



ROCK ISLAND

ILLINOIS



TABLE OF CONTENTS

| | |
|--|-----|
| Section 1 - Table of Contents | 3 |
| Section 2 – Manager’s Brief Manager’s Brief | 7 |
| Section 3 - Budget Digest | |
| Budget Award | 19 |
| Financial Information | 21 |
| General Fund Review | 23 |
| General Fund Balance | 27 |
| Special Revenue Funds | 28 |
| Debt Service Fund | 31 |
| Enterprise Operations | 32 |
| Internal Service Operations | 34 |
| Pension Fund & Cafeteria Plan | 36 |
| Capital Improvements | 36 |
| Other Information | 37 |
| Awards/Summary | 38 |
| Section 4 - Financial Summary | |
| Financial Trend Monitoring Information | 39 |
| Community Growth Trends | 41 |
| Comparative Trends | 47 |
| Revenue Trends | 57 |
| Expenditure Trends | 77 |
| Balance Sheet Trends | 79 |
| Debt Service Trends | 85 |
| Financial Policies | 89 |
| Investment Policy | 95 |
| Purchasing Policies | 103 |
| Section 5 - Legislative/Administrative | |
| Mayor & Council | 111 |
| City Clerk | 114 |
| General Administration | 117 |
| Administrative Services Department | 121 |
| Administration | 126 |
| Personnel Services | 128 |
| Information Technology Services | 130 |
| Geographical Information Systems | 132 |
| Finance Department | 135 |
| Finance Administration | 138 |
| Customer Service Center | 140 |
| Accounting Services | 142 |

| | |
|---|-----|
| Section 6 - Community/Economic Development | |
| Community & Economic Development Department | 145 |
| Com & Econ Dev Administration | 150 |
| Economic Development | 152 |
| Planning/Zoning/Historic Preservation | 154 |
| Neighborhood Redevelopment | 156 |
| Inspection Services | 158 |
| Rental Inspection Services | 160 |
| Martin Luther King Community Center | 163 |
| King Center Administration | 166 |
| Sponsored Programs | 168 |
| Section 7 - Public Safety | |
| Police Department | 171 |
| Police Administration | 178 |
| Patrol | 180 |
| Auxiliary Police | 182 |
| Major Crime | 184 |
| Narcotics/Vice | 186 |
| Juvenile Investigation | 188 |
| Community Services | 190 |
| Resource Services | 192 |
| Communications | 194 |
| Technical Services | 196 |
| Records | 198 |
| Fire Department | 201 |
| Fire Administration | 204 |
| Fire/Emergency Services | 206 |
| Fire Prevention | 208 |
| Ambulance | 210 |
| Police & Fire Commission | 212 |
| Section 8- Public Works | |
| Public Works Department | 215 |
| Public Works Administration | 220 |
| Building Maintenance | 222 |
| Engineering Services | 224 |
| Street Maintenance & Repair | 226 |
| Snow & Ice Control | 228 |
| Refuse Collection | 230 |
| Levee/ROW Maintenance | 232 |
| Motor Vehicle Parking System | 234 |
| Water Treatment | 236 |
| Water Distribution | 238 |
| Wastewater Collections | 240 |
| Wastewater Treatment | 242 |

| | |
|---|-------------------------|
| Stormwater Management | 244 |
| Hydroelectric Plant | 246 |
| Fleet Services | 248 |
| Equipment Replacement | 250 |
| Electrical Maintenance | 252 |
| Section 9 - Cultural & Recreational | |
| Park & Recreation Department | 255 |
| Park & Recreation Administration | 260 |
| Park Maintenance | 262 |
| Recreation Programs | 264 |
| Whitewater Junction Aquatic Center | 266 |
| Highland Springs Golf Course | 268 |
| Saukie Golf Course | 270 |
| Golf Pro Shop | 272 |
| RI Fitness & Activity Center | 274 |
| Schwiebert Riverfront Park | 276 |
| Rock Island Public Library | 279 |
| Library Administration | 282 |
| Main Library | 284 |
| 30/31 Branch Library | 286 |
| Southwest Branch Library | 288 |
| Sunset Marina | 290 |
| Section 10 - Non-Operating Funds | |
| Police & Fire Pension Funds | 293 |
| Insurance | 294 |
| Debt Service | 296 |
| Section 11 – Capital | |
| 5-Year Capital Improvement Plan | 299 |
| Gaming and General Fund Carryover Allocations | 306 |
| 5-Year Capital Improvement Plan Summary | 311 |
| Street and Miscellaneous Capital Improvements | 313 |
| Water Utility Projects | 324 |
| Water Utility Projections | 327 |
| Sewer Utility Projects | 331 |
| Sewer Utility Projections | 332 |
| Stormwater Utility Projects | 336 |
| Stormwater Utility Summary | 337 |
| Stormwater Fund Projections | 338 |
| Capital Improvement Impact | 341 |
| Section 12 - Miscellaneous | |
| Financial Tables | |
| Table 1 | Capital Outlay Schedule |
| | 348 |

| | | |
|----------|--------------------------------------|-----|
| Table 2 | Infrastructure Maintenance Projects | 350 |
| Table 3 | Economic Development Projects | 351 |
| Table 4 | Allocation of Gaming Funds | 352 |
| Table 5 | Small Tools & Equipment | 354 |
| Table 6 | General Fund Five-Year Projection | 361 |
| Table 7 | General Fund Revenue Comparison | 362 |
| Table 8 | General Fund Comparison by Object | 364 |
| Table 9 | General Fund Expenditures by Dept | 366 |
| Table 10 | Revenue Comparisons | 368 |
| Table 11 | Expenditure Comparisons by Object | 370 |
| Table 12 | Expenditures by Department | 372 |
| Table 13 | Cash Flow Projection | 374 |
| Table 14 | Net Income Projection | 378 |
| Table 14 | Addendum | 380 |
| Table 15 | Transfers | 382 |
| Table 16 | Debt Service | 384 |
| Table 17 | Revenue & Expense Summary | 390 |
| Table 18 | Employees by Department | 392 |
| Table 19 | Full Time Equivalents by Cost Center | 394 |
| Table 20 | Principal Taxpayers | 396 |
| Table 21 | General Community Information | 397 |
| | General Information About the City | 403 |
| | Municipal Services | 405 |
| | Document Organization | 407 |
| | Fund Types and Descriptions | 409 |
| | Strategic Plan | 411 |
| | Property Tax Levy Ordinance | 445 |
| | Budget Ordinance | 448 |
| | Budget Authority | 450 |
| | Budget Schedule | 453 |
| | Glossary | 457 |

MANAGER'S BRIEF

February 20, 2012

Mayor and Members of the City Council:

I am pleased to submit the proposed 2012/2013 budget plan to you for your review and consideration. This proposal includes our recommended plans for public services during the fiscal year that begins April 1, 2012. It also outlines a plan to finance these services. The budget preparation process was triggered by the annual goal setting process you conducted in September. This important process established your priorities for the coming year. The proposed budget includes plans to focus the City resources on these priority areas. Below are the highest ranked items from this 2012/2013 Policy Agenda:

Top priorities

- Budget
Make budget decisions for FY 12-13 with regard to the tax levy, fees and service levels.
- Gaming Policy
Review policy on allocation of gaming revenue and make decisions.
- Columbia Park Development
Support Columbia Park Development in collaboration with MetroLink, LRC Developers and McLaughlin Body.
- 11th Street Revitalization
Target the revitalization of 11th Street.
- I-280/IL 92
Promote the I-280/IL92 Parkway Development.
- Southwest Ridgewood Road Business Park
Complete the Southwest Ridgewood Road Business Park.

High priorities

- Community Development Block Grant
Make decisions on services and programs funded with Community Development Block grant (CDBG) in view of reduced funding.
- Rental Housing Inspection Program
Support continuation of the Rental Housing Inspection Program.
- Economic Development Position
Examine the possible addition of an Economic Development position in the Community and Economic Development Department.
- Arsenal Gateway
Conduct planning for the Arsenal Gateway to encourage the growth of businesses contracting with the federal government.

The proposed 2012/2013 budget incorporates the Capital Improvement Program, the Community Development Block Grant Program and other City funds. It includes resources to make substantial progress on the priorities established by the Mayor and City Council.

The proposed budget includes the following important features:

1. Municipal Services will be retained at a high level of quality.
2. The budget also includes the first year funding of the Five Year Capital Improvement Plan to be approved by the City Council. This fiscal year includes \$36,684,348 for capital and infrastructure maintenance projects and a total of \$74,856,000 is planned for the remaining four years. The primary fiscal 2012 capital and maintenance projects are:

| | |
|--|---------------|
| ▪ Transient Boat Dock | \$ 1,925,000 |
| ▪ Children's Garden | 697,500 |
| ▪ Ridgewood Business Park | 2,997,238 |
| ▪ Street Repair projects | 2,075,000 |
| ▪ Long-Term Control Plan – Wet Weather Treatment | 19,833,000 |
| ▪ Water system improvements | 1,666,000 |
| ▪ Old Chicago Park construction | 1,112,000 |
| ▪ Fleet Equipment purchases | 865,081 |
| | \$ 31,170,819 |

3. The 2012/2013 budget includes expenditures totaling \$6,000,000 from riverboat gaming revenues. Table 4, in the Miscellaneous Section, details the allocation of funds from gaming and general fund carryover to discretionary projects.
4. All City personnel costs are included. Wage increases for the six bargaining units and non-affiliated employees are not budgeted. Personnel changes resulted in a decrease of 6.80 full time equivalents. These decreases are most noticeable within Martin Luther King Jr. Community Center, Community and Economic Development Department, and Parks and Recreation.

GENERAL FUND

The City's general fund finances many of the basic services provided by the City. It includes police and fire protection, street maintenance, sanitation services, as well as the support services such as the finance and general services departments. The 2012/2013 general fund budget is \$35,195,579. This is a 2.16% increase from the 2012 fiscal year. Most of this increase is within Personnel costs which increased \$606,104. Other changes are capital – up \$53,790 or 105.04%, transfers up \$99,974 or 36.93% and contingency/bad debt up \$124,728 or 6.31%.

The major changes within this proposed budget compared to last year are:

Personnel costs: Sixty-six percent of general fund expenditures are personnel related. Total personnel costs are up 2.67% or \$606,104. The majority of this increased is due to health insurance, which increased \$319,396 or 15.25%, and pensions, which increased 4.58% or \$233,183.

Supplies: Supplies are four percent of the total general fund expenditures. Supplies increased less than 1% or \$4,011.

Services: Services, which makes up twenty-two percent of the general fund budget, reflects a 1.78% decrease, or \$138,844. Within this category, there is a decrease of \$463,988, for service contracts primarily related to projects that are now finished as well as a \$85,273 decrease in waste disposal services. This is offset by an increase in budgeted fleet maintenance of almost \$248,729.

Other: Other is less than one percent of total expenditures. This category decreased 3% or \$5,907.

Programs: This category makes up less than one percent of the total General Fund budget and reflects a slight decrease from the prior year by \$100. The distribution of \$50,000 to Rock Island social service agencies as a Community and Economic Development program is reflected within this category.

Capital: Though Capital is up 105%, it makes up less than 1% of the General Fund budget. Expenditures included in this category consist of the fiber optic infrastructure extension for \$80,000 and the access channel upgrade at \$25,000.

Transfers: Transfers to other funds total \$370,703. See table 15 in the miscellaneous section for detail of all transfers.

Contingency: City financial policies set the General fund contingency at 1% of budgeted expenditures. Based upon this policy, a general fund contingency of \$360,000 is required. This budget exceeds this requirement and reflects a contingency of \$446,648. Bad Debt for ambulance billings decreased \$ 50,000.

TOTAL BUDGET

The total budget includes the General Fund, Enterprise Funds, Internal Service Funds and restricted Funds. The 2012/2013 budget after eliminations is \$109,049,199. This is a \$3,435,647 or three percent increase from the 2010/2011 budget. The greatest increases are personnel – up \$1,283,560 or 3%, and capital – up \$2,558,219 or 9%. The greatest decrease is in programs, which is down \$1,179,773 or 20%.

PROPERTY TAX

The City's assessed value continues to grow. The valuation before exemptions is expected to increase 0.78% from last year. This is the fourteenth consecutive year that property values have increased. This reflects the success the City has had in encouraging new development as well as the improving values of real estate in the community.

The City's tax rate will remain at \$2.41 per \$100 of assessed value. This rate is 42% less than the 1991 property tax rate of \$4.13. The proposed 2012/2013 budget includes a property tax levy of \$11,460,972.

This is an increase of \$88,703 from the 2011/2012 fiscal year property tax extensions and is only 27% more than the 2000 property tax receipts.

As stated above, the average annual tax levy increase has been approximately two and one-half percent for the past ten years. Since the cost of services has increased at a greater rate, the purchasing power of these funds collected over the past ten years has decreased. The City has been successful in decreasing the reliance on the property tax for financing municipal services by increasing revenue from a variety of other state and local sources.

FUTURE OUTLOOK

The City's five-year projection for the General Fund indicates that the cost of providing services is increasing more rapidly than the revenues to support them. The City will need to continue to monitor spending closely at the same time we seek to aggressively expand the City's tax base through economic development efforts.

Development of the City's annual budget occurs within the framework of the "Rock Island Vision 2025".

"Rock Island is a growing city with beautiful riverfronts, a vibrant downtown and livable neighborhoods. Rock Island respects diversity and history. Our citizens have quality homes and places for enjoyment and fun. Rock Island is a proud community."

The local option sales tax was increased in FY2011 from .75% to 1.25%. However, sales remain relatively flat. Modest increases in property values indicate relatively healthy local economic conditions. The economic downturn has had a negative effect on the City's finances especially in the general fund. Decreases in statewide income tax and replacement tax revenues combined with flat or decreasing sales tax revenue produce fiscal stress. The City has been able to weather this economic downturn and prepare a balanced budget without noticeable changes in operations. This was accomplished through a combination of budget reductions, and fee increases and reallocation of revenue.

It is expected that during FY 12-13 several projects will make significant progress or be completed. For example, in late 2011 the city was awarded a \$1.5 million grant through the Economic Development Administration to build a new sustainable business park on city owned land in southwest Rock Island. The park will address a market for small business who desire a setting featuring innovating approaches to support environmentally sensitive development. Ground breaking for this unique business park is targeted for late summer 2012. Although groundbreaking has already occurred, it is expected that significant progress will be made on construction of Metrolink's new \$30 million operations and maintenance facility at 46th Street and 4th Avenue. This development will incorporate many sustainable features, will improve a major city gateway and likely spur other development in the Columbia Park neighborhood. Also in the area, Augustana College has announced construction of a new \$20 million student activity center adjacent to Thomas Tredway Library on the college campus. The new student center will compliment a \$13 million renovation of the Old Main building also targeted for completion in 2012.

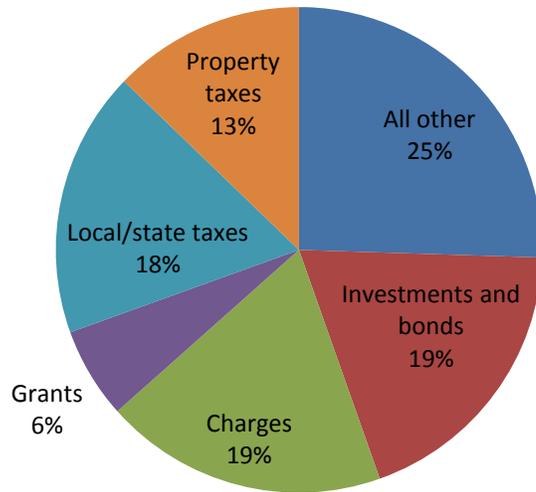
In the downtown area, Renaissance Rock Island, working in cooperation with the city, will complete construction of a small business incubator to be known as the Shoppes on 2nd. Designed to promote the growth of retail business, the incubator will provide six spaces to nurture new business enterprise and help create additional activity in the downtown Arts and Entertainment District. Also in the District, plans to add transient boat docks to the Schwiebert Park project will move forward. A federal grant received in 2011 should allow the project to proceed towards construction in late 2012. Looking to the future, a planning study centered near the intersection of 24th Street and 4th Avenue and identified as the Arsenal Gateway should chart a course for future development in this area which already benefits from an \$8.5 million Jackson Square housing project completed in 2011 and major improvements to the adjacent Spirit Partners / Mandus Group property.

Rock Island has a long tradition of providing superior municipal services to residents. The proposed budget will allow us to continue this tradition. It will be our goal to maintain this standard in the years ahead.

