

The Capital Budget is \$19.9M, which includes \$6.6M for Phase 1 of the Police and Public Works Facilities Project and improvements to 1 Plaza, including a roof, generator and new HVAC system.

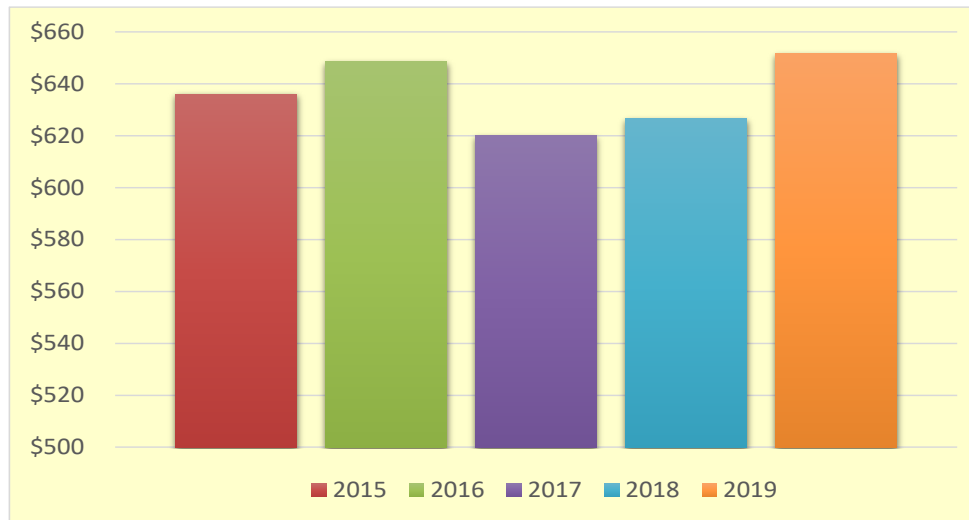
Revenues across all funds total \$46.5M. This is only a 0.1%, or \$55,000 lower than FY 2020 Budget. Revenue losses from COVID-19 are projected to be offset by a \$600,000 transfer from the Federal Drug Enforcement Fund to help finance Phase 1 of the Police and Public Works facility project, as well as \$300,000 grant for the 75<sup>th</sup> Street Frontage Road Resurfacing.

# STATISTICAL INFORMATION

Understanding the demographic, economic, and financial environments of the Village is an important part of developing the annual budget. The FY2021 Budget contains multiple indicators that help municipal officials monitor, analyze, and respond to changing social, demographic, economic, and financial environments. The complete Statistical Section can be found in the General Information section of the FY2021 Budget.

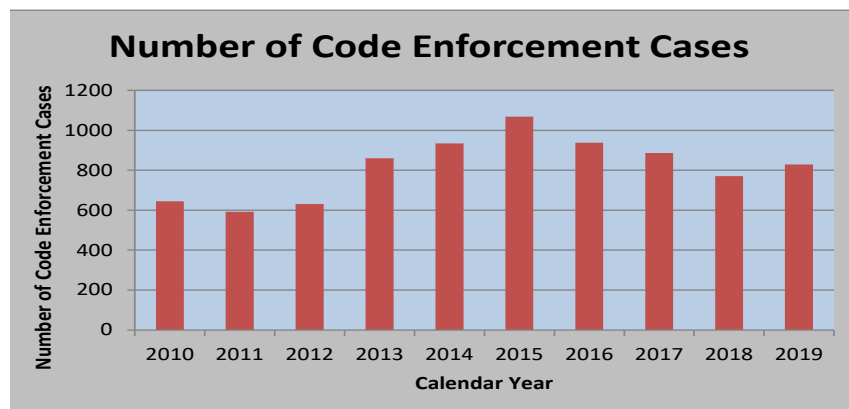
## TOTAL GENERAL FUND EXPENDITURES PER RESIDENT

This chart shows total operating expenditures of the General Fund per resident. The General Fund supports the major operations of the Village and includes the Administration, Finance, Community Development, Police and Public Works departments. The increase in 2015 is due the transfer of road maintenance expenses from the Motor Fuel Tax Fund so that 100% of MFT taxes could be used for road improvements. The increase in 2019 is due to the increase in police pension funding. *Source: Village of Woodridge*