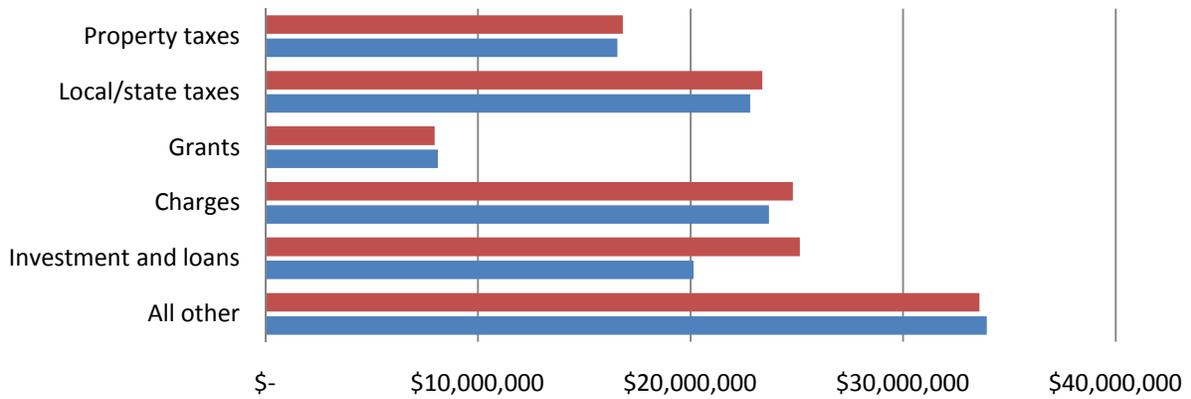
Sincerely,

Thomas E. Thomas, City Manager

Where The Money Comes From



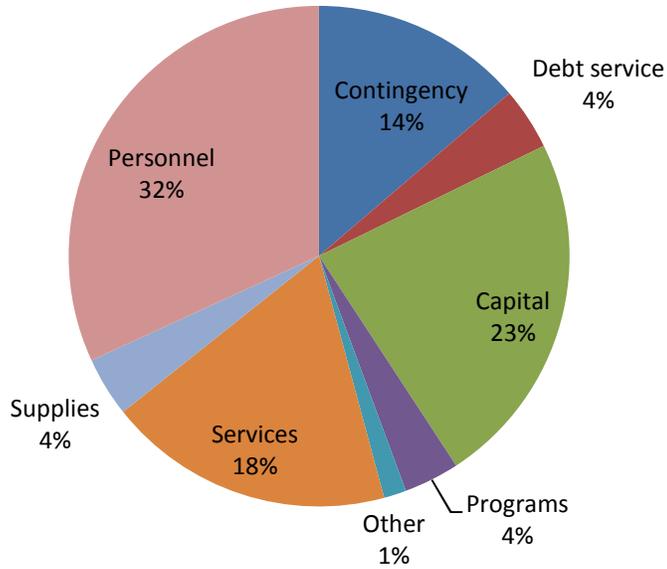
Where The Money Comes From



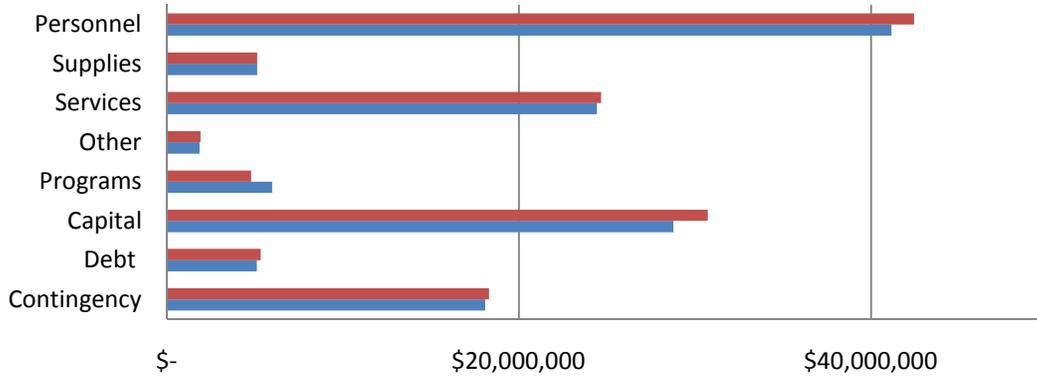
| | All other | Investment and loans | Charges | Grants | Local/state taxes | Property taxes |
|--------|--------------|----------------------|--------------|-------------|-------------------|----------------|
| ■ 2013 | \$33,590,180 | \$25,141,040 | \$24,818,550 | \$7,964,301 | \$23,375,870 | \$16,822,534 |
| ■ 2012 | \$33,935,623 | \$20,140,624 | \$23,686,743 | \$8,117,128 | \$22,800,330 | \$16,561,977 |

■ 2013 ■ 2012

Where The Money Goes



Where The Money Goes



| | Contingency | Debt | Capital | Programs | Other | Services | Supplies | Personnel |
|--------|--------------|-------------|--------------|-------------|-------------|--------------|-------------|--------------|
| ■ 2013 | \$18,305,540 | \$5,330,338 | \$30,726,090 | \$4,794,055 | \$1,907,759 | \$24,659,430 | \$5,140,218 | \$42,447,120 |
| ■ 2012 | \$18,088,200 | \$5,108,701 | \$28,772,600 | \$4,794,055 | \$1,853,623 | \$24,439,980 | \$5,139,551 | \$41,157,520 |

■ 2013 ■ 2012

Revenue and Expense by Fund Type

| | General Fund | Special Revenue | Debt Service | Capital Projects | Enterprise | Internal Service | Trust and Agency | Component Unit |
|--------------------------------|-----------------|--------------------|-----------------|---------------------|------------|---------------------|---------------------|-------------------|
| Revenue: | | | | | | | | |
| Property taxes | 7,637,578 | 7,194,904 | 237,858 | - | 1,752,194 | - | - | - |
| State and local taxes | 16,175,719 | 7,154,215 | 45,936 | - | - | - | - | - |
| Business license & permits | 419,030 | - | - | - | - | 4,500 | - | - |
| Non-business license & permits | 556,650 | - | - | - | 500 | - | - | - |
| Government grants | 60,947 | 5,084,506 | - | 852,240 | 1,662,000 | 45,000 | - | 259,608 |
| Charges for services | 5,234,475 | 664,849 | - | 35,000 | 18,360,305 | 192,545 | - | - |
| Program fees | - | 1,950 | - | - | 385,592 | - | - | 6,100 |
| Concessions | - | - | - | - | 461,952 | - | - | - |
| Rents and royalties | 28,600 | 30,800 | - | - | 766,430 | - | - | - |
| Employer contribution | - | - | - | - | - | 4,673,622 | 4,149,209 | - |
| Employee contribution | - | - | - | - | - | 1,194,119 | 975,976 | - |
| Retiree contribution | - | - | - | - | - | 966,563 | - | - |
| Engineering | - | - | - | - | - | 1,339,470 | - | - |
| Equipment maintenance | - | - | - | - | - | 3,690,404 | - | - |
| Hydroplant | - | - | - | - | - | 233,501 | - | - |
| Transfers | 5,000,303 | 1,558,966 | 1,755,904 | 3,248,000 | 547,808 | 989,625 | - | 128,263 |
| Investments and loans | 56,138 | 60,629 | 5,510 | - | 569,648 | 25,033 | 3,707,977 | 581 |
| Contributions and donations | 65 | 192,903 | - | - | 22,850 | - | - | 7,800 |
| Reimbursements | 74 | - | - | - | - | - | - | - |
| Sale of fixed assets | 3,000 | - | - | - | - | - | - | - |
| Proceeds from LT liabilities | 5,000 | 1,498,619 | - | 625,000 | 18,586,905 | - | - | - |
| Other | 18,000 | 50,429 | - | - | 129,722 | 51,500 | - | - |
| Revenue 2012/13 | 35,195,579 | 23,492,770 | 2,045,208 | 4,760,240 | 43,245,906 | 13,405,882 | 8,833,162 | 402,352 |
| Revenue 2011/12 | 34,451,823 | 21,281,474 | 2,045,558 | 5,414,240 | 40,045,618 | 13,046,898 | 8,454,436 | 502,378 |
| Revenue 2010/11 | 33,226,293 | 22,439,047 | 2,041,030 | 5,991,275 | 29,529,511 | 10,789,292 | 6,171,589 | 997,806 |
| Revenue 2009/10 | 31,707,406 | 19,377,754 | 1,378,303 | 8,116,559 | 24,218,633 | 11,070,640 | 5,868,578 | 468,741 |
| Revenue 2008/09 | 30,560,181 | 16,457,278 | 883,541 | 13,172,567 | 22,499,942 | 12,013,955 | 7,246,801 | 535,830 |
| Revenue 2007/08 | 30,204,080 | 16,637,559 | 747,588 | 6,434,480 | 18,733,083 | 9,096,654 | 7,259,701 | 451,042 |
| Revenue 2006/07 | 27,709,361 | 17,703,137 | 1,036,256 | 3,326,000 | 22,980,817 | 9,144,725 | 5,133,811 | 343,508 |
| Revenue 2005/06 | 26,721,845 | 15,126,060 | 1,777,613 | 3,818,597 | 15,690,102 | 9,051,782 | 4,888,677 | 407,878 |
| Revenue 2004/05 | 24,617,515 | 14,147,938 | 1,397,879 | 2,162,250 | 16,670,921 | 7,260,765 | 4,877,677 | 369,649 |
| Difference from 2011/12 | 743,756 | 2,211,296 | (350) | (654,000) | 3,200,288 | 358,984 | 378,726 | (100,026) |
| Percent change from 2011/12 | 2.2% | 10.4% | 0.0% | -12.1% | 8.0% | 2.8% | 4.5% | -19.9% |

Table 17

| Total FY 2013 | Total FY 2012 | Total FY 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 16,822,534 | 16,561,977 | 16,107,780 | 13,806,920 | 13,125,764 | 12,424,549 | 11,997,569 | 11,915,704 | 11,072,700 |
| 23,375,870 | 22,800,330 | 7,194,338 | 6,503,292 | 7,058,748 | 7,181,248 | 7,061,248 | 6,782,457 | 6,681,675 |
| 423,530 | 372,810 | 358,210 | 356,335 | 324,000 | 311,510 | 326,335 | 306,350 | 262,740 |
| 557,150 | 471,650 | 470,950 | 494,545 | 444,500 | 442,700 | 442,900 | 442,754 | 399,924 |
| 7,964,301 | 8,117,128 | 9,464,921 | 4,405,504 | 4,031,939 | 7,611,076 | 5,688,362 | 4,868,063 | 2,501,942 |
| 24,487,174 | 23,686,743 | 22,558,069 | 21,071,639 | 19,321,369 | 18,361,297 | 17,188,200 | 15,688,995 | 15,121,029 |
| 393,642 | 445,135 | 392,740 | 375,435 | 341,670 | 333,699 | 307,959 | 306,774 | 309,923 |
| 461,952 | 471,990 | 447,034 | 443,668 | 434,628 | 437,978 | 429,734 | 417,199 | 406,930 |
| 825,830 | 801,120 | 811,677 | 796,330 | 835,273 | 862,041 | 783,134 | 752,940 | 654,347 |
| 8,822,831 | 8,619,738 | 7,959,115 | 7,262,809 | 6,432,272 | 6,110,871 | 5,963,645 | 5,573,844 | 4,848,568 |
| 2,170,095 | 2,105,136 | 1,992,374 | 1,888,100 | 1,753,756 | 1,724,379 | 1,691,111 | 1,848,438 | 1,625,980 |
| 966,563 | 813,674 | 736,482 | 740,298 | 705,725 | 648,986 | 673,963 | 777,206 | 662,667 |
| 1,339,470 | 1,286,001 | 1,107,938 | 1,186,588 | 1,170,865 | 1,109,750 | 1,061,000 | 851,000 | 851,554 |
| 3,690,404 | 3,678,449 | 3,389,565 | 3,563,880 | 3,034,087 | 2,862,055 | 2,688,039 | 2,416,529 | 2,129,803 |
| 233,501 | 228,766 | 277,239 | 257,445 | 115,786 | - | - | - | - |
| 13,228,869 | 13,270,338 | 2,163,033 | 2,163,803 | 2,074,719 | 1,761,738 | 1,456,990 | 1,424,896 | 1,367,209 |
| 4,425,516 | 4,017,423 | 2,242,698 | 3,315,816 | 5,322,109 | 5,320,826 | 2,944,868 | 2,796,734 | 2,990,341 |
| 223,618 | 1,078,665 | 1,942,100 | 1,369,268 | 582,960 | 509,315 | 190,652 | 123,810 | 151,510 |
| 74 | 65 | 84 | 100 | 300 | 300 | 708 | 758 | 708 |
| 3,000 | 8,550 | - | 2,450 | - | - | - | - | 1,025 |
| 20,715,524 | 16,252,027 | 7,972,000 | 9,440,000 | 16,559,000 | 3,037 | 5,653,000 | - | 550,000 |
| 249,651 | 154,710 | 158,815 | 179,813 | 76,299 | 131,021 | 50,301 | 25,211 | 37,186 |
| 131,381,099 | 125,242,425 | 87,747,162 | 79,624,038 | 83,745,769 | 68,148,376 | 66,599,718 | 57,319,662 | 52,627,761 |
| 125,242,425 | | | | | | | | |
| 111,185,843 | | | | | | | | |
| 102,206,614 | | | | | | | | |
| 103,370,095 | | | | | | | | |
| 89,564,187 | | | | | | | | |
| 87,377,615 | | | | | | | | |
| 77,482,554 | | | | | | | | |
| 71,504,594 | | | | | | | | |
| 6,138,674 | | | | | | | | |
| 4.9% | | | | | | | | |

Revenue and Expense by Fund Type

| | General Fund | Special Revenue | Debt Service | Capital Projects | Enterprise | Internal Service | Trust and Agency | Component Unit |
|--------------------------------|-----------------|--------------------|-----------------|---------------------|------------|---------------------|---------------------|-------------------|
| Expense: | | | | | | | | |
| Personnel | 23,309,983 | 2,740,179 | - | - | 6,840,128 | 2,161,684 | 7,036,376 | 352,728 |
| Supplies | 1,409,763 | 203,068 | - | - | 2,189,523 | 1,352,064 | - | 13,000 |
| Services | 7,676,792 | 1,265,490 | 23,070 | 3,813,271 | 4,718,336 | 7,091,694 | 90,700 | 58,016 |
| Other | 171,530 | 1,565,131 | - | - | 112,379 | 17,285 | 12,200 | 22,350 |
| Programs | 51,690 | 3,777,392 | - | - | 964,973 | - | - | - |
| Capital | 105,000 | 5,674,738 | - | 2,075,000 | 22,611,000 | 865,081 | - | - |
| Debt | - | 327,500 | 2,225,635 | - | 2,604,698 | 172,505 | - | - |
| Transfers | 370,703 | 9,548,647 | - | 260,000 | 1,776,345 | 1,273,174 | - | - |
| Depreciation/Contingency/Other | 2,100,118 | - | - | - | 2,274,504 | 676,055 | - | - |
| Expense 2012/13 | 35,195,579 | 25,102,145 | 2,248,705 | 6,148,271 | 44,091,886 | 13,609,542 | 7,139,276 | 446,094 |
| Expense 2011/12 | 34,451,823 | 24,213,906 | 2,335,533 | 7,039,044 | 42,003,463 | 13,376,308 | 6,549,445 | 564,507 |
| Expense 2010/11 | 33,167,503 | 28,305,915 | 2,153,154 | 12,567,302 | 33,065,111 | 11,694,725 | 6,299,218 | 606,942 |
| Expense 2009/10 | 31,707,406 | 19,206,622 | 1,325,424 | 9,335,143 | 27,767,495 | 10,038,806 | 6,917,089 | 431,208 |
| Expense 2008/09 | 30,560,181 | 19,812,680 | 848,771 | 4,525,208 | 24,726,540 | 12,032,771 | 5,100,300 | 438,698 |
| Expense 2007/08 | 30,204,080 | 19,107,893 | 868,486 | 7,929,644 | 23,479,244 | 9,499,320 | 5,107,950 | 363,197 |
| Expense 2006/07 | 27,558,406 | 17,873,349 | 1,248,545 | 4,442,790 | 20,925,832 | 9,081,887 | 4,614,227 | 355,092 |
| Expense 2005/06 | 26,721,845 | 18,244,833 | 1,603,499 | 7,129,050 | 20,195,917 | 8,964,613 | 4,401,611 | 424,323 |
| Expense 2004/05 | 24,365,760 | 16,042,107 | 1,424,874 | 3,235,440 | 24,847,604 | 7,201,140 | 4,378,611 | 383,365 |
| Difference from 2011/12 | 743,756 | 888,239 | (86,828) | (890,773) | 2,088,423 | 233,234 | 589,831 | (118,413) |
| Percent change from 2011/12 | 2.2% | 4.5% | -10.2% | -19.7% | 8.4% | 1.9% | 11.6% | -27.0% |
| Cash flow 2012/13: | | | | | | | | |
| Revenue less expense | - | (1,609,375) | (203,497) | (1,388,031) | (845,980) | (203,660) | 1,693,886 | (43,742) |
| Add back depreciation | - | - | - | - | 2,024,504 | 616,055 | - | - |
| Budgeted cash flow | - | (1,609,375) | (203,497) | (1,388,031) | 1,178,524 | 412,395 | 1,693,886 | (43,742) |
| Income (loss) 2012/13: | | | | | | | | |
| Revenue less expense | - | (1,609,375) | (203,497) | (1,388,031) | (845,980) | (203,660) | 1,693,886 | (43,742) |
| Loan repayments received | - | - | - | - | 407,580 | - | - | - |
| Loans issued | - | - | - | - | 820,773 | - | - | - |
| Capital outlay | - | - | - | - | 22,611,000 | 865,081 | - | - |
| Debt principal | - | - | - | - | 1,748,839 | 111,667 | - | - |
| Budgeted income (loss) | - | (1,609,375) | (203,497) | (1,388,031) | 23,927,052 | 773,088 | 1,693,886 | (43,742) |

Table 17

| Total FY 2013 | Total FY 2012 | Total FY 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 42,441,078 | 41,157,529 | 40,525,904 | 36,720,879 | 36,720,879 | 35,268,691 | 33,908,641 | 32,566,997 | 30,426,734 |
| 5,167,418 | 5,139,551 | 4,603,121 | 4,675,903 | 4,675,903 | 4,549,184 | 4,409,730 | 3,768,408 | 2,900,041 |
| 24,737,369 | 24,439,988 | 25,304,306 | 23,460,472 | 23,460,472 | 21,555,139 | 17,874,455 | 21,642,716 | 20,585,273 |
| 1,900,875 | 1,853,623 | 1,970,382 | 1,654,346 | 1,654,346 | 1,823,608 | 1,697,285 | 1,418,486 | 1,193,544 |
| 4,794,055 | 5,973,828 | 6,931,012 | 5,256,214 | 5,256,214 | 5,769,704 | 4,601,989 | 4,406,710 | 3,885,468 |
| 31,330,819 | 28,772,600 | 27,694,315 | 11,588,565 | 11,588,565 | 12,337,151 | 8,629,841 | 8,204,027 | 7,199,322 |
| 5,330,338 | 5,108,701 | 4,960,033 | 2,438,138 | 2,438,138 | 2,549,792 | 2,830,456 | 3,208,652 | 4,107,319 |
| 13,228,869 | 13,262,652 | 11,172,716 | 8,125,509 | 8,125,509 | 8,821,422 | 8,487,689 | 8,777,590 | 8,262,666 |
| 5,050,677 | 4,825,557 | 2,060,974 | 1,014,188 | 1,014,188 | 1,009,188 | 889,000 | 940,000 | 240,000 |
| 133,981,498 | 130,534,029 | 125,222,763 | 94,934,214 | 94,934,214 | 93,683,879 | 86,100,128 | 84,933,586 | 78,800,367 |
| 130,534,029 | | | | | | | | |
| 127,859,870 | | | | | | | | |
| 106,729,193 | | | | | | | | |
| 98,045,149 | | | | | | | | |
| 96,559,814 | | | | | | | | |
| 86,100,128 | | | | | | | | |
| 87,685,691 | | | | | | | | |
| 81,878,901 | | | | | | | | |
| 3,447,469 | | | | | | | | |
| 3.5% | | | | | | | | |
| (2,600,399) | | | | | | | | |
| 2,640,559 | | | | | | | | |
| 40,160 | | | | | | | | |
| (2,600,399) | | | | | | | | |
| 407,580 | | | | | | | | |
| 820,773 | | | | | | | | |
| 23,476,081 | | | | | | | | |
| 1,860,506 | | | | | | | | |
| 23,149,381 | | | | | | | | |



ROCK ISLAND
ILLINOIS



ROCK ISLAND
ILLINOIS

The budget digest provides information on revenue and expenditure trends and the assumptions used to create the 2012/13 budget. Additional information about city including the economic condition, the major initiatives and top priorities, the organization of the budget document, budgetary procedures, budgetary accounting and fund structure are included in the Miscellaneous section.

STRATEGIC PLAN

In preparing the 2012/13 budget, the City of Rock Island identified major programs needed to meet citizens' needs for services, safeguard the environment in conformity with applicable federal and state standards and promote cultural and economic development. These programs are developed within the framework of a strategic plan. The Top and High Priorities for FY2013 are included in the Manager's Brief. The complete Strategic Plan is included in the Miscellaneous section.

FIVE YEAR CAPITAL IMPROVEMENT PLAN

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a major priority of the City of Rock Island. To address this concern, the City has developed a five-year capital improvement plan that provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance. The proposed fiscal year 2013-2017 program anticipates the expenditure of \$88 million over the five-year period. In addition, the City continues aggressive economic development efforts. A variety of business assistance programs are available in the City to promote the creation of jobs and expansion of the City's tax base.

FINANCIAL INFORMATION

Management of the City of Rock Island is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City of Rock Island are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for preparation of financial statements in conformity with generally accepted accounting principals. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met.

Single Audit. As a recipient of federal and state financial assistance, the City of Rock Island also is responsible for ensuring that an adequate internal control structure is in place to ensure and document compliance with applicable laws and regulations related to those programs. This internal control structure is subject to periodic evaluation by management of the City of Rock Island.

As part of the City of Rock Island's single audit, tests are made of the internal control structure and its compliance with applicable laws and regulations, including those related to federal financial assistance programs. Although this testing is not sufficient to support an opinion on the City of Rock Islands internal control system or its compliance with laws and regulations related to non-major federal financial assistance programs, the audit for the year ended March 31, 2011 disclosed no material internal control weaknesses or material violations of laws and regulation. There were however, several findings regarding internal control which are discussed in the comprehensive annual financial report.

Budgeting Controls. In addition, the City of Rock Island maintains budgetary controls. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the annual budget approved by the Rock Island City Council. Activities of all city funds including the general fund, special revenue, capital improvement, debt service, enterprise, internal service, fiduciary funds are included in the annual budget and audited financial statements. Project-length financial plans are adopted for the capital projects funds.

The budget process begins with the annual council goal setting session in September. This process identified council priorities for the upcoming fiscal year. These priorities fall within the framework of the city's long-term "2025 Vision". These priorities are then incorporated into department budgets. Departments submit their budgets to the finance department for review in October. This review culminates with budget meetings during which individual department budgets are reviewed in detail with the city manager during November. The next step is adoption of a property tax levy, which in Illinois must occur before the end of December. This process requires a public hearing if the proposed property tax levy increase is greater than 5%. It also typically includes discussion during several council "study session" meetings. These are informal council meetings that occur approximately two hours immediately preceding the formal council meeting. The budget is finalized during January. The city manager presents a draft budget to council in February. At this point in the process, the draft budget is available for public inspection on the internet at <http://www.rigov.org>. The budget presentation is followed by two separate Saturday council budget review meetings. Council reviews each department budget in detail during these meetings. The next step is a formal public hearing on the proposed budget. The budget is adopted in March before the beginning of the fiscal year on April 1.

The budget is not amended during the fiscal year, however the City Manager may make adjustments within any departmental budget as it becomes necessary, providing that those revisions do not delete or basically change any activity or program approved by the City Council in the budget ordinance. Any such adjustments shall not cause total expenditures within the budget to exceed the revenues anticipated to finance them unless City Council approval is obtained. Reported budget amounts represent the adopted budget. In some funds, budgeted expenditures may exceed budgeted revenue. This typically occurs when funds are accumulated for capital projects and the projects are carried forward from one fiscal year to another. Therefore, a budget is defined as balanced when cash plus budgeted revenue is equal to or exceeds budgeted expenditures. Due to the City's power as a home rule unit and its ordinance establishing budget policies and procedures, actual budget expenditures and operating transfers-out can exceed budgeted amounts without violating any State laws. However, spending and administrative control of expenditures and operating transfers-out is monitored through detailed line item department budgets. The City of Rock Island also maintains an encumbrance accounting system as one technique of accomplishing budgetary control.

Basis of Budgeting. The budget is prepared on a cash basis for all funds. Revenue and expenditures are recognized when amounts are actually received or payments actually made in cash. Revenues are recognized in the financial statements in governmental funds as soon as they are both "measurable" and "available". Accounts are converted to accrual at the end of each fiscal year prior to preparing the Comprehensive Annual Financial Report (CAFR). Table 14 in the "Miscellaneous" section converts each fund from the cash to accrual basis to project net income for each fund. This conversion adjusts budgeted revenue by subtracting planned proceeds from budgeted bond issues and repayments received on city loans from budgeted revenue. The conversion also adjusts budgeted expenditures by subtracting payments to individuals for new city loans, payments to contractors for capital improvements and payments for debt principal from budgeted expenditures. There is no adjustment for depreciation expense in enterprise funds because it is included in both the budget and financial statements. Amortization of bond issuance costs, and premiums and discounts on bonds sold are not budgeted. The financial statements include two component units; Martin Luther King Jr. Center and Rock Island Public Library Foundation. The Martin Luther King Jr. Center is included in the budget. The Rock Island Public Library Foundation is not budgeted.

Funds. City resources are allocated to, and accounted for, in individual funds based upon the purpose for which they will be spent and the means by which spending activity is controlled. Each fund is considered to be a separate accounting entity with separate self balancing accounts that comprise its assets, liabilities, fund equity, revenue and expenditures. Since the emphasis of the cost center budget is on services provided, the budget is organized by the functions of the operating departments and not by fund.

GENERAL GOVERNMENT FUNCTIONS

The following schedules present a summary of proposed general fund, special revenue funds and debt service fund budgeted revenues and expenditures for the fiscal year ended March 31, 2012 and the amount and percentage of increases and decreases in relation to prior year budgeted revenues and expenditures. Governmental funds are those through which most governmental functions of the city are financed. The measurement focus is upon determination of changes in financial position, rather than upon net income determination.

General Fund

The General Fund is used to account for all financial transactions not properly included in other funds. Property tax, sales tax, state income tax, replacement tax, permit fees, general government, charges for services and rental income provide the majority of revenue to the General Fund. Expenditures of the General Fund are accounted for in the following departments:

Mayor and City Council Accounts for the costs related to the salaries and activities of the elected legislative body of the city.

General Administration Accounts for the centralized administration of all city operations and activities. The costs related to the office of the City Manager are charged here.

City Clerk This department accounts for all costs of the office of the appointed City Clerk.

Administrative Services Accounts for all costs related to personnel, legal services, safety services, insurance coverage, unemployment compensation and all data and voice communication services for the city.

Building Maintenance Accounts for all maintenance costs for most non-enterprise facilities. These include: City Hall, Police station, Public Works Administration building, Street Maintenance facility, and Centennial Bridge Visitor's Center.

Finance Accounts for the administration and coordination of all financial services to the city. This includes coordinating the operations involved in collections, accounting, budget preparation and treasury.

Community And Economic Development Accounts for those expenditures for community development, economic development, planning, and inspection which are not included under the Community Development Block Grant programs.

Police Accounts for cost related to police programs and activities.

Fire Accounts for cost related to fire protection, prevention, ambulance service and emergency/disaster planning and response.

Public Works Accounts for public works administration, streets, refuse, electrical maintenance and motor vehicle parking system.

| General Fund | 2012 Budget Adopted | 2013 Budget Proposed | Percent of total | Increase (decrease) | Percent Increase (decrease) |
|-----------------------------|---------------------------|----------------------------|---------------------|------------------------|-----------------------------------|
| Property Taxes | 7,539,186 | 7,637,578 | 21.7% | 98,392 | 1.3% |
| Local Taxes | 7,409,719 | 7,411,000 | 21.1% | 1,281 | 0.0% |
| State Tax | 8,639,472 | 8,764,719 | 24.9% | 125,247 | 1.4% |
| Business License/Permit | 367,860 | 419,030 | 1.2% | 51,170 | 13.9% |
| Non-Business License/Permit | 470,800 | 556,650 | 1.6% | 85,850 | 18.2% |
| Grants | 100,464 | 60,947 | 0.2% | (39,517) | -39.3% |
| Charges for Services | 4,678,918 | 5,234,475 | 14.9% | 555,557 | 11.9% |
| Rents & Royalties | 31,000 | 28,600 | 0.1% | (2,400) | -7.7% |
| Transfers | 4,920,520 | 5,000,303 | 14.2% | 79,783 | 1.6% |
| Investment & Loans | 41,317 | 56,138 | 0.2% | 14,821 | 35.9% |
| Other | 252,567 | 26,139 | 0.1% | (226,428) | -89.7% |
| | 34,451,823 | 35,195,579 | 100.0% | 743,756 | 2.2% |

Property Tax. In 2012/13, the property tax will be 22% of General Fund revenues. General fund property tax revenue includes levies for General Fund operations, Police Pension and Fire Pension. The property tax levy for general fund operations increased \$99,115, while fire pension decreased \$27,604, and police pension increased \$18,184. Police and fire pension levies are determined by an independent actuary.

| | Extended FY 2012 | Levy FY 2013 | Difference | Variance |
|--------------------|---------------------|-----------------|------------|----------|
| General Fund | 3,253,266 | 3,352,381 | 99,115 | 3.05% |
| Fire Pension | 2,006,149 | 1,978,545 | (27,604) | -1.38% |
| Police Pension | 2,152,480 | 2,170,664 | 18,184 | 0.84% |
| Public Benefits | 238,850 | 237,858 | (992) | -0.42% |
| Library | 1,969,330 | 1,969,330 | - | 0.00% |
| Recreation | 883,284 | 883,284 | - | 0.00% |
| Park | 868,910 | 868,910 | - | 0.00% |
| | 11,372,269 | 11,460,972 | 88,703 | 0.78% |
| | | | | |
| General Fund | 7,411,895 | 7,501,590 | 89,695 | 1.21% |
| Property valuation | 472,035,055 | 475,940,130 | 3,905,075 | 0.83% |
| Property tax rate | 2.4092 | 2.4081 | (0.0011) | -0.05% |

Changes in property assessments have a significant impact upon the General Fund. Assessed valuation is the value of all real property in a taxing district. Property in Rock Island is assessed at 1/3 of market value less a \$3,500 homestead exemption for those who qualify. The tax rate is applied to each one hundred dollars of assessed valuation to determine the amount of property tax. The city projects a total tax rate of \$2.41 per \$100 of assessed property value. This rate remains the same from the previous year.

Trend analysis shows that assessed values in the City of Rock Island declined 32.9% from 1983/84 to 1990/91. This trend has reversed with assessed values increasing annually thereafter. The following schedule shows anticipated trends for assessed valuations, property tax rates and property tax levies. The schedule predicts gradual increases in assessed valuations of 0.83% percent annually through 2016/17. The schedule also shows increases in the property tax levy that correspond to the predicted increase in property values, assuming future tax rates will remain at current levels.

| Fiscal year ended March 31, | Property values | Property tax levy | Property tax rate |
|-----------------------------|-----------------|-------------------|-------------------|
| 2013 | 475,940,130 | 11,460,972 | 2.4081 |
| 2014 | 479,890,433 | 11,556,098 | 2.4081 |
| 2015 | 483,873,524 | 11,652,014 | 2.4081 |
| 2016 | 487,889,674 | 11,748,725 | 2.4081 |
| 2017 | 491,939,158 | 11,846,240 | 2.4081 |

Other Taxes. Other tax revenues are sales and use taxes, income tax, personal property replacement tax, municipal utility tax, gasoline/diesel tax. Major changes are; municipal utility tax – up \$65,617, replacement tax – up \$62,330, use tax – up 115,029 and local option sales tax - down -\$118,364.

Utility and Telecommunication Tax On January 1, 1983 the City of Rock Island imposed a 1% tax on gas and electricity and a 5% tax on telephone service. Effective November 1, 1986 the tax on gas and electricity was increased from 1% to 5%. The tax on natural gas was reduced to 3.2% for six months effective March 1, 2001 in response to the nationwide shortage that affected natural gas prices. The six percent telecommunications tax was added statewide in FY 2003/04. It replaced the utility infrastructure tax that was ruled to be illegal. It also removed the communication component from the five percent utility tax. In 2012/13 the utility tax and telecommunications taxes will generate 9% of the General Fund revenue. Utility tax revenue is collected by utility companies and distributed to the city monthly. Telecommunication tax revenue is collected by the State of Illinois and also distributed to the city monthly. The utility tax has been a relatively stable revenue source with the exception of periodic changes in the utility rates. The city has reached the statutory limit on the percentage of tax it can impose. Therefore, revenues will remain relatively constant in the future years, fluctuating with the price and level of consumption.

Income Tax Income tax is 9% of General Fund revenues. The tax is collected by the State and distributed to the city monthly based upon population. The budget assumes a decrease of \$31,440 in income tax revenue from the amount budgeted for 2011/12. This projection is based on the revenue estimate provided by the Illinois Municipal League. In future years, income tax is projected to increase by 2% annually.

Replacement Tax The State of Illinois enacted this tax in August 1979 to provide replacement revenues to local taxing units that previously levied a tax on personal property. The tax comes from three sources:

Invested Capital of:

| | |
|-------------------|------|
| Utility Companies | 0.8% |
| Partnerships | 1.5% |
| Corporations | 2.5% |

Taxing districts outside of Cook County received 48.35% of replacement tax revenues collected throughout the State. The tax is distributed based upon the percentage of personal property tax collections in 1977.

Replacement tax revenue is 7% of total General Fund revenue. Like income tax, revenue is dependent on the level of economic activity in the business community throughout the state. Since its enactment, revenue has been rather uneven with significant annual increases and decreases. The budget assumes a \$62,330 increase, or 2.6% in replacement tax revenue from the amount budgeted for 2011/12. This projection is based on the Illinois Municipal League estimate. The projection for the next five years assumes annual increases of 2.0%.

Sales Tax Sales and use taxes are 9% of total General Fund revenue. The sales tax rate within the City of Rock Island is 7.5%. The State of Illinois collects the sales tax and distributes it to the city on a monthly basis. The tax of 7.5% is distributed as follows:

| | |
|---------------------|-------|
| State of Illinois | 5.00% |
| Rock Island County | 0.25% |
| City of Rock Island | 2.25% |

The city's portion of the tax has two components; the state mandated 1.00% and the local option sales tax of 1.25% which the city began collecting September 1, 1991. (The local option sales tax was increased from .75% to 1.5% on April 1, 2010.)

The budget projection for the next five years assumes annual increases of 1.0%. (Also see sales tax trends in the financial summary section of this document.)

Food and Beverage Tax This tax on the retail purchase of prepared food and liquor was effective April 1, 2004. It was increased from 1.0% to 1.5% effective April 1, 2011. It is projected to produce \$830,000 in FY 2013.

Gasoline Tax On April 6, 1987, the city imposed a user tax of \$.01 on retail and bulk purchases of motor fuel with the city. This tax was increased to \$.02 effective March 1, 2010. This tax is collected monthly from bulk fuel users and retail fuel establishments. Gasoline tax revenue represents less than 1% of total General Fund revenue. No growth is projected for gasoline tax.

Licenses & Permits. The two components of this revenue category are Business Licenses and Permits and Non-Business Licenses and Permits. Combined, they make up 2.8% of General Fund Revenues. Budgeted revenue is up \$137,020.

Federal, State & Local Grants. This is a category which fluctuates from year to year as the City receives grants which are one time grants and nonrecurring from year to year. It also includes state reimbursements for basic training of new police officers and fire fighters. Grant revenue is down \$123,560 or -203% from FY2011/12. Last fiscal year grant revenue was down \$182,259 or 65% from the previous year.

Charges for Services. Charges for services includes billings for the city ambulance services and other miscellaneous public health and public safety services. Total charges for services increased \$555,557. For FY2012/13, the City increased refuse collection fees from \$2 per month to \$4 per month, resulting in an increased budget of \$348,000. Increases also include \$65,000 for ambulance services, \$44,938 for parking fines and \$36,000 for court costs/fees/charges.

Interest. Interest increased \$14,821. This projection is based on 2011/12 experience.

Transfers. Included are General Fund charges to other funds for administrative services and operating transfers. Transfers increased \$51,191 or 1%.

The following schedule is a summary of budgeted general fund expenditures for the fiscal year ended March 31, 2013 and the percentage of increases and decreases in relation to the prior year budget.

| General Fund | 2012 Budget | 2013 Proposed | Percent of total | Increase (decrease) | Percent increase (decrease) |
|------------------------|----------------|------------------|---------------------|------------------------|-----------------------------------|
| Personnel Services | 22,703,879 | 23,309,983 | 66.2% | 606,104 | 2.7% |
| Supplies | 1,405,752 | 1,409,763 | 4.0% | 4,011 | 0.3% |
| Services | 7,815,636 | 7,676,792 | 21.8% | (138,844) | -1.8% |
| Other | 177,437 | 171,530 | 0.5% | (5,907) | -3.3% |
| CED Loan/Program Costs | 51,790 | 51,690 | 0.1% | (100) | -0.2% |
| Capital | 51,210 | 105,000 | 0.3% | 53,790 | 105.0% |
| Transfers | 270,729 | 370,703 | 1.1% | 99,974 | 36.9% |
| Other | 1,975,390 | 2,100,118 | 6.0% | 124,728 | 6.3% |
| | 34,451,823 | 35,195,579 | 100.0% | 743,756 | 2.2% |

Personnel costs: Sixty-six percent of general fund expenditures are personnel related. Personnel costs are up 2.76% or 626,222. Health insurance increased 319,396 or 15.25%. Pensions increased 4.58% or 233,183.

Supplies: Supplies are four percent of total general fund expenditures. Supplies increased less than 1%.

Services: Services, which makes up twenty-two percent of the general fund budget, reflects a 1.8% decrease, or \$138,844. Within this category, there is a decrease of 523,791, for service contracts primarily related to projects that are now finished as well as \$85,273 decrease in waste disposal services. This is offset by an increase in budgeted fleet maintenance of almost \$248,729.

Other: Other is less than one percent of total expenditures. This category decreased slightly by \$5,907.

Programs: This category makes up less than one percent of the total General Fund budget and reflects a decrease from the prior year by \$100. The distribution of \$50,000 to Rock Island social service agencies as a Community and Economic Development program is reflected within this category.

Capital: Though Capital is up 105%, it makes up less than 1% of the General Fund budget. Expenditures included in this category include the fiber optic infrastructure extension for \$80,000 and the access channel upgrade at \$25,000.