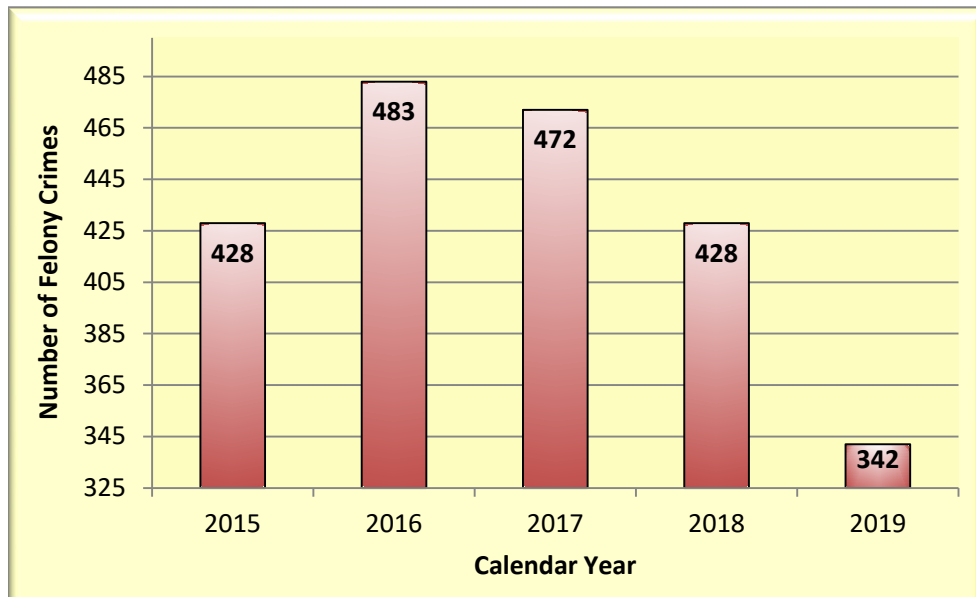
## CODE ENFORCEMENT CASES

This graph represents the total number of code enforcement complaints filed each year. Some of the most common issues include weed/tall grass, property maintenance, and drainage complaints. Trends from year to year are driven by the number of complaints received. *Source: Village of Woodridge*



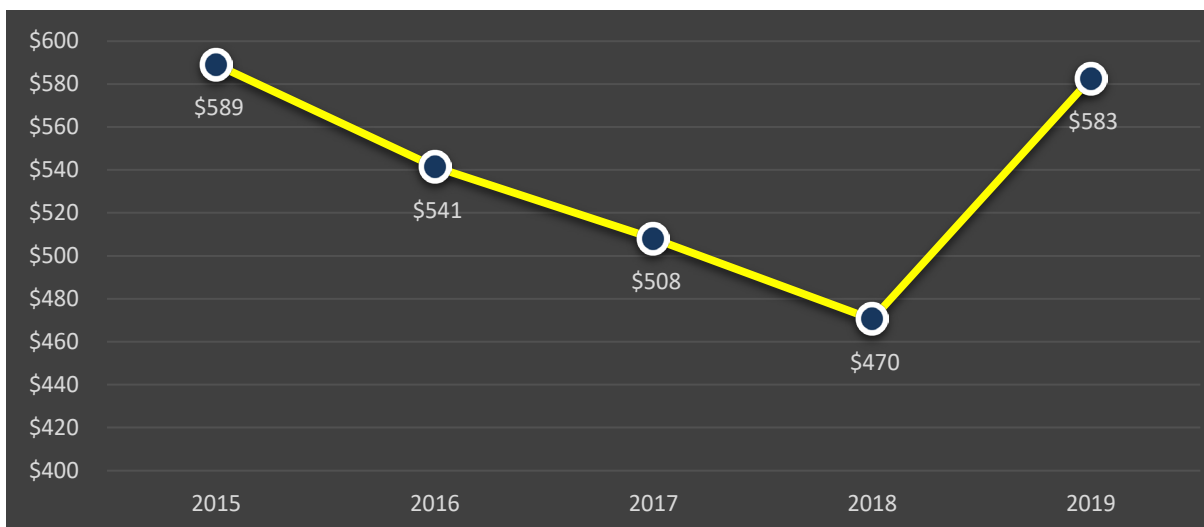
## FELONY CRIMES

Common felony crimes investigated by Woodridge officers include armed robbery, auto theft, and residential burglary. Below are the number of felony crimes investigated from 2015-2019. The increase in 2016 is due to a rise in burglaries from motor vehicles. The Village implemented the "Lock Your Car, That's the Key" campaign to spread awareness to educate the public on how to prevent car burglaries, which has helped to reduce these crimes. *Source: Village of Woodridge*