Transfers: Transfers to other funds total \$370,703. See table 15 in the miscellaneous section for detail of all transfers.

Contingency: City financial policies set the General fund contingency at 1% of budgeted expenditures. Based upon this policy, a general fund contingency of \$360,000 is required. This budget exceeds this requirement and reflects a contingency of \$470,000. Bad Debt for ambulance billings decreased \$ 50,000.

General Fund Balance

It is the policy of the City to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year, it is the City's goal to maintain a positive unrestricted and undesignated balance at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. Any general fund balance in excess of this requirement will be transferred to the capital improvements fund at the completion of the annual audit.

Although the financial condition of the General Fund has improved dramatically over the past twenty years, it remains a concern to the city. Decreasing state shared revenue from the income and replacement taxes, increasing operational costs (most notably employee benefits), flat sales tax revenues and the highly competitive nature of the gaming industry point to a need to be cautiously optimistic regarding the financial future of this fund.

Another concern is that future General Fund revenues are predicted to be relatively flat and statewide distributed tax revenue is projected to decline. The five-year General Fund forecast, which is included as Table 6 in the miscellaneous section of this document, anticipates modest increases in revenues. However, expenditures are anticipated to grow at a faster rate than the increases in revenues.

This five-year projection (see Table 6) is an important financial tool for the City of Rock Island. It forces a review of trends over prior years for various revenues and expenses. It also enables the city to look ahead and view the longer-term impact of decisions made today, and serves to show the outside investment community that city financial planning is a normal continual process.

The projection, however, is only a tool. The assumptions are not statements of policy and should not be interpreted as what "will" occur. Rather, the projection is an indication of the direction the city will most likely take unless actions are taken to change the pattern. Considered in this light, the five-year projection is a useful planning and budgeting tool.

Special Revenue Funds

Special revenue funds are used to account for the proceeds of specific revenue sources or to finance specified activities as required by law or administrative regulation. The city's special revenue funds and their purposes are:

#201 Tax Incremental Financing District Fund #1 Downtown Accounts for incremental sales tax receipts within the city's downtown TIF district collected and distributed by the State of Illinois, and incremental property tax receipts with the district collected and distributed by Rock Island County.

#202 Tax Incremental Financing District Fund #2 South 11th Street Accounts for incremental property tax receipts within the South 11th Street TIF district collected and distributed by Rock Island County.

#203 Tax Incremental Financing District Fund #3 North 11th Street Accounts for incremental property tax receipts within the North 11th Street TIF district collected and distributed by Rock Island County.

#204 Tax Incremental Financing District Fund #4 Jumer's Casino Rock Island Accounts for incremental property tax receipts within the Jumer's Casino Rock Island TIF district collected and distributed by Rock Island County.

#205 Tax Incremental Financing District Fund #5 Columbia Park Accounts for incremental property tax receipts within the Columbia Park development area TIF district collected and distributed by Rock Island County.

#207 Community Development Fund Accounts for revenue and expenditures for non-loan community and economic development projects, contributions and rebate programs and promotion of tourism in the Quad City area. Revenue is gained through gaming and hotel/motel taxes.

#211 Martin Luther King Jr Center Accounts for costs related to the operation of the Martin Luther King Community Center.

#212 Martin Luther King Jr Center Facility Improvement Accounts for costs related to the building expansion of the Martin Luther King Community Center.

#221 Motor Fuel Tax Fund Accounts for expenditures related to approved motor fuel tax projects. Revenue is received through the state gasoline tax which is collected and distributed by the State of Illinois.

#222 Foreign Fire Insurance Fund Accounts for Fire Department expenditures financed with the Foreign Fire Insurance tax.

#223 River Boat Gaming Fund Accounts for revenue and expenditures from river boat gaming.

#224 State Drug Traffic Prevention Fund Accounts for revenue and expenditures related to enforcement of State of Illinois drug laws. Revenue is gained from forfeiture of assets of drug dealers.

#225 DUI Fine Law Accounts for the fines and fees received for driving under the influence (DUI) offenses. Funds received are required to be used for the purchase of DUI enforcement equipment.

#226 Court Supervision Accounts for the fines and fees received for traffic violations. Funds received are required to be used for the acquisition and maintenance of police vehicles.

#227 Crime Laboratory Accounts for revenue and expenditures related to charges to other governmental entities for services provided by the city criminalist.

#241 US Department of Justice Grant Accounts for revenue and expenditures related to enforcement of federal drug laws. Revenue is gained from forfeiture of assets of drug dealers.

#242 Housing And Community Development Fund Accounts for revenue and expenditures of the Community Development Block Grant programs.

#243 Federal Drug Prevention Accounts for revenue and expenditures of funds received under federal drug forfeiture laws.

#244 Neighborhood Stabilization Accounts for revenue and expenditures related to the federal pass through Illinois Housing Development Authority Community Development Block Grant for the Neighborhood Stabilization Program (NSP) authorized under division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008.

#246 Ridgewood Business Park Accounts for revenue and expenditures related to a federal grant from the U.S. Department of Commerce/Economic Development Administration with matching funds from the city.

#251 Public Library Fund Accounts for services related to the operation of the city library.

#271 Honor Guard Contributions Accounts for revenue and expenditures related to contributions to support the police honor guard.

#272 DARE Accounts for revenue and expenditures related to police assistance provided to city schools for drug awareness education.

#273 Police Contributions Accounts for revenue and expenditures related to contributions for police programs including: animal shelter, K-9, bicycle patrol, patrol equipment, "Shop with a COP", and the senior volunteer program.

#274 Elderly Service Accounts for revenue and expenditures related to police assistance and services specifically benefiting the elderly community.

#275 Auxiliary Police Accounts for revenue and expenditures related to police assistance provided by the police auxiliary primary in the areas of traffic and crowd control.

#276 Labor Day Parade Accounts for revenue and expenditures related to the annual Labor Day parade.

#277 ESO Parade Accounts for revenue and expenditures related to the annual holiday Christmas lights bus tour for the elderly. Revenue is gained from an elderly service officer grant and donations.

#278 Adopt-A-School Accounts for revenue and expenditures related to the city adopt-a-school program that provides volunteer city employees and other forms of assistance for selected public elementary school within the City of Rock Island.

#282 Lead Grant Accounts for revenue and expenditures related to the \$1.9 million federal grant for lead abatement received September 23, 2005.

| Special Revenue | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|------------------------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Property Taxes | 7,033,080 | 7,194,904 | 30.6% | 161,824 | 2.3% |
| State & Local Taxes | 6,697,535 | 7,154,215 | 30.5% | 456,680 | 6.8% |
| Grants | 4,433,479 | 5,084,506 | 21.6% | 651,027 | 14.7% |
| Charges for Services | 583,415 | 697,599 | 3.0% | 114,184 | 19.6% |
| Investment & Loans | 56,168 | 60,629 | 0.3% | 4,461 | 7.9% |
| Contributions/Donations | 844,463 | 192,903 | 0.8% | (651,560) | -77.2% |
| Proceeds from LT liabilities | | 1,498,619 | 6.4% | 1,498,619 | #DIV/0! |
| Operating Transfers | 1,576,284 | 1,558,966 | 6.6% | (17,318) | -1.1% |
| Other | 57,250 | 50,429 | 0.2% | (6,821) | -11.9% |
| | 21,281,674 | 23,492,770 | 100.0% | 2,211,096 | 10.4% |

Property tax. Special revenue property tax revenue includes the levy for the Library (\$1,969,330) and TIF property tax increments. The levy for the Library remained the same from the FY2012 property tax extension. The remaining property tax revenue increases are due to growth in the TIF increment. The primary growth occurred in the Jumer's Casino TIF (fund #204), increasing by \$102,030 to \$2,287,313.

Other Taxes. Other tax revenues are motor fuel tax (\$1,122,335), Foreign fire insurance tax (\$31,880) and gaming tax (\$6,000,000). Gaming tax increased \$500,000 from FY2012.

Government Grants Federal grants increased \$28,542 and state grants decreased \$42,320. The major grants include Community Development Block Grant (\$1,411,280), Boating Infrastructure (\$1,528,100), Ridgewood Business Park (\$1,498,619) and Scenic Byways (\$550,000).

Operating Transfers These transfers include \$150,000 from the general fund for a share of total hotel/motel taxes and \$150,761 to the Martin Luther King Center for operations. The remaining transfers are between special revenue funds.

| Special Revenue | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|------------------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Personnel Services | 2,764,657 | 2,740,179 | 10.9% | (24,478) | -0.9% |
| Supplies | 169,546 | 203,068 | 0.8% | 33,522 | 19.8% |
| Services | 1,107,156 | 1,265,490 | 5.0% | 158,334 | 14.3% |
| Other | 1,516,614 | 1,565,130 | 6.2% | 48,516 | 3.2% |
| CED Loan/Program Costs | 4,950,338 | 3,777,392 | 15.0% | (1,172,946) | -23.7% |
| Capital | 3,826,460 | 5,674,738 | 22.6% | 1,848,278 | 48.3% |
| Transfers | 9,879,135 | 9,876,149 | 39.3% | (2,986) | 0.0% |
| | 24,213,906 | 25,102,146 | 100.0% | 888,240 | 3.7% |

Personnel. Special revenue funds with personnel expenditures include Library, Federal Programs (COPS grant) and Block Grant. Eleven percent of special revenue fund expenditures are personnel. Though health insurance and pension costs have increased, these funds have had reductions in staffing to offset these increases. The result is a slight decrease in Personnel Services of less than 1%.

Supplies. Slightly less than one percent of special revenue fund expenditures are supplies. Budgeted expenditures increased 33,522 or 20%.

Services. Five percent of special revenue fund expenditures are services. This category has a 14% increase of \$158,334.

Other. Six percent of special revenue fund expenditures are categorized as other. These expenditures increased 3% or \$48,516.

Programs. Fifteen percent of special revenue fund expenditures are categorized as programs. These decreased \$1,172,946 or 24%. Contracted services decreased \$504,522 or -19%, rental rehabs and business loans decreased \$197,474 or -25% and building and other improvements decreased \$548,382 or -145%. This is the result of decreased grant funding for these programs.

Capital. Special revenue capital is up 48% or \$1,848,278. Capital includes \$2,507,446 for Ridgewood Business Park and \$1,320,900 for transient boat docks at Schwiebert Riverfront Park.

Transfers. Transfers decreased \$2,986. Detail of transfers is located in Table 15 in the miscellaneous section of the budget.

Debt Service

The Debt Service funds are used to account for the accumulation of resources for payment of general long term debt principal, interest and related costs. Special assessment debt service on individual special assessment projects is also included here. General long-term debt is supported by transfers from other funds.

| Debt Service | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|-----------------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Property Taxes | 238,320 | 237,858 | 11.6% | (462) | -0.2% |
| State & Local Taxes | 53,804 | 45,936 | 2.2% | (7,868) | -14.6% |
| Investment & Loans | - | 5,510 | 0.3% | 5,510 | #DIV/0! |
| Other Finance Sources | 1,753,434 | 1,755,904 | 85.9% | 2,470 | 0.1% |
| | 2,045,558 | 2,045,208 | 100.0% | (350) | 0.0% |

| Debt Service | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|---------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Services | 22,470 | 23,070 | 1.0% | 600 | 2.7% |
| Devt Services | 2,313,063 | 2,225,635 | 99.0% | (87,428) | -3.8% |
| | 2,335,533 | 2,248,705 | 100.0% | (86,828) | -3.7% |

Debt (See table 16 in the Miscellaneous section for a detailed debt service schedule.)

PROPRIETARY FUND TYPES

Proprietary funds account for the City's ongoing activities that are similar to private business. The measurement focus is determination of net income. Proprietary funds are classified as enterprise or internal service funds.

Enterprise Operations

Enterprise Funds are proprietary funds that account for operations that are financed and operated in a manner similar to private business enterprise, and where the city has decided that the periodic determination of revenue earned, expenses incurred, and net income is necessary for capital maintenance, public policy, management control and accountability. The City of Rock Island's enterprise operations consist of separate and distinct activities: Sunset Marina, Waterworks, Wastewater Treatment, Stormwater Management, Park and Recreation, and Housing and Community Development Loans. The following are the city's enterprise funds:

#501 Water Operation And Maintenance Fund Accounts for the operating revenue and expenses of providing a safe and adequate water supply for fire protection, domestic and industrial usage.

#502 Water Capital 2010A BAB Accounts for the capital improvements associated with the 2010A Build America Bond issue.

#506 Wastewater Operation And Maintenance Funds Accounts for the operating revenue and expenses for maintaining a dependable system for collecting and treating the waste waters of the City of Rock Island.

#507 Stormwater Operation and Maintenance Fund Accounts for the operating revenue and expenses of maintaining a dependable system for collecting and treating the storm waters of the City of Rock Island.

#508 Wastewater Capital 2010A BAB Accounts for the portion of the 2010A Build America Bond issue associated with construction of the new city garage.

#541 Sunset Marina Fund Accounts for revenue and expenses for the operation and maintenance of Sunset Marina.

#555 Park Fund Accounts for the operating revenue and expenses associated with park and recreation activities including the fitness center (RIFAC), Saukie golf course, and Highland Springs golf course.

#581 Rehab and #584 CIRLF Loans The Housing and Community Development Loan fund accounts for loans funded by federal block grants. As loans are paid, the money is then made available for other repayable low-interest loans. These loans may be for housing rehabilitation within an established neighborhood strategy area.

#582 State Affordable Housing Accounts for the revenue and expenses associated with the issuance and collection of housing loans to home owners who fall into an established area.

#583 Community Development Loans Accounts for the revenue and expenses associated with the issuance and collection of loans made from general tax revenues (not federal or state grant funds) for city development projects.

#584 Commercial and Industrial Revolving Loans (CIRLF) The CIRLF loan fund accounts for business loans funded by federal block grants. As loans are paid, the money is then made available for other repayable low-interest loans. These loans are used for the expansion of city business.

#585 MPF Endowment Loans Accounts for the revenue and expenses associated with the pilot loan program through the Chicago Home Loan Bank.

#586 USEPA Brownfields Loans Accounts for the revenue and expenses associated with the federal US Environmental Protection Agency revolving loan program for remediation of city brownfields sites.

| Proprietary | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|-------------------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Property Taxes | 1,751,391 | 1,752,194 | 4.1% | 803 | 0.0% |
| Grants | 1,375,200 | 1,662,000 | 3.8% | 286,800 | 20.9% |
| Charges for Services | 18,275,210 | 18,360,305 | 42.5% | 85,095 | 0.5% |
| Program Fees | 419,285 | 385,592 | 0.9% | (33,693) | -8.0% |
| Concessions | 471,990 | 461,952 | 1.1% | (10,038) | -2.1% |
| Rents and Royalties | 752,370 | 766,430 | 1.8% | 14,060 | 1.9% |
| Transfers | 705,757 | 547,808 | 1.3% | (157,949) | -22.4% |
| Investments and loans | 574,728 | 569,648 | 1.3% | (5,080) | -0.9% |
| Contributions/donations | 17,500 | 22,850 | 0.1% | 5,350 | 30.6% |
| Bond Proceeds | 15,622,027 | 18,586,905 | 43.0% | 2,964,878 | 19.0% |
| Other | 80,160 | 130,222 | 0.3% | 50,062 | 62.5% |
| | 40,045,618 | 43,245,906 | 100.0% | 3,200,288 | 8.0% |

Property Tax – The Park fund activities are supported by property tax. The levy remained the same from the fiscal 2012 property tax extension.

Government Grants – Federal grants increased \$286,800. State grants of \$475,000 for Douglas Park and \$600,000 for Old Chicago Park are included in the park fund.

Charges for services – FY2012 does not include any rate increases. Budgeted revenue from water charges is \$5,600,000, wastewater charges \$7,821,799 and stormwater charges \$1,648,000. In total, charges increased \$85,095 from FY2012.

Rents and royalties - The budget includes the lease of water tower space to cellular telephone companies and golf cart rentals.

Bond proceeds – Bond Proceeds consist mainly of \$18,483,000 from Illinois Environmental Protection Agency (IEPA) to construct a Wet Weather Treatment System that is a major component of the USEPA mandated Long Term Control Plan.

Operating transfers – Transfers decreased \$157,949 Table 15 in the Miscellaneous section details inter-fund transfers.

| | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|--------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Personnel | 6,736,902 | 6,840,128 | 15.5% | 103,226 | 1.5% |
| Supplies | 2,061,991 | 2,189,523 | 5.0% | 127,532 | 6.2% |
| Services | 5,107,210 | 4,718,336 | 10.7% | (388,874) | -7.6% |
| Other | 110,872 | 112,379 | 0.3% | 1,507 | 1.4% |
| Programs | 971,700 | 964,973 | 2.2% | (6,727) | -0.7% |
| Capital | 20,593,240 | 22,611,000 | 51.3% | 2,017,760 | 9.8% |
| Debt Service | 2,625,555 | 2,604,698 | 5.9% | (20,857) | -0.8% |
| Transfers | 1,670,443 | 1,776,345 | 4.0% | 105,902 | 6.3% |
| Other | 2,125,550 | 2,274,504 | 5.2% | 148,954 | 7.0% |
| | 42,003,463 | 44,091,886 | 100.0% | 2,088,423 | 5.0% |

Personnel. Enterprise funds with personnel expenditures include Water, Wastewater, Stormwater, Sunset Marina, and Park. Personnel expenses increased \$103,226 or 1.5%.

Supplies. Supply expenses increased \$127,532 or 6%.

Services. Services decreased \$388,874 or 7.6% for wastewater and stormwater.

Programs. Programs decreased slightly less than 1%.

Capital. See Table 1 in the miscellaneous section of the document for a listing of capital projects. Major capital projects are the long-term control plan in the wastewater fund and construction of Old Chicago and Douglas parks budgeted in the park fund.

Debt. Debt service is down 1% due to the savings from the 2003 general obligation bonds in August, 2011.

Transfers. See Table 15 in the miscellaneous section of the document for a listing of transfers.

Internal Service Operations

Internal Service Funds account for the financing of goods or services provided by one department to other departments of the city on a cost reimbursement basis. In all these funds, revenue is generated by charging the costs of services provided to the user departments. The City of Rock Island has the following four Internal Service Funds:

#601 Fleet Maintenance Fund The Fleet Maintenance fund provides for the maintenance and repair of vehicles used in the operation of City services. Revenue is from rental charges to user departments. Expenses include costs of labor, materials, supplies and services. Replacement of equipment is part of the rental rate for equipment.

#602 Fleet Amortization Fund The Fleet Amortization fund provides for the purchase of vehicles used in the operation of City services. Replacement of equipment is part of the rental rate for equipment.

#606 Engineering Fund This fund provides engineering services for all capital and major infrastructure maintenance projects.