## TOTAL DEBT PER RESIDENT

This chart shows the Village's total General Obligation Bonded debt per resident. The Village has a very low tax burden overall and is able to pay all of its outstanding debt service from revenue sources other than property taxes and abates the tax levies each year. In 2019, the Village issued \$5M in General Obligation Bonds to finance the land acquisition for the Police and Public Works facility project. *Source: Village of Woodridge*





# STRATEGIC MANAGEMENT AND GOAL SETTING

## Mission Statement:

"To achieve a high quality of life by providing superior services in a fiscally responsible manner."

## Strategic Management Process

The Strategic Management Process is an important step in developing the Village's goals for the upcoming year. The changing needs of Woodridge residents are recognized and addressed through the Strategic Management Process, which sets goals that serve as the foundation for the annual budget. The Strategic Goals for the Village include the following:

- Build and maintain a safe and reliable infrastructure
- Enable strong and forward-thinking business environment
- Ensure a sustainable financial position
- Increase communication and community engagement
- Strengthen our workforce and talent

The table below is a snapshot of department accomplishments during FY2020 that support the goals of the Village Board. The full list can be found in the General Information tab in the full budget book.

	Safe & Reliable Infrastructure	Forward-thinking Business Environment	Sustainable Financial Position	Increase Community Engagement	Strengthen Workforce & Talent
Updated residents and business community on COVID-19 information		✖		✖	
Completed the Janes Avenue TIF District streetscape project	✖	✖			
Provided assistance to the Village by waiving late fees and water disconnections for several months during the pandemic	✖	✖	✖		
Responded and assisted numerous agencies regarding protests, looting, and civil unrest		✖	✖	✖	
Completed the COVID work place distancing including set-up, barriers, and signage protocols	✖				

# PERFORMANCE MEASUREMENT

In FY2019, the Village implemented the Performance Management program. Each department selected a performance goal that strategically addresses a current issue in the department to fulfill the Village's mission statement: *"To Achieve a High Quality of Life by providing superior services in a fiscally responsible manner."*

Department	Performance Goal	Performance Measure	Key Performance Indicator	FY 2020 Year-end Est.	FY 2021 Budget Goal
Administration	Update the new website with current information at least once a week.	Post an informative item on the Village's homepage at least once a week.	1. Actual Number of Posts	52	52
			2. Number of engagements/clicks from post	5,300	5,500
Community Development	Decrease the annual average number of days required to process permits	Decrease the annual average number of days required to process over the counter permits	1. Average number of days to approve over the county permits	3.0	2.0
Finance	Reduce the number of water service shut-offs on the original shut-off list by no less than 50% after courtesy contact is made	Reduce the number of water service shut-offs	1. Number of customers on original shut-off list	390	500
			2. Number of customers shut-off after courtesy contact	74	100
			3. % of customers shut off from original list	81%	80%
Police	Reduce the number of burglary to motor vehicle incidents by increasing patrol activity and promoting the "Lock Your Car – That's the Key" campaign	Reduce the number of burglary to motor vehicle incidents	1. Total Proactive Patrols	8,000	7,000
			2. Number of social media posts and press releases promoting the "Lock Your Car – That's the Key" campaign	30	45
Public Works	Reduce the quantity of road salt applied per lane mile while still maintaining the current high level of service	Reduce the quantity of road salt applied per lane mile based on an average snow event	1. Snow and Ice Events	20	20
			2. Gallons of liquid anti-icing materials used	44,000	44,000
			3. Tons of rock salt used	2,740	2,740
			4. Miles driven for snow removal	28,000	28,000
			5. Total snowfall in inches	38	38



# FY2021 INITIATIVES

The FY2021 Budget provides resources for the following initiatives that help achieve the Village's Board Strategic Goals, which are outlined on page seven of this report. The initiatives listed below are high-priority objectives for each department for the year. In the full budget book, each Department has several 2021 goals which can be found in their respective department summary.