#609 Hydroelectric Plant This fund accounts for operational and capital costs associated with the city owned hydroelectric facility that supplies electricity to certain city facilities.

#621 Self Insurance Fund The Self-insurance Fund accounts for premium and claim payments for workers' compensation, general liability and property insurance. The revenues and expenditures in this fund fluctuates depending on the volatility of claims encountered.

#626 Employee Health Benefit Fund The Employee Health Benefit Fund accounts for premium and claim payments for the self-insured group health insurance plan for City employees provided through Blue Cross Blue Shield administration.

| | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|-----------------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Government grants | 45,000 | 45,000 | 0.3% | - | 0.0% |
| Charges for services | 114,200 | 192,545 | 1.4% | 78,345 | 68.6% |
| Employer contribution | 4,461,862 | 4,673,622 | 34.9% | 211,760 | 4.7% |
| Employee contribution | 1,129,423 | 1,194,119 | 8.9% | 64,696 | 5.7% |
| Retiree contribution | 813,674 | 966,563 | 7.2% | 152,889 | 18.8% |
| Engineering | 1,286,001 | 1,339,470 | 10.0% | 53,469 | 4.2% |
| Equipment maintenance | 3,678,449 | 3,690,404 | 27.5% | 11,955 | 0.3% |
| Hydroelectric charges | 228,766 | 233,501 | 1.7% | 4,735 | 2.1% |
| Investment & Loans | 19,597 | 25,033 | 0.2% | 5,436 | 27.7% |
| Transfers | 1,233,476 | 989,625 | 7.4% | (243,851) | -19.8% |
| Other | 36,450 | 56,000 | 0.4% | 19,550 | 53.6% |
| | 13,046,898 | 13,405,882 | 100.0% | 358,984 | 2.8% |

Charges for services – Included are receipts from damage to city property, equipment repairs and street cuts.

Employer contributions - The employer share for health and liability insurance premiums increased \$211,760 or 5%.

Employee contributions - The employee share of health premiums increased \$64,696 or 6%.

Retiree contributions – The retiree share of health premiums increased 18.8% or \$152,889.

Transfers – Transfers decreased \$243,851 due to the creation of the Fleet Amortization fund and the associated transfer to the Fleet Maintenance fund for the purchase of new fleet equipment.

| | Adopted Budget 2012 | Proposed Budget 2013 | Percent of total | Increase (decrease) | Percent increase (decrease) |
|---------------|---------------------|----------------------|------------------|---------------------|-----------------------------|
| Personnel | 2,138,062 | 2,161,684 | 15.9% | 23,622 | 1.1% |
| Supplies | 1,438,647 | 1,352,064 | 9.9% | (86,583) | -6.0% |
| Services | 6,584,146 | 7,091,694 | 52.1% | 507,548 | 7.7% |
| Other | 15,000 | 17,285 | 0.1% | 2,285 | 15.2% |
| Capital | 944,690 | 865,081 | 6.4% | (79,609) | -8.4% |
| Debt Services | 170,083 | 172,505 | 1.3% | 2,422 | 1.4% |
| Transfers | 1,366,063 | 1,273,174 | 9.4% | (92,889) | -6.8% |
| Other | 719,617 | 676,055 | 5.0% | (43,562) | -6.1% |

Personnel. The increase in Personnel is primarily the result from increases in health benefit costs and Illinois Municipal Retirement Fund (IMRF) pension costs.

Supplies. Supplies are down 6% or \$86,583. Most of this is due to automotive equipment supplies which are down \$68,926 or 14%.

Services. Services increased \$507,548, or 7.7%. Most of this is due to increased insurance claims, premiums and legal settlements. These increased \$398,030.

Capital. Fleet equipment replacement purchases less trade-in value are budgeted at \$865,081. This is a decrease of \$79,609 from FY2012. See Table 1 in the miscellaneous section of the document for a listing of fleet purchases.

Debt Service. Debt was issued for renovation of the hydroelectric plant.

Contingency. Amounts include depreciation and contingency expense.

FIDUCIARY FUND TYPES

Trust and Agency Funds are used to account for assets held by the city as a trustee or agent for individuals, private organizations and other governmental units. The following are the city's fiduciary fund types:

#701 Fire Pension Fund The pension trust fund accounts for the firemen's pension. Revenue includes property taxes, contributions from participants and interest earned. Total assets of the Fire Pension fund were \$24,063,270 at March 31, 2011.

#706 Police Pension Fund The pension trust fund accounts for the police officer's pension. Revenue includes property taxes, contributions from participants and interest earned. Total assets of the Police Pension Fund were \$29,861,523 at March 31, 2011.

#711 Cafeteria Plan Accounts for revenue and expenditures related to the maintenance of the Section 125 Cafeteria Plan.

CAPITAL IMPROVEMENTS

Proposed 2012/13 capital and infrastructure maintenance projects included in this operating budget are \$36,684,348. Detail of the 2012/13 capital outlay and major infrastructure maintenance projects is in the Miscellaneous section, Tables 1 and 2.

Capital assets include property, plant, equipment and infrastructure assets (e.g. roads, bridges and similar items). They are budgeted in the applicable governmental or business-type fund. Capital assets are defined by the City of Rock Island as assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical costs if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is not included as part of the capitalized value of the assets constructed.

Property, plant and equipment of the City of Rock Island, as well as the component units, are depreciated using the straight-line method over the following estimated useful lives:

| <u>Asset</u> | <u>Years</u> |
|-----------------------------------|------------------------------|
| Buildings | 10 to 40 |
| Improvements other than buildings | 5 to 40 |
| Machinery and equipment | 3 to 20 |
| Waterworks system | 5 to 40 |
| Wastewater treatment system | 10 to 40 |
| Bridges and approaches | 10 to 67 |
| Marina facilities | 10 to 20 |
| Infrastructure | 50 to 100 |
| | (1969 to present = 50 years) |
| | (before 1969 = 100 years) |

OTHER INFORMATION

Debt Administration

At March 31, 2012, the City of Rock Island had \$36,623,333 general obligation outstanding. Property tax revenue is not used for general obligation debt. Moody's Investors Service assigned a rating of AA2 to the City's 2010 general obligation bonds.

With the adoption of the 1970 Illinois Constitution any municipality with a population of 25,000 or more automatically became a Home Rule city. Prior to 1970, municipalities had only those powers specifically granted by the legislature. Under Home Rule, local governments are given all powers not specifically denied by the Illinois legislature. Home rule cities have unlimited power to incur debt payable from property taxes and other revenue, such as sales tax allotments. Rock Island is a home rule city. Therefore, the city has no legal debt limits and schedules concerning tax levy ceilings and computations of legal debt margins are not included in this budget.

Cash Management

Cash temporarily idle during the year was invested in time deposits, certificates of deposit, obligations of the U. S. Treasury, and repurchase agreements. The Police Pension Fund achieved an actuarially computed rate of 5.59 % and the Fire Pension fund achieved a rate of 5.05 % over the past ten years. (The pension fund rates are net of all investment and monitoring fees. City investments earned \$364,241 for the year ended March 31, 2011.

The City's investment policy was formally adopted by City Council during the fiscal year ended March 31, 1990. The objective of this policy is to minimize credit and market risks while maintaining a competitive yield on the portfolio. Accordingly, deposits were generally insured by federal depository insurance or collateralized. All collateral on deposits was held either by the City, its agent or a financial institution's trust department in the City's name.

Risk Management

The City of Rock Island accumulates resources in two internal service funds, the Self-Insurance Fund and Employee Health Benefit Fund to meet potential losses from workers' compensation, general liability, property and health benefit claims. Various risk control techniques, including employee accident prevention training, have been implemented in past years to minimize accident-related losses. Additionally, the City carries stop-loss coverage for most of these self insured areas.

Independent Audit

State statutes require an annual audit by independent certified public accountants. The firm of Eide Bailly, LLP was selected by the Rock Island City Council. In addition to meeting the requirements set

forth in state statutes, the audit also was designed to meet the requirements of the federal Single Audit Act of 1984 and related OMB Circular A-133. Generally accepted auditing standards and the standards set forth in the General Accounting Office's *Government Auditing Standards* were used by the auditors in conducting the engagement.

Awards

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Rock Island for its comprehensive annual financial report for the fiscal year ended March 31, 2011. This was thirty-first year that the City of Rock Island has received this prestigious award. In order to be awarded a Certificate of Achievements, the City of Rock Island published an easily readable and efficiently organized comprehensive annual financial report. This report satisfied both generally accepted accounting principles and applicable legal requirements.

The City of Rock Island has received the GFOAs Award for Distinguished Budget Presentation for its annual budget for twenty-five consecutive years. In order to qualify for the Distinguished Budget Presentation Award, the City of Rock Island's budget document was judged to be proficient in several categories including policy documentation, financial planning and organization.

Summary

Council goals continue to stress the importance of economic development activities to increase property values and generate retail sales. Increased economic development will also have a positive effect on utility tax revenue and assessed valuations. The city must continue efforts to increase property values and retail sales, because it relies heavily on the property tax to support the General Fund. Property values that suffered steady steep declines in the 1980's have increased at a steady rate during the past decade. The city anticipates that recovery from this decline will take several years.

FINANCIAL TREND MONITORING SYSTEM

Introduction:

The financial trend analysis is intended as a first step in the City's budget process and uses data available as of July, 2011. Where possible, this data is taken from the City's most recent audited financial reports, which in this case is the Comprehensive Annual Financial Report for the Year Ended March 31, 2010. Ideally, the report provides a historical perspective and identifies potential financial problems before they occur. The report is a general overview of the City and therefore, does not draw specific conclusions. It does, however, reinforce current economic development directions set by the City Council during annual goal setting meetings by highlighting familiar revenue concerns such as the property tax, sales tax and the gaming tax.

The focus of the report is governmental fund types. These are the funds that finance general city operations. Governmental funds include the General, Special Revenue and Debt Service funds. Enterprise and Internal Service funds are not included in most of the analysis because they are largely financed by user charges. Some financial indicators were selected from the International City Management Association - Financial Trend Monitoring System. Others were developed from City financial reports or from data obtained from other cities, the Illinois Department of Labor, the Illinois Department of Revenue and the Bi-State Regional Commission. The financial indicators are grouped in six categories:

Community Growth Trends:

These five trends were developed to provide information about trends in the community that influence the financial performance of the City. Trends include Assessed Value, Assessed Value by Township, and Assessed Value by Property Type, Population, and Unemployment Rate.

Comparative Trends:

This data compares the financial picture of the City of Rock Island to other Illinois communities. Rock Island "competes" with other cities for resources like consumer dollars and tax revenues. These charts compare population, property tax revenue, sales tax revenue and home values. They are important not only as a measure of financial performance but also to gauge the competitiveness of the City of Rock Island.

Revenue Trends:

These revenue trends continue the analysis of property and sales taxes from the preceding section. Trends for all major tax revenues are included in this section in addition to the property and sales tax charts.

Expenditure Trends:

Major components of City expenditures are personnel and capital costs. The three trends included in this section are Expenditures per Capita, Fringe Benefits and Capital Expenditures.

Balance Sheet Trends:

These charts focus on the General Fund. Included are charts showing trends of fund balances, liabilities, operating deficiencies and liquidity.

Debt Service Trends:

Debt Service trends, which provide an overview of total City debt, include charts showing self supported debt, gross bonded debt and overlapping debt.

Overview of Findings:

What's Positive?

In general, this report shows that Rock Island has been able to weather the recent economic downturn despite a significant loss in statewide shared tax revenue and increased costs for employee benefits.

The City's 2010 general obligation bonds were rated Aa2 by Moody's Investors Service. Moody's indicates that the "Aa2 rating incorporates the expectation of moderate long-term tax base growth and diversification in the City's tax base, historically stable financial operations with healthy reserves and financial flexibility, and above average yet manageable debt burden." At March 31, 2009 the City achieved a five year goal to move the General Fund reserves a 60-day to 90-day balance of the subsequent year's expenditures. The City expects to end fiscal 2011 in compliance with this 90 day General Fund reserve policy. Additionally, City financial policies require that any surplus exceeding the 90 day target balance will be transferred to the City's capital fund."

Points of Concern

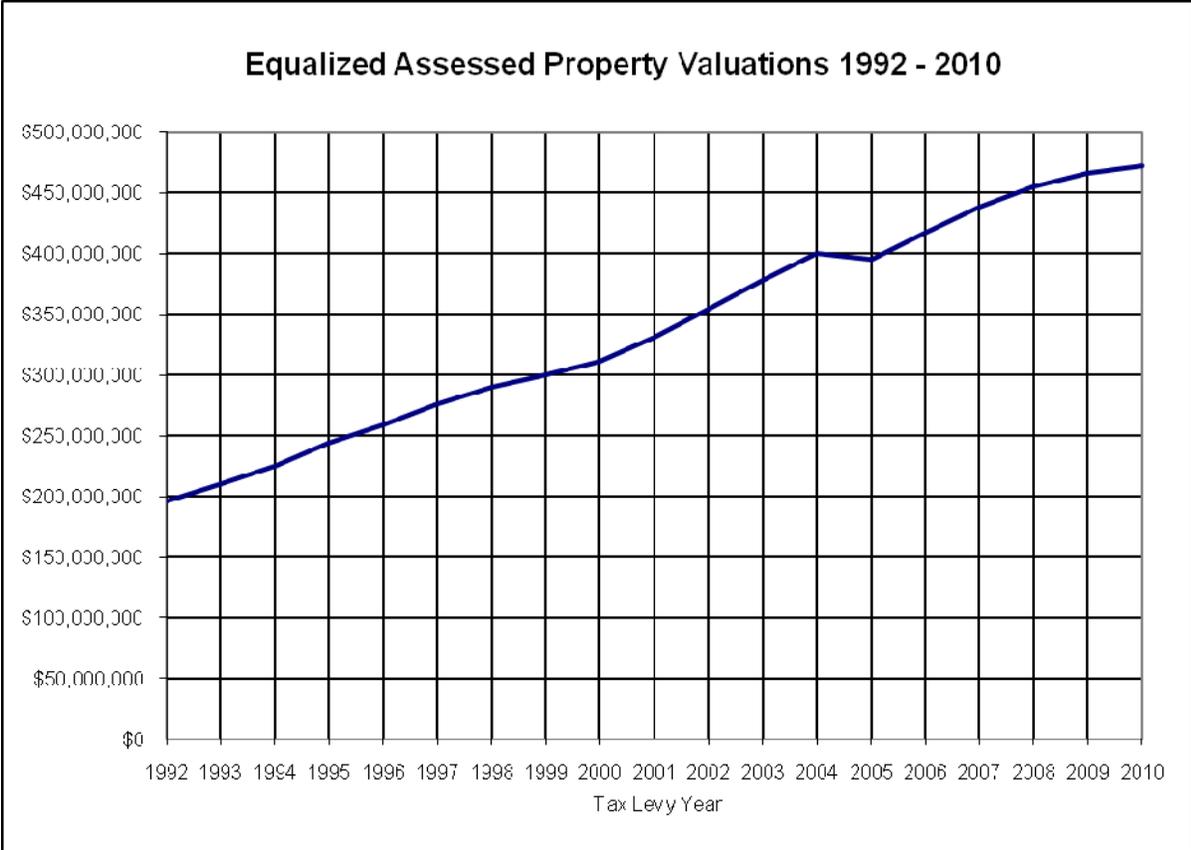
The report also shows that the City must continue efforts aimed at increasing property values and retail sales. Although property values continue to increase and property tax rates have been held steady, Rock Island's property tax rate is the second highest of the cities surveyed both for the municipal portion and the total property tax rate. Rock Island also does not compare well to other cities with sales tax revenue per capita.

To address these concerns, the Rock Island City Council has consistently identified community and economic development as a top priority and has supported a number of initiatives directed at creating and retaining jobs in the community, expanding the City's tax base and promoting the City as "Rock Solid, Rock Island".

Detail of economic activity can be found in the budget digest.

One final concern has been the revenue mix. The "Elastic Tax Revenues" chart shows that elastic tax revenues as a percentage of net operating revenue have been unchanged for most of the past two decades. They are at approximately the same level that they were in 1990. This report indicates two major problems with the revenue mix - low sales tax receipts and a high municipal property tax rate. Realistically, Rock Island may not achieve parity in sales tax revenues, since it is not central to the regional retail marketplace. The recently announced plan by the City's only automobile dealer to relocate to Moline highlights this challenge. Therefore, Rock Island should focus on increasing property values and continuing to reduce the property tax rate. The rate can be reduced by increases in property values, reducing costs of City services or changing the City revenue mix to provide additional revenues for operations from other sources. The increase in the local option sales tax rate effective for the FY2011 budget and the increase in the local food and beverage tax rate effective for the FY 2012 budget should positively impact elastic tax revenue.

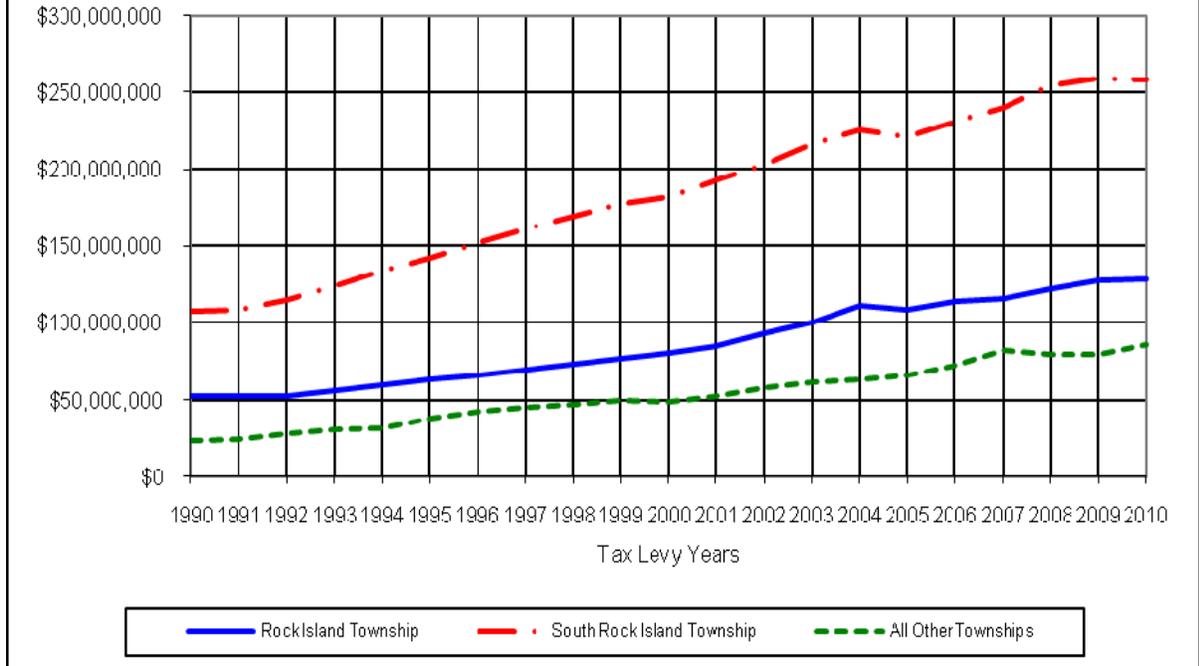
COMMUNITY GROWTH TRENDS



INDICATOR DESCRIPTION: Property tax is approximately 25% of total General Fund revenue, so changes in property assessments have a significant impact on the General Fund. Assessed valuation is the value of all real property in a taxing district. In Rock Island, property is assessed at 1/3 of market value. The tax rate is applied to each hundred dollars of assessed valuation. This chart shows actual City property valuations by the year of assessment. Taxes assessed and levied in the assessment year are collected in the following year.

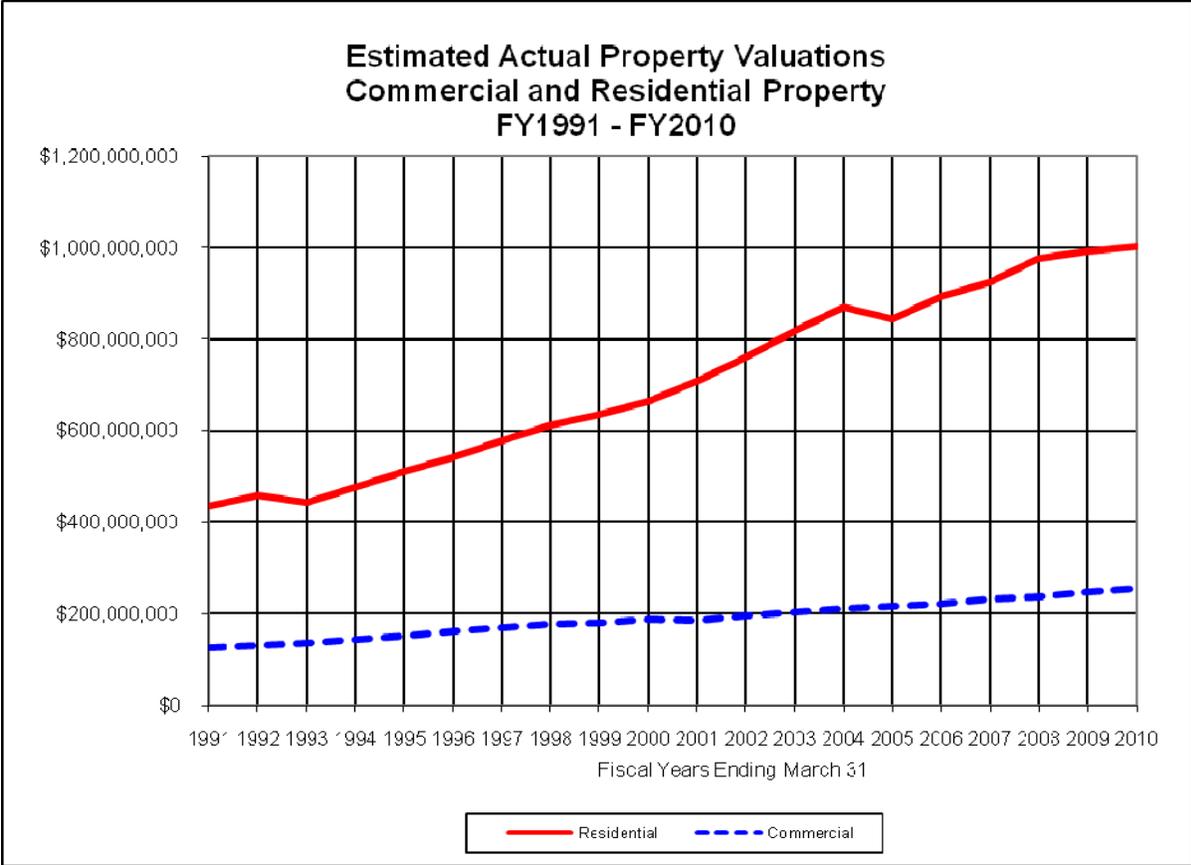
TREND ANALYSIS/CONCLUSION: Assessed valuations in the City of Rock Island increased 62% from \$185,512,063 in 1991 to \$300,331,061 in 1999. Since 1999, property values increased by 29% to an estimated \$400,648,759 for 2004. In 2005 the City experienced a slight decrease to \$395,707,115 due to a change in state law associated with property tax exemptions. For 2010, the City experienced an increase to \$472,460,100. Over the last nineteen years, property values have increased on average 4.78% per year with the increase in 2010 being 1.35%.

Equalized Assessed Property Valuations City of Rock Island Townships 1990 - 2010



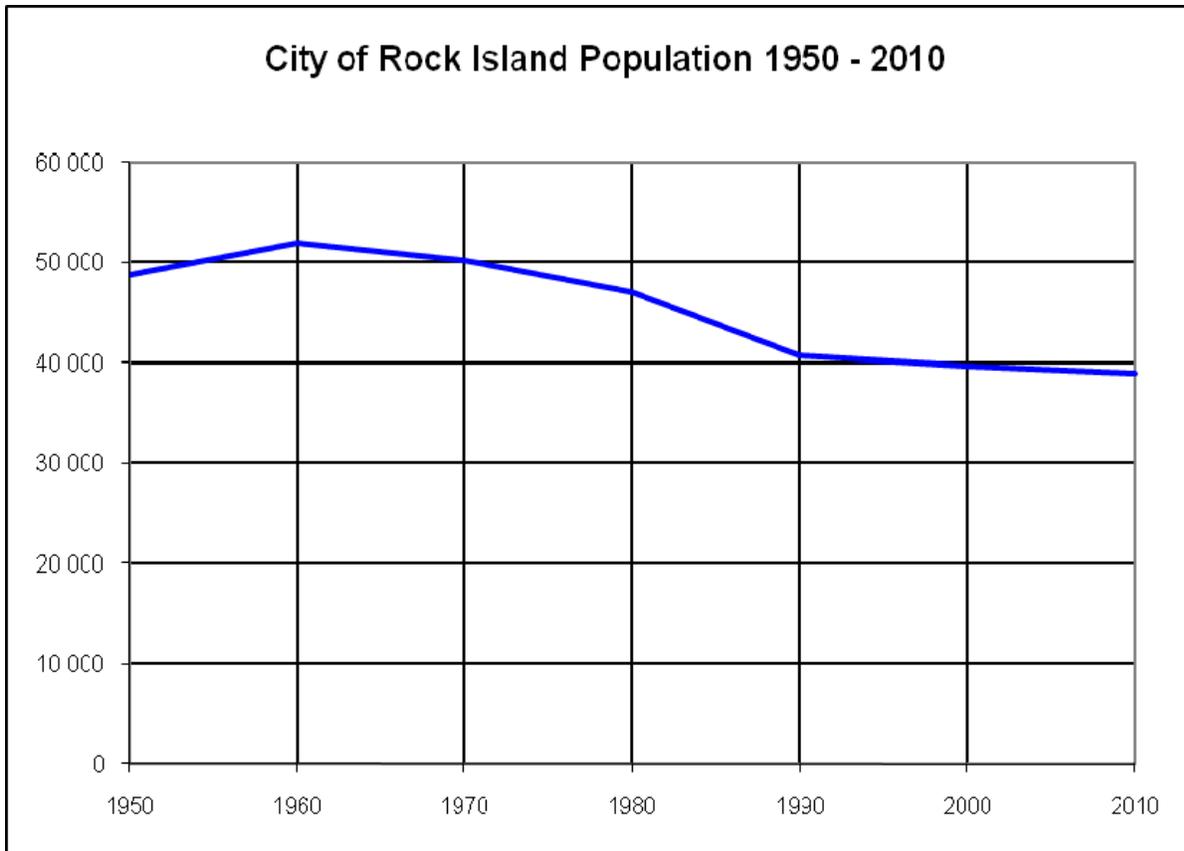
INDICATOR DESCRIPTION: Two townships, Rock Island and South Rock Island, are the principal townships in the City. Portions of Blackhawk and South Moline Townships are also within the City. The older and downtown portions of the City are contained in Rock Island Township. The newer areas of the City are located in South Rock Island, Blackhawk and South Moline Townships.

TREND ANALYSIS/CONCLUSION: In the 1990's, City of Rock Island townships saw an increase in property values. During this time, property values increased at a faster rate in South Rock Island, South Moline and Blackhawk townships. For 2010, this trend changed as property values for South Rock Island Township decreased slightly (-0.12%) while Rock Island Township increased 0.68%. Blackhawk and South Moline Townships though increased 7.26%. This chart continues to point out the need for continued efforts towards improving property values in its two principal townships.



INDICATOR DESCRIPTION: The types of taxable property are: commercial, residential, industrial, farm and railroad. The majority of the taxable properties in the City are classified as commercial or residential. This chart compares commercial and residential property values from 1991 to December 31, 2009.

TREND ANALYSIS/CONCLUSION: Residential property values had almost doubled from \$433,806,712 in 1991 to \$869,508,657 in 2004, however, due to the depressed housing market, values dropped to \$843,185,790 in 2005 though they have recovered since then. Commercial property values increased at a much slower rate becoming virtually stagnant from 1999 – 2001, but subsequently resumed their steady rise and in 2010 had an increase of 2.45% compared to 1.18% for residential.



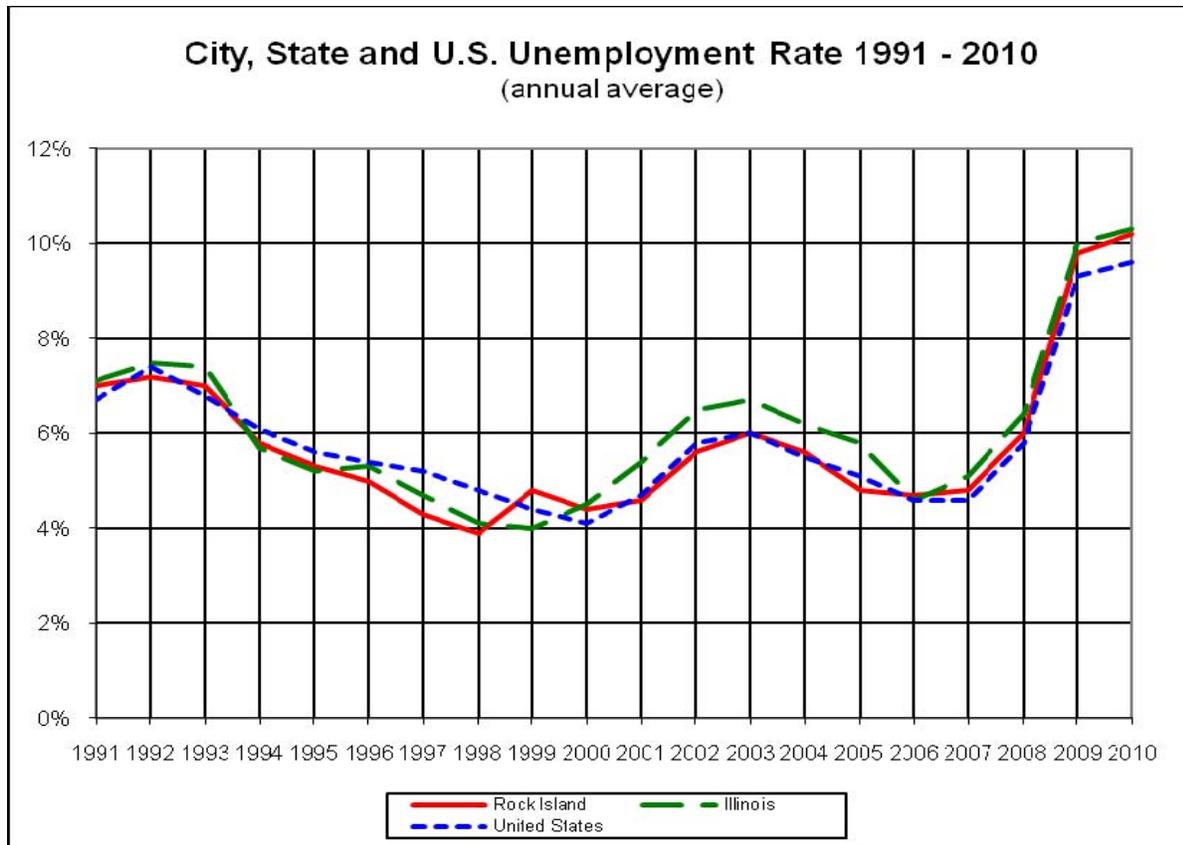
INDICATOR DESCRIPTION: This chart shows the population of the City of Rock Island over the past sixty years. The population peaked at 51,863 in 1960. Population since 1960 declined to 50,166 at the 1970 Census and 46,821 at the 1980 Census. The 1990 Census reported the City's population at 40,552, a decrease of 13.39% from 1980. The 2000 Census population of 39,684 was a decrease of 2.14% from 1990. Census figures for 2010 show a further population decline to 39,018, which is a decrease of 1.68%. At first glance a decline in population would appear to relieve the pressure for expenditures because there is less population to serve. In reality, a city faced with a declining population is rarely able to reduce expenditures in the same proportion as it is losing population because many costs such as debt service, pensions and government mandates are fixed and cannot be reduced in the short run. Therefore, a stable or growing population is key to financial stability of a community.

TREND ANALYSIS/CONCLUSION: The decline in the 1980's parallels the decline in property values during that same period. Since 1990, Rock Island's population continued to decline, but at a slower rate while property values increased. An increase in population through residential development is key to the financial future for the City of Rock Island. Plans to continue to promote development in southwest Rock Island and to encourage infill residential development in developed areas of Rock Island are planned to reverse this trend.



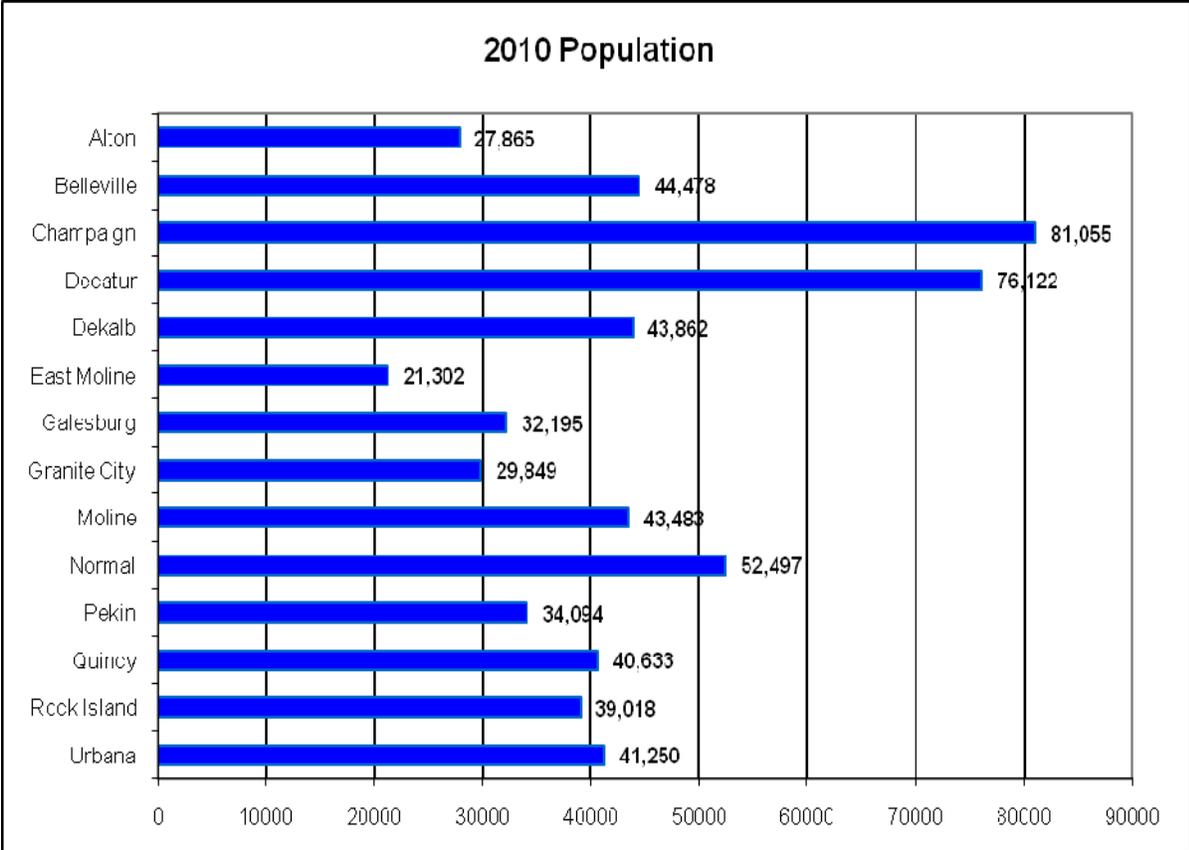
ROCK ISLAND
ILLINOIS

COMPARATIVE TRENDS



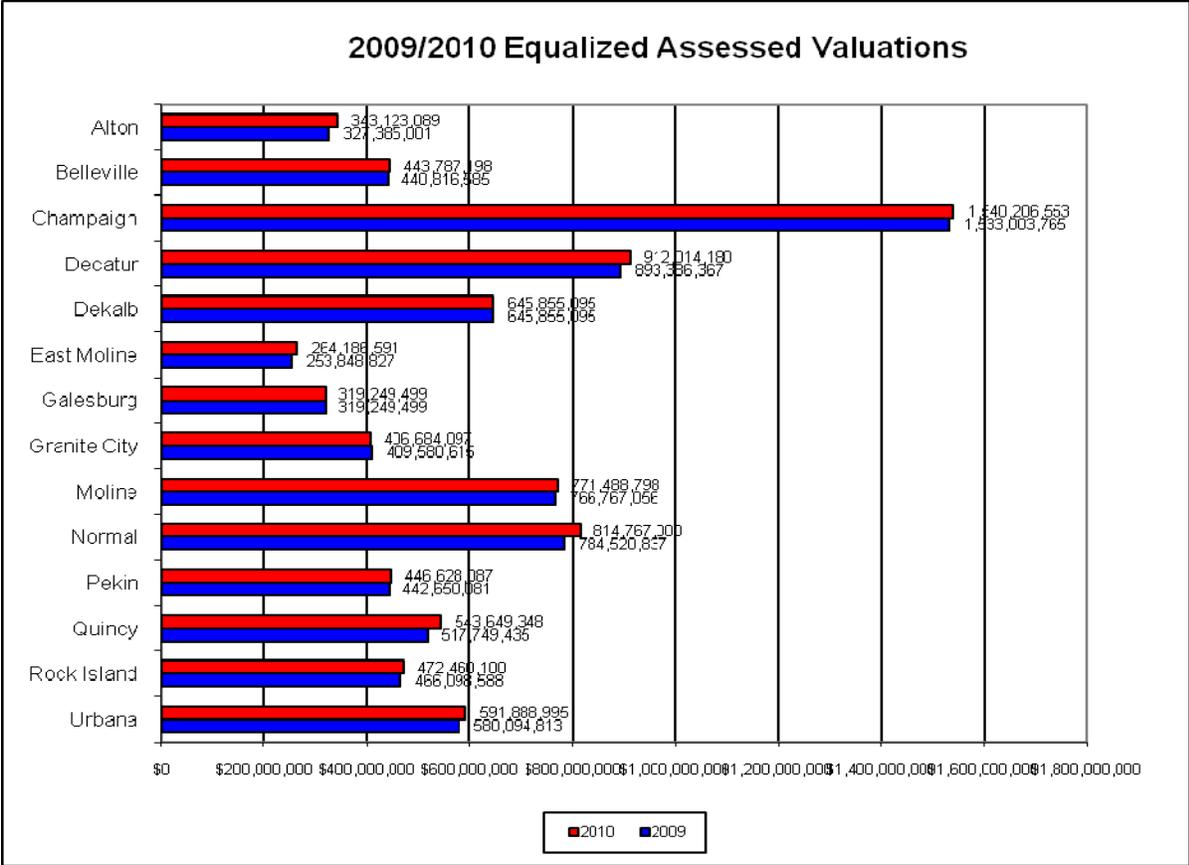
INDICATOR DESCRIPTION: This chart shows the average yearly unemployment rate for the City of Rock Island, State of Illinois, and United States of America from 1991 to 2010. The City unemployment rate, which previously peaked in 1992 at 7.2%, reached a new peak in 2010 at 10.2%. The lowest rate of 3.9% was reached in 1998 when statewide was 4.1% and the U.S. rate was 4.8%.