## ALL DEPARTMENTS

The Village will begin the design and bid phase of the Police and Public Works Facility project. This will be a collaborative effort across all departments, led by the Police Chief, Brian Cunningham, and the Assistant Public Works Director, Jeff Moline.



## ADMINISTRATION DEPARTMENT

Reimagine and reintroduce long-standing community events, including the State of the Village and Town Meeting



## POLICE DEPARTMENT

Conduct public presentations and implement protocols for a Body Camera Program



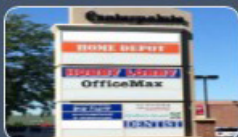
## FINANCE DEPARTMENT

Implement an Internal Control Program to test Village processes on a regular basis and report on findings



## PUBLIC WORKS

Complete the design and construction of the 1 Plaza Drive roof and mechanical system replacement



## COMMUNITY DEVELOPMENT

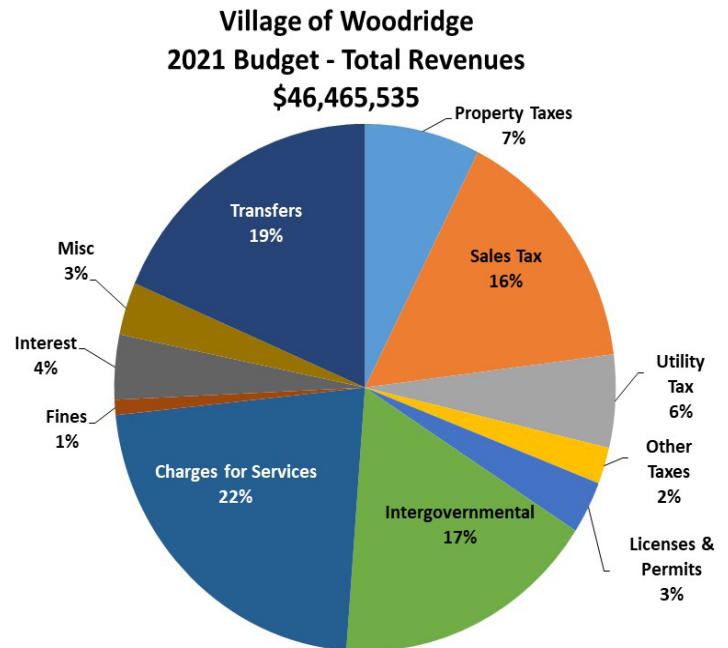
Facilitate and encourage occupancy of vacant commercial spaces in the community

# TOTAL FY2021 BUDGET

## HOW ARE VILLAGE SERVICES FUNDED?

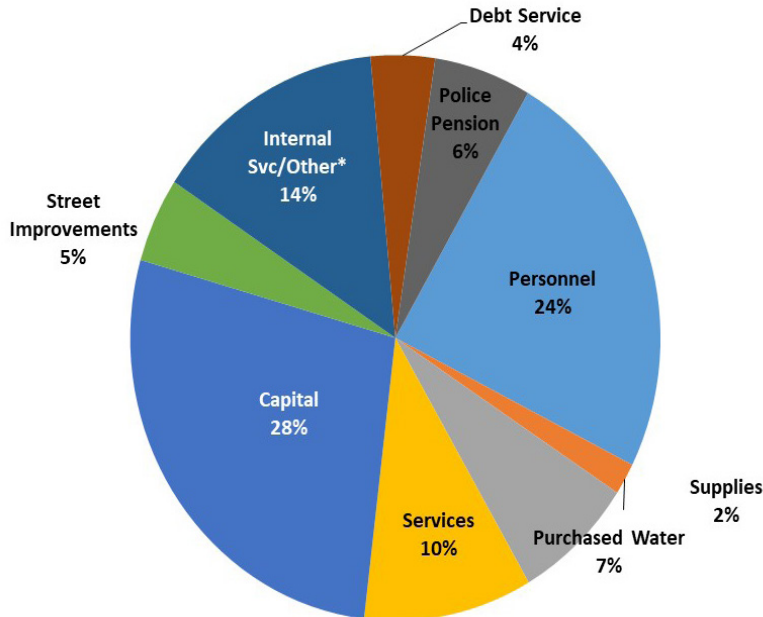
The Village has a diversified revenue base, which provides financial flexibility and has allowed the Village to manage economic downturns. This diversity also makes us less reliant on individual revenue sources, such as property taxes and state-shared revenues.

- At \$10.3M, the Village's largest revenue source is Charges for Services. This category is primarily revenues from water sales, which is estimated at nearly \$7M in 2021. Other charges for services include engineering and legal charges billed to developers.
- The second largest revenue source is state-shared revenues, such as income tax and use tax, as well as reimbursements from other governments, which totals \$7.9M, or 17% of total revenues for the Village.
- At \$7.2M, sales taxes is our third largest revenue source equaling 16% of total revenues. This reflects a 12% decrease from FY2020, anticipating there to be lasting economic impacts from the recession COVID has pushed us into.
- The Motor Fuel Tax Fund is receiving a modest revenue boost from the new Transportation Renewal Fund (TRF) which was enacted in July 2019. In 2021, this revenue source is expected to grow by 9%. Revenues are budgeted \$343,000 above FY2020.
- The Capital Projects Fund will receive a transfer of \$600,000 from the Federal Drug Enforcement Fund to pay for eligible expenses related to the Police Facilities project. Revenues also include a project contribution for the Hillcrest and Woodward Traffic Signal project, and grant funds for the 75th/ Frontage Road resurfacing project. These are offsetting the decrease in sales and income taxes expected to continue into the new year. Overall budgeted revenues increased 3% or \$124,000.



TOTAL REVENUES	
Property Taxes	\$3,456,324
Sales Taxes	7,220,757
Utility Taxes	2,647,900
Other Taxes	1,040,650
Licenses & Permits	1,496,525
Intergovernmental Revenue	7,923,533
Charges for Services	10,287,237
Fines & Forfeits	433,500
Interest	1,848,789
Other	1,502,628
Transfers	8,607,692
<b>Total 2021 Budget</b>	<b>\$46,465,535</b>

**Village of Woodridge  
2021 Budget - Total Expenditures  
\$61,414,321**

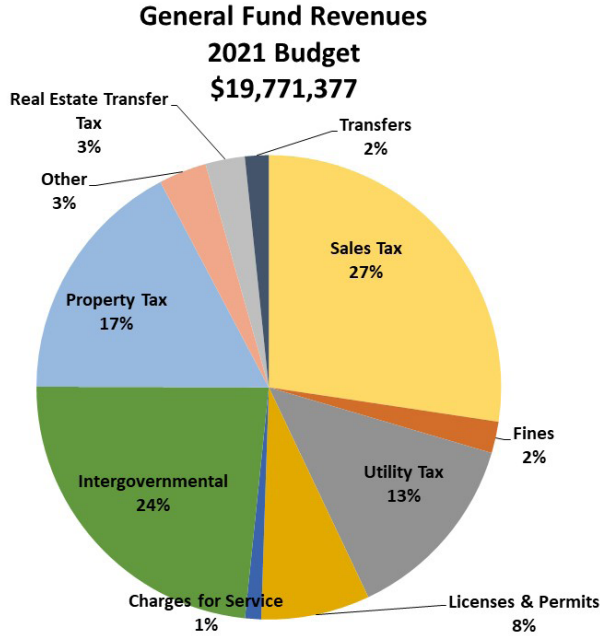


TOTAL EXPENDITURES	
Personnel	\$14,787,073
Commodities	1,111,761
Purchased Water	4,542,112
Services	6,307,672
Capital	16,925,415
Street Improvements	2,977,958
Internal Svc/Other	8,724,498
Debt Service	2,399,379
Police Pension	3,638,453
<b>Total 2021 Budget</b>	<b>\$61,414,321</b>