TREND ANALYSIS/CONCLUSION: This chart shows a dramatic decline in the City's unemployment rate between 1992 and 1998. Following 1998, the City's unemployment peaked in both 1999 and 2003 followed by a gradual decrease through 2007. Since 2007, the City's unemployment rate sharply increased in 2008 and 2009 followed by a lesser increase in 2010.



INDICATOR DESCRIPTION: 2010 Census populations for selected Illinois cities.

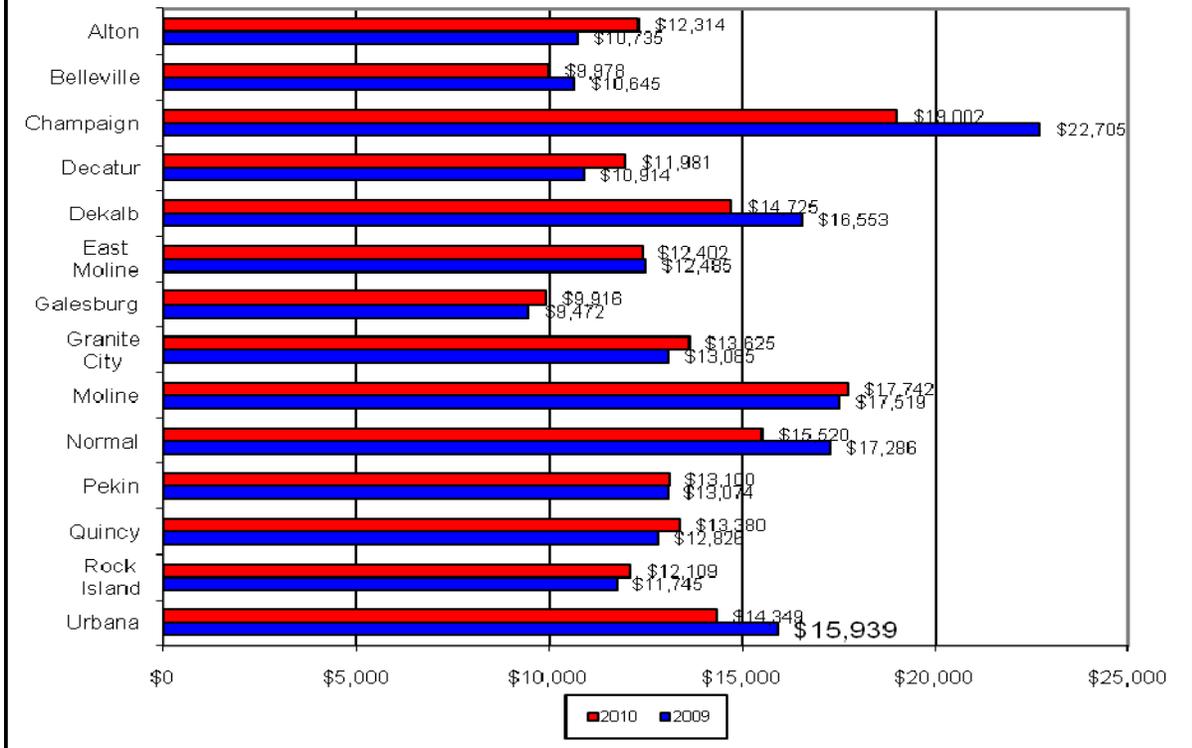
TREND ANALYSIS/CONCLUSION: Rock Island’s population is in the middle range of the fourteen cities included in the survey. Cities closest to Rock Island in population are Quincy and Urbana. Rock Island was one of six communities in this survey that declined in population from 2000 to 2010.



INDICATOR DESCRIPTION: Comparison of 2009 and 2010 property values for fourteen Illinois cities.

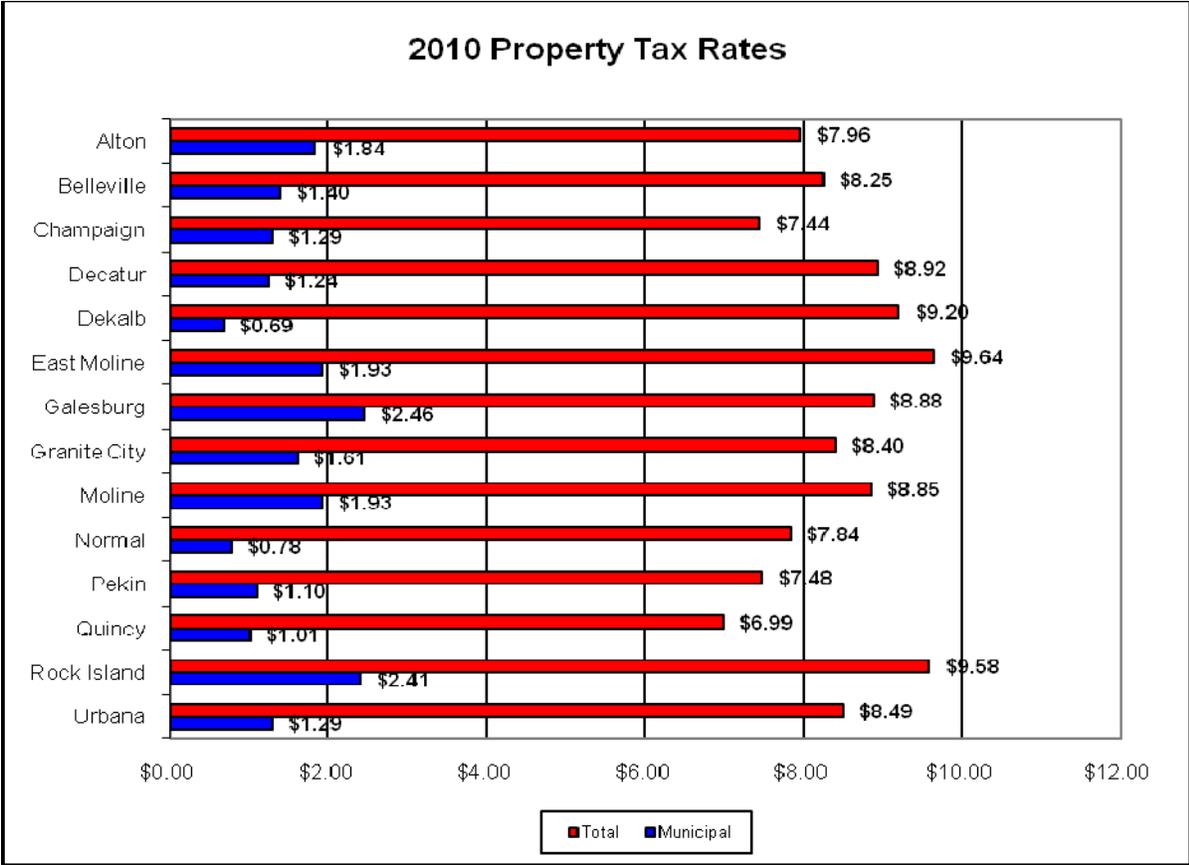
TREND ANALYSIS/CONCLUSION: Rock Island is below average for cities of comparable size included in the survey. Cities close to Rock Island are Quincy and Urbana. The property value for the City of Moline is \$771,488,798. The property value for Moline is 65% greater than the property value for Rock Island even though Moline’s population is estimated to exceed Rock Island’s by only 11%.

2009/2010 Equalized Assessed Valuation Per Capita



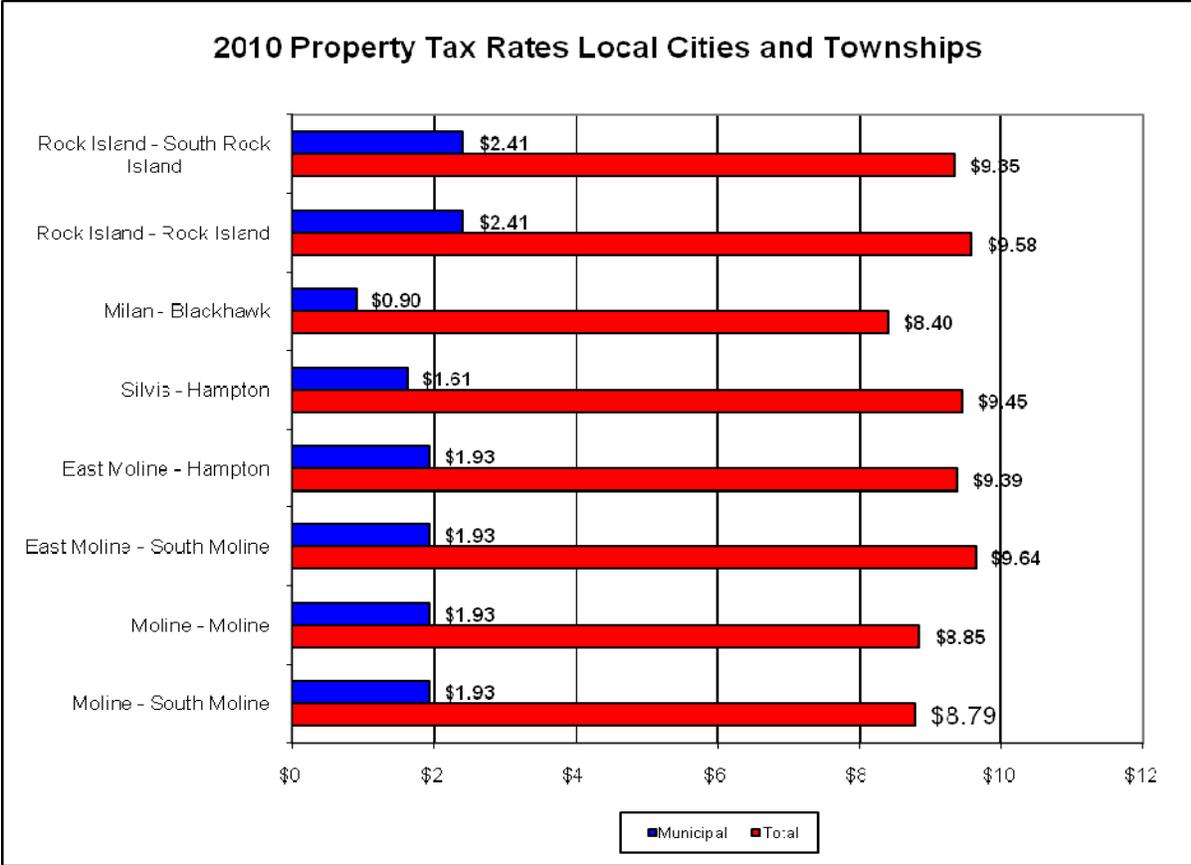
INDICATOR DESCRIPTION: The comparison of 2009 and 2010 property values per capita for fourteen Illinois cities.

TREND ANALYSIS/CONCLUSION: Of the fourteen Illinois cities included in the survey, four cities – Belleville, Decatur, and Galesburg – have lower equalized assessed valuations per capita than Rock Island. The equalized assessed valuation per capita for Rock Island has increased approximately 1.4% from the previous year.



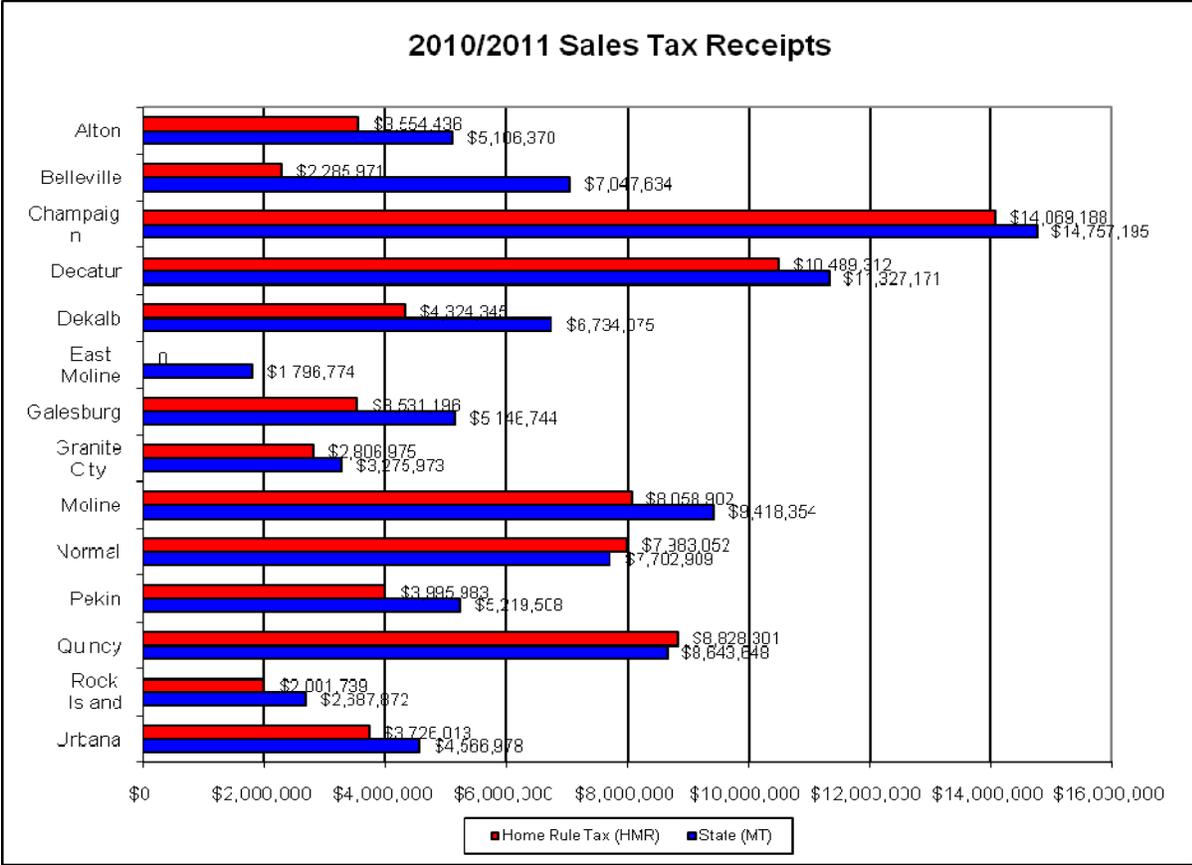
INDICATOR DESCRIPTION: The comparison of 2010 property tax rates for fourteen Illinois cities. (Taxes levied in 2010 and collected in 2011.) Shown are the municipal and total tax rates. The total tax rate includes rates for taxing bodies such as schools and other special districts and therefore compares the total tax due from a typical taxpayer.

TREND ANALYSIS/CONCLUSION: Rock Island (\$9.58) has the second highest total property tax rate and the second highest municipal rate (\$2.41) of the fourteen Illinois cities. It should be noted that prior to 2009 Rock Island was highest in both categories. The city with the total tax rate higher than Rock Island is East Moline at \$9.64, and the city with the municipal tax rate higher than Rock Island is Galesburg at \$2.46. This chart shows the need for economic development to increase property values so the property tax rate for the City can become more competitive with other cities.