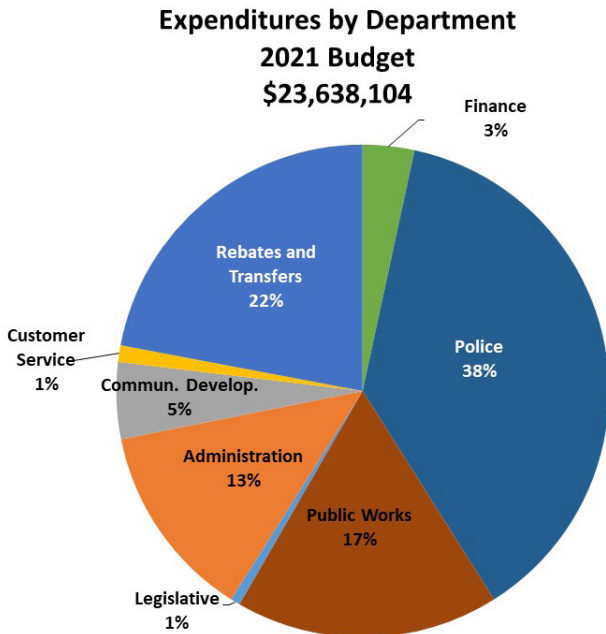
- Expenditures across all funds total \$61.4M. Of that amount \$14.8M, or 24% is personnel related. The cost to fund police pensions represents 6% of the total budget at almost \$3.6M. In comparison, the cost to fund non-sworn employee's pension through Illinois Municipal Retirement Fund (IMRF) is \$729,848 or 1.2% of the total budget. Over the past five years, the cost to fund police pensions has increased 140%, or nearly \$2.8M due to a change in the police pension funding policy. Comparatively, the Village's contribution to IMRF has decreased 1.5%, or \$11,000 since 2016 primarily due to the Voluntary Separation Program.
- Personnel-** For non-union employees, the Village is in the third year of a merit-based compensation system. Wages are budgeted at 102.50% of FY 2020 year ending salaries. For non-union employees, salary increases will be based on performance and may range from 0-3.5%. For sworn union personnel, a 2.25% COLA will be given on January 1 along with a step adjustment for those not at the top of the scale on their anniversary. Personnel costs are 4.8% higher than year-end estimates, mostly due to salary increases in the Police Department. The FY2021 budget includes salaries to replace some positions vacated by the Voluntary Separation Program.
- Services-** Services are budgeted at \$6.3M, which is just slightly higher than FY2020. For FY2021, \$120,000 is budgeted for Owners Representation services for the Police and Public Works Facility Project, as well as \$100,000 for a Corridor Strategic Plan.
- Commodities-** Makeup \$5.6M, or 9% of the FY 2021 budget, which is \$174,000 less than FY2020. At \$4.5M, the cost to purchase water makes up 80% of this cost, which is consistent with previous years.
- Capital** - Street improvements total \$2.9M for 2021, which includes resurfacing projects that are funded through Motor Fuel Tax for roadway improvements. Capital projects scheduled for 2021 will be discussed on pages 14 and 15 of this report.

# GENERAL FUND BUDGET

The General Fund serves as the primary operating fund of the Village. It is used to account for all funds not required to be in another fund. Through the General Fund, financial resources are provided for local government services, including police protection, street and stormwater maintenance, code enforcement, and general administration.



General Fund Revenues by Source	
Property Tax	\$3,405,724
Sales Tax	5,411,607
Utility Taxes	2,647,900
Real Estate Transfer Tax	542,000
Licenses and Permits	1,496,525
Charges for Service	220,192
Fines and Forfeits	433,500
Intergovernmental	4,627,702
Other	660,000
Transfers	326,227
<b>Total 2021 Budget</b>	<b>\$19,771,377</b>



General Fund Expenditures by Department	
Legislative	\$149,210
Administration	3,047,082
Community Development	1,189,259
Customer Service	258,272
Finance	802,251
Rebates/Debt Service/Transfers	5,203,791
Police Department	8,901,343
Public Works	4,086,896
<b>Total 2021 Budget</b>	<b>\$23,638,104</b>



# WATER AND SEWER FUND BUDGET

The Water and Sewer Fund is used to account for the purchase and resale of water, as well as the transporting of sanitary waste. Qualified personnel, trucks, tools and equipment are needed to maintain and operate these systems. The cost of water itself - a commodity that has risen in cost significantly over the last few years - is the largest part of all the costs in this fund.

## REVENUES

Water Fund revenues total \$10.2M in the FY2021 Budget. At \$6.7M, water sales provide the majority of revenue in this fund. The Village water rate for 2021 is unchanged at \$8.28 per 1,000 gallons. Fixed Water Maintenance Fee is the second highest revenue, at 20% in 2021. This is a fixed charge based on water meter size, the only fixed revenue source in the fund. There is no increase to this revenue source in FY2021. The Sewer Maintenance Fee is the next highest revenue at 6% of the total, which is \$0.90 per 1,000 gallons. This fee is for maintaining the sewer lines within the Village, which transport the waste to a county facility. There was no increase to the Sewer Maintenance Fee in the FY2021 Budget.

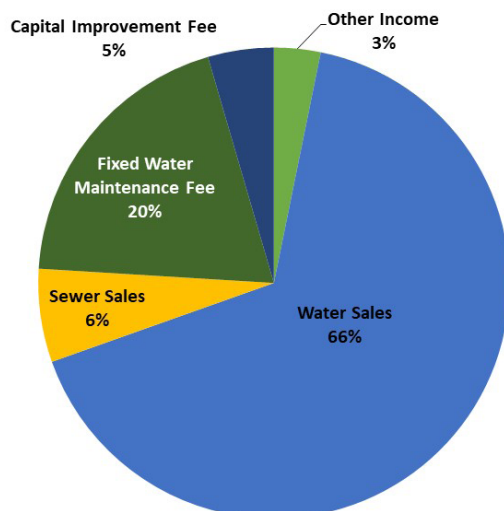
To address our aging water infrastructure, the Village Board approved a \$.30 increase to the Capital Improvement Fee, increasing the charge to \$.60 per 1,000 gallons. This fee will fund future capital improvements, including regular water main replacements.

## EXPENSES

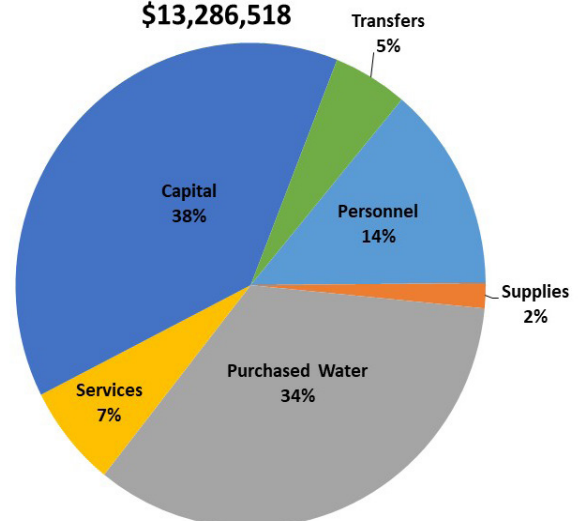
Water Fund expenses total \$13.3M in the FY2021 Budget. The largest expense in this fund is the cost to purchase water from the DuPage Water Commission (DWC), which increased to approximately \$4.5M in 2021. The DWC purchases Lake Michigan Water from the City of Chicago.

Capital improvements are the other major expenditure in this fund. The FY2021 Budget provides over \$5M in funding for projects that include the 75th Street watermain replacement, the repainting of a Village water tower located at Village Greens Golf Club, and Basin B Capital Rehab. The Basin B Capital Rehab program funds the maintenance and rehabilitation of the Village's sanitary basins to prevent structural defects and backups.

**Water & Sewer Fund Revenues**  
**2021 Budget**  
**\$10,160,755**



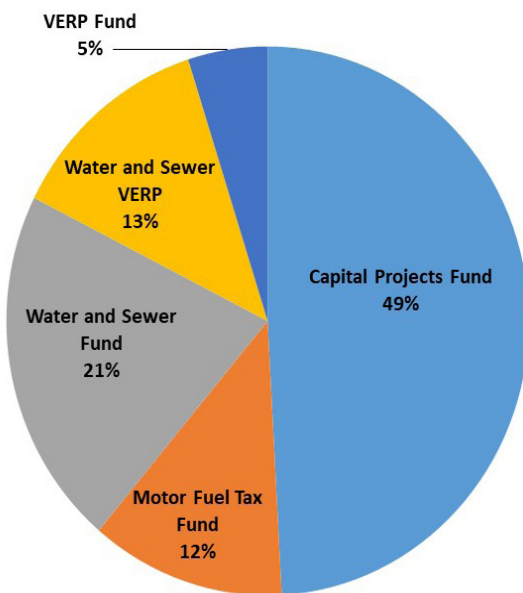
**Water and Sewer Fund Expenditures by Element**  
**2021 Budget**  
**\$13,286,518**



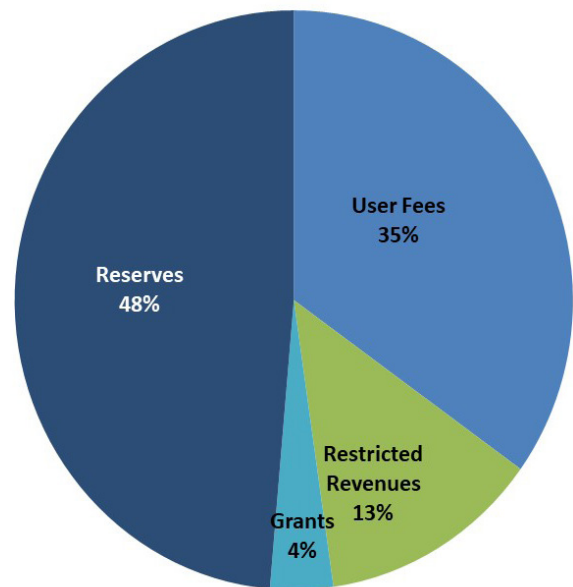
# CAPITAL IMPROVEMENT PLAN

The Village of Woodridge's Capital Improvement Plan (CIP) is used to identify and anticipate capital projects over the next five years. The process of multi-year budgeting allows for the careful planning, prioritizing, and funding of future projects. This plan is updated each year as part of the budgeting process. New projects, changes in goals and priorities, and available funding play a key role in the development of the CIP and are reasons for which subsequent plans may differ. The CIP presents capital projects that are \$20,000 or greater for Fiscal Years 2021 through 2025.

**FISCAL YEAR 2021  
PROPOSED CAPITAL PLAN**



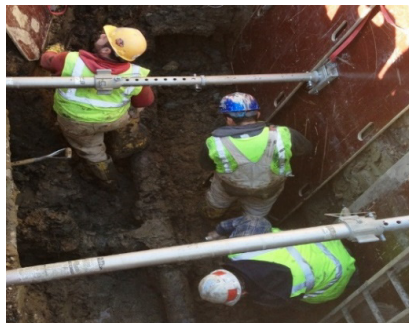
**FISCAL YEAR 2021  
CAPITAL PROJECT FUNDING**



*Phase 1 of the Police and Public Works Facility Project is budgeted in FY2021.*



## OTHER MAJOR CAPITAL EXPENDITURES



**WATERMAIN REPLACEMENT** - The Five Year Capital Plan has one water main replacement in the amount of \$1,500,000 budgeted. This project will coincide with the 75th Street Frontage Road reconstruction, a section of watermain with high numbers of breaks and valves in need of replacement. **FY2021 BUDGET: \$1,500,000**



**75TH STREET FRONTAGE ROAD RESURFACING** - The 75th Street Frontage Road is reaching the end of its life cycle. The road is located on County-owned right of way; however, it primarily benefits Woodridge residents by providing ease of access. As a result, DuPage County and Woodridge have discussed a 50/50 cost-sharing arrangement to complete these improvements. **FY2021 BUDGET: \$600,000**



**JANES AND CRABTREE TRAFFIC SIGNAL** - The Village owns and operates traffic signals at nine intersections throughout the Village. One location, only a three leg intersection, at Janes and Crabtree is one of the older systems. While the light fixtures were updated to LED, the equipment and loops are old with some equipment difficult to locate to make repairs. **FY2021 BUDGET: \$265,000**



**STORM SEWER IMPROVEMENTS** - The Village will complete several storm sewer projects in 2021, including 71st Street Storm & Jonquil Storm Sewer Repair (\$200,000), Cobb Drive Drainage/Paving Improvemnet (\$185,000), Whispering Oaks/Everglade Storm Sewer (\$20,000), and Woodview Storm Sewer Extension (\$40,000).

**The purpose of the Budget-in-Brief is to give residents an overview of the Village of Woodridge's FY2021 Budget. Only highlights of the budget are presented.**

The complete FY2021 budget document can be found on the Village's website:  
**[www.woodridgeil.gov](http://www.woodridgeil.gov)**



**VILLAGE OF WOODRIDGE  
5 PLAZA DRIVE  
WOODRIDGE, IL 60517**