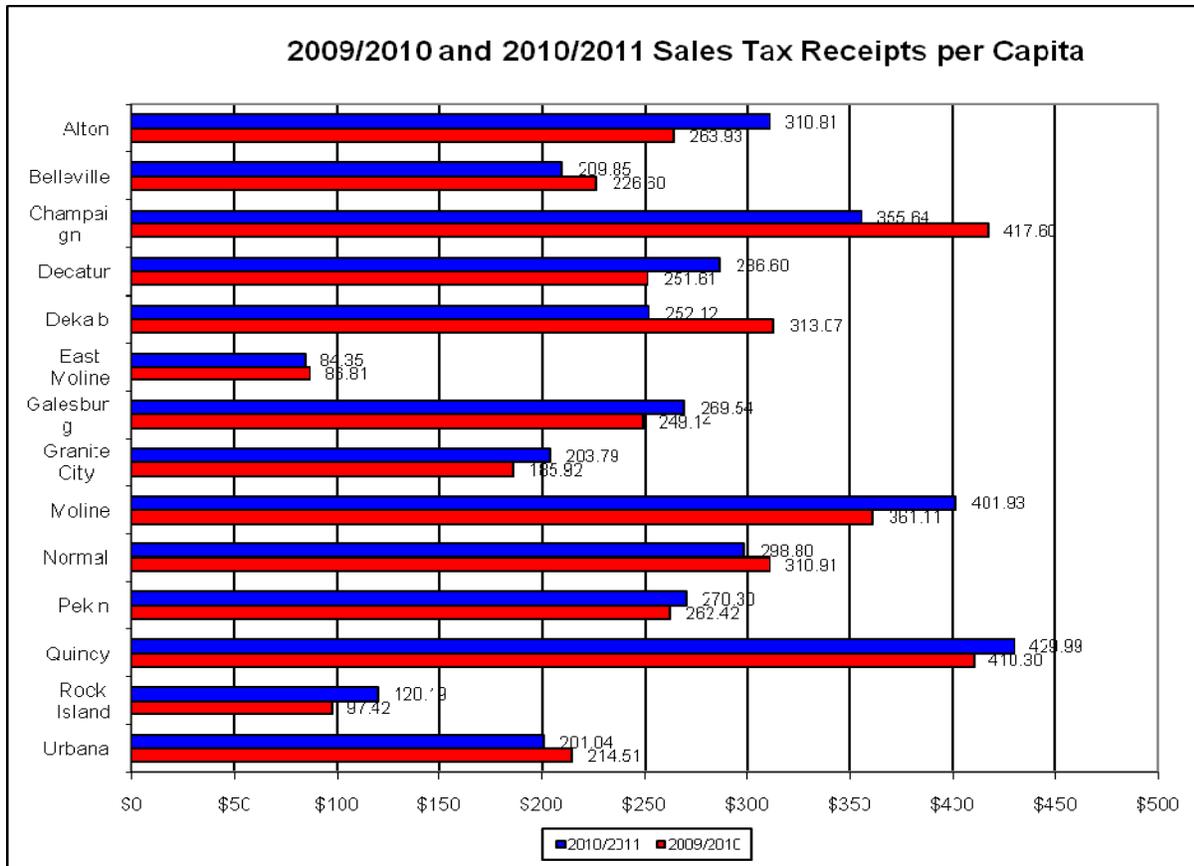
INDICATOR DESCRIPTION: This chart compares the total property tax rate and the municipal portion of that rate (including Parks and Library) for Illinois Quad-City townships. (Taxes levied in 2010 and collected in 2011.) It shows the relative tax burden for residents located within these townships. Cities that fall within these townships included in the analysis are Rock Island, Milan, Silvis, East Moline and Moline.

TREND ANALYSIS/CONCLUSION: The lowest municipal and total property tax rates are in Blackhawk Township, which includes the Village of Milan. The highest total property rate is in South Moline Township, with Rock Island Township having the second highest. The highest municipal tax rates are in Rock Island Township and South Rock Island Township. It should be noted that prior to 2009 Rock Island Township was the highest in both categories. This chart again points out the need for continued economic development efforts to attract jobs and residents to the City, so the property tax rate for the City can become more competitive with the rates of other cities.



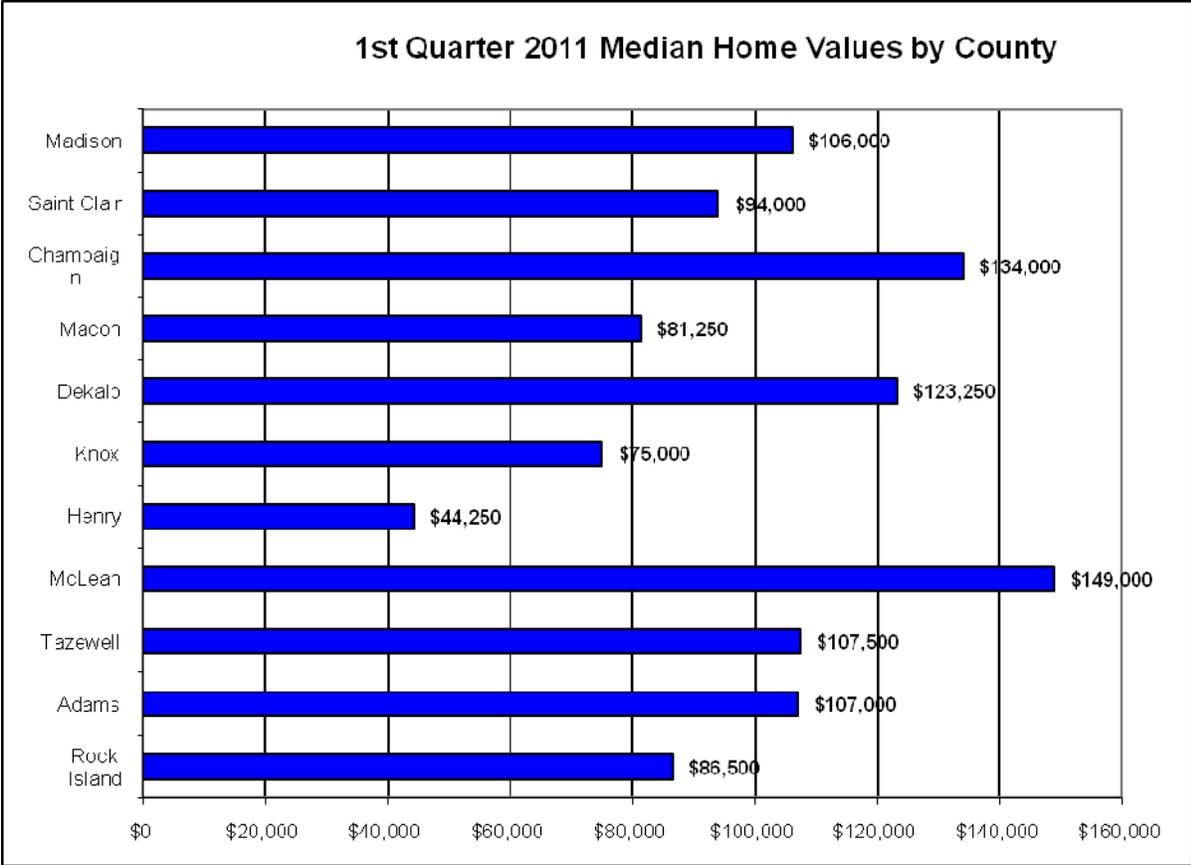
INDICATOR DESCRIPTION: Comparison of July 2010 through June 2011 sales tax collections for fourteen Illinois cities. The data for the chart came from the Illinois Department of Revenue. The State of Illinois collects 7% sales tax on sales in the City of Rock Island. The State retains the 5% portion, returns a .25% portion to Rock Island County and returns a 1.75% portion to the City. Of this 1.75% portion, 1.0% is states sales tax and .75% is the local option sales tax.

TREND ANALYSIS/CONCLUSION: Rock Island’s sales tax collections are the second lowest of the cities included in the survey with the exception of East Moline – which is not a home rule city. Because of the poor sales tax revenue, Rock Island must place a greater reliance on the property tax as a revenue source. Rock Island must place emphasis on development that will increase retail sales, or development that will increase property values, to offset the low sales tax revenue.



INDICATOR DESCRIPTION: Comparison of 2009/2010 and 2010/2011, July through June total sales tax revenue per capita for fourteen Illinois cities.

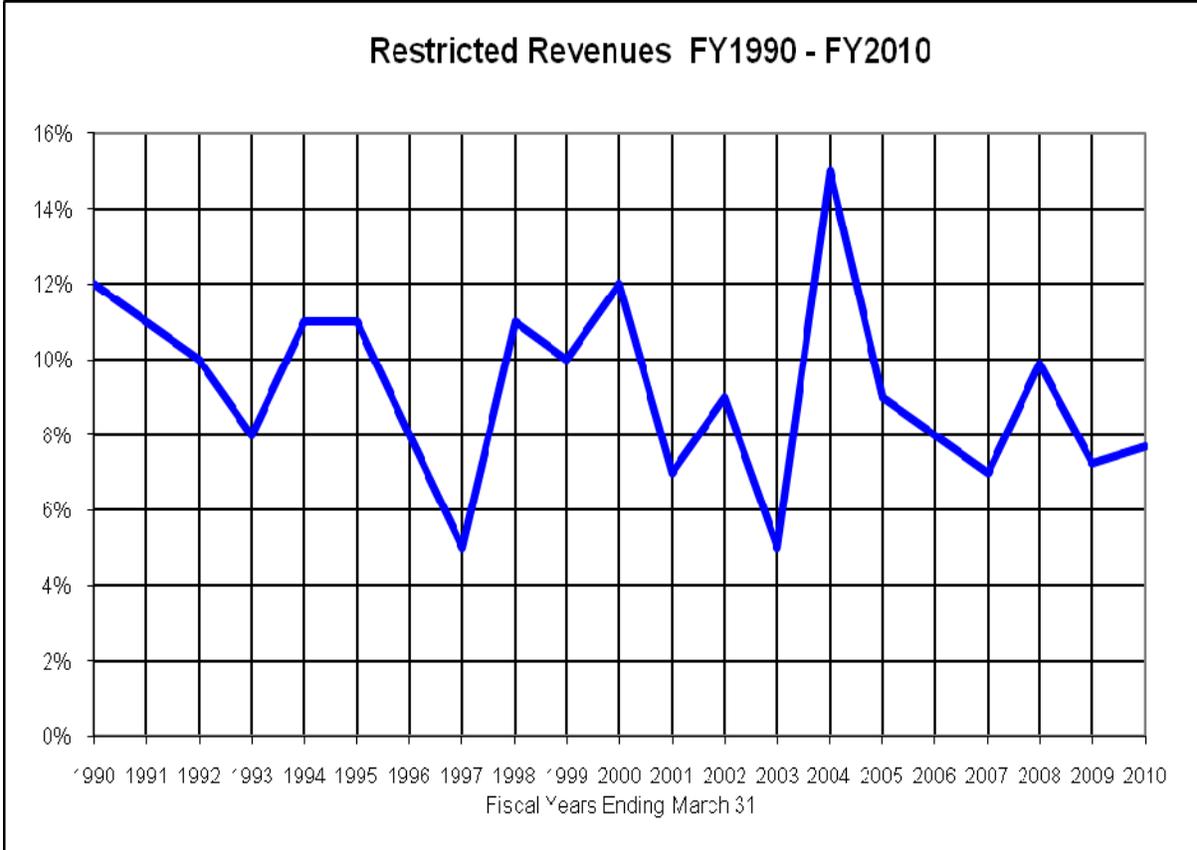
TREND ANALYSIS/CONCLUSION: Rock Island's sales tax collections are lowest per capita of the fourteen cities included in the survey with the exception of East Moline. However, East Moline's sales tax is generated entirely from the municipal portion of the state sales tax since East Moline cannot have a home rule sales tax. Rock Island must place a greater reliance on the property tax because of poor retail sales. Obviously, Rock Island and East Moline residents are shopping at the regional shopping centers in Moline since retail sales per capita for Moline is over three times the sales tax per capita of Rock Island and East Moline. In a positive note, Rock Island's sales tax per capita increased 23.4% from the previous year.



INDICATOR DESCRIPTION: Comparison of median home values by county incorporates the fourteen Illinois cities looked at in the previous chart as of the first quarter of 2011.

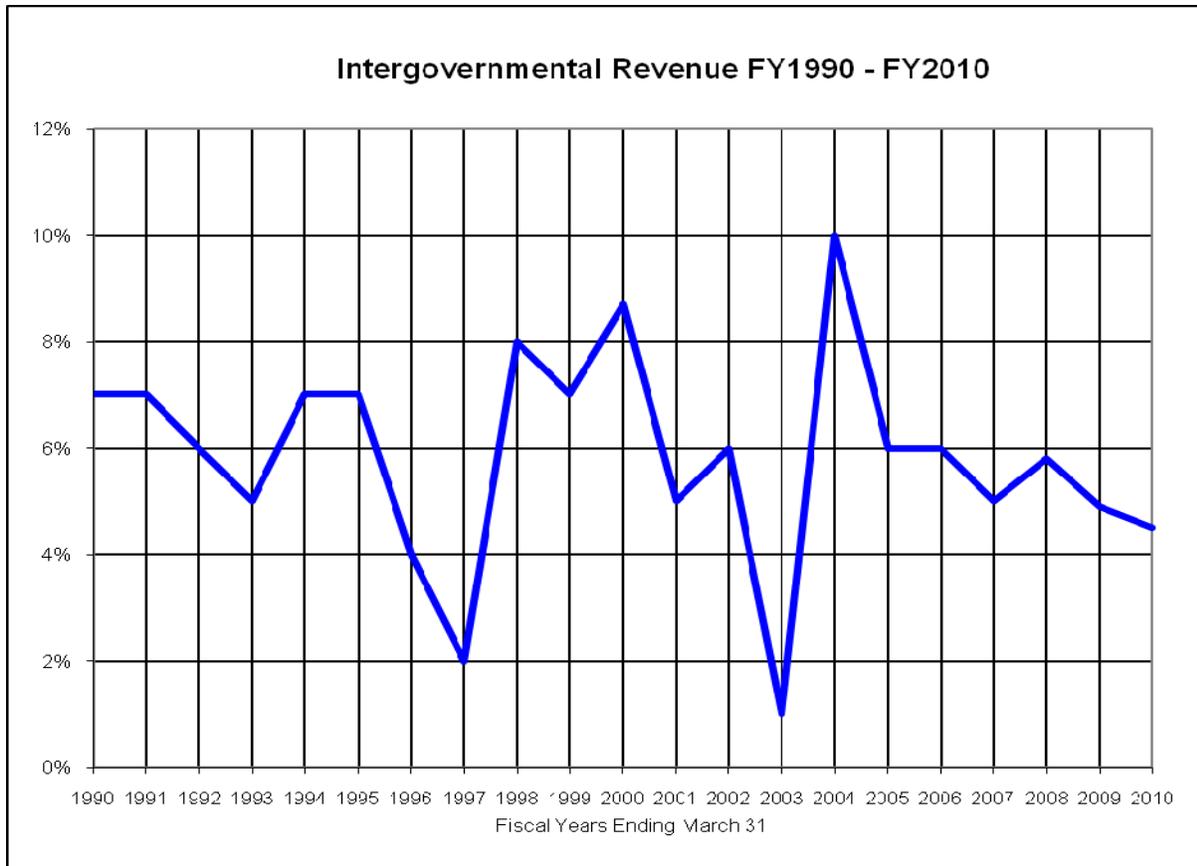
TREND ANALYSIS/CONCLUSION: This chart shows that Rock Island County remains competitive in the residential market compared to other counties, however, the City of Rock Island must not only increase the amount of residential housing, but should also increase the value of housing to remain competitive.

REVENUE TRENDS



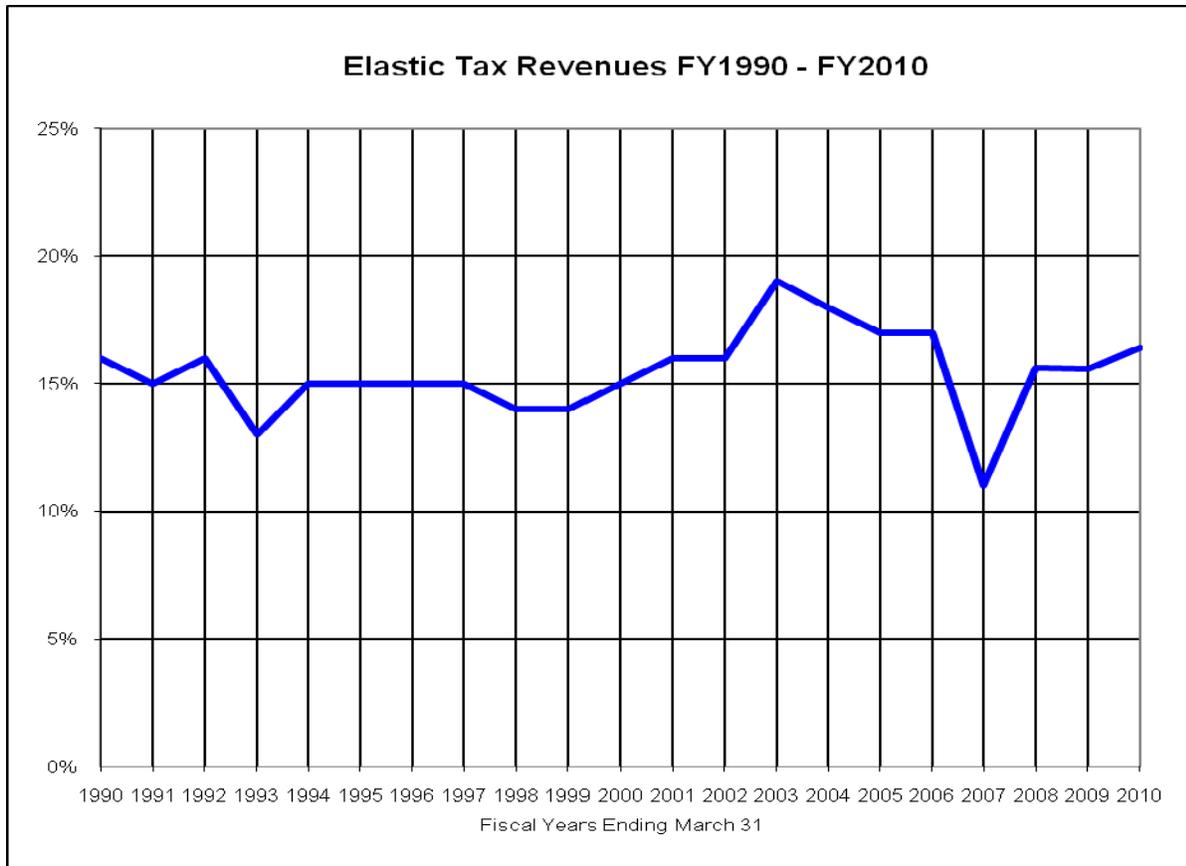
INDICATOR DESCRIPTION: This chart shows restricted revenues as a percentage of net operating revenue. Restricted revenues are funds, which must be spent on capital projects, grants, or other legal obligations. From one perspective, it would seem that many of these restrictions should not affect the financial health of a city because a city has the option of accepting the revenues and not providing the service. However, it is not always easy to provide necessary services, i.e., economic development, social service programs, etc., without outside funding. As the reliance on restricted revenues increases, a city loses its freedom to respond to changing conditions. A large proportion of restricted revenues also make a city's program mix vulnerable to dictates from the funding sources. This may also indicate a growing over-dependence on external revenue sources and signal a future inability to maintain certain services.

TREND ANALYSIS/CONCLUSION: This chart indicates that the negative trend (1993-1995) reversed in 1996 with a decreasing reliance on restricted revenues. The reason for the shifts including the sharp increase for 2004 is fluctuations in federal block grant draw downs from the U.S. Treasury. The 2004 drawdown was \$3,459,456 compared to 2003 (\$24,730) and 2002 (\$40,023). There has been a slight increase for 2010 from 2009. Future funding for Community Development Block Grants is a major concern for the City because the grants provide significant resources for staff support in the Community and Economic Development and the Martin Luther King Center departments.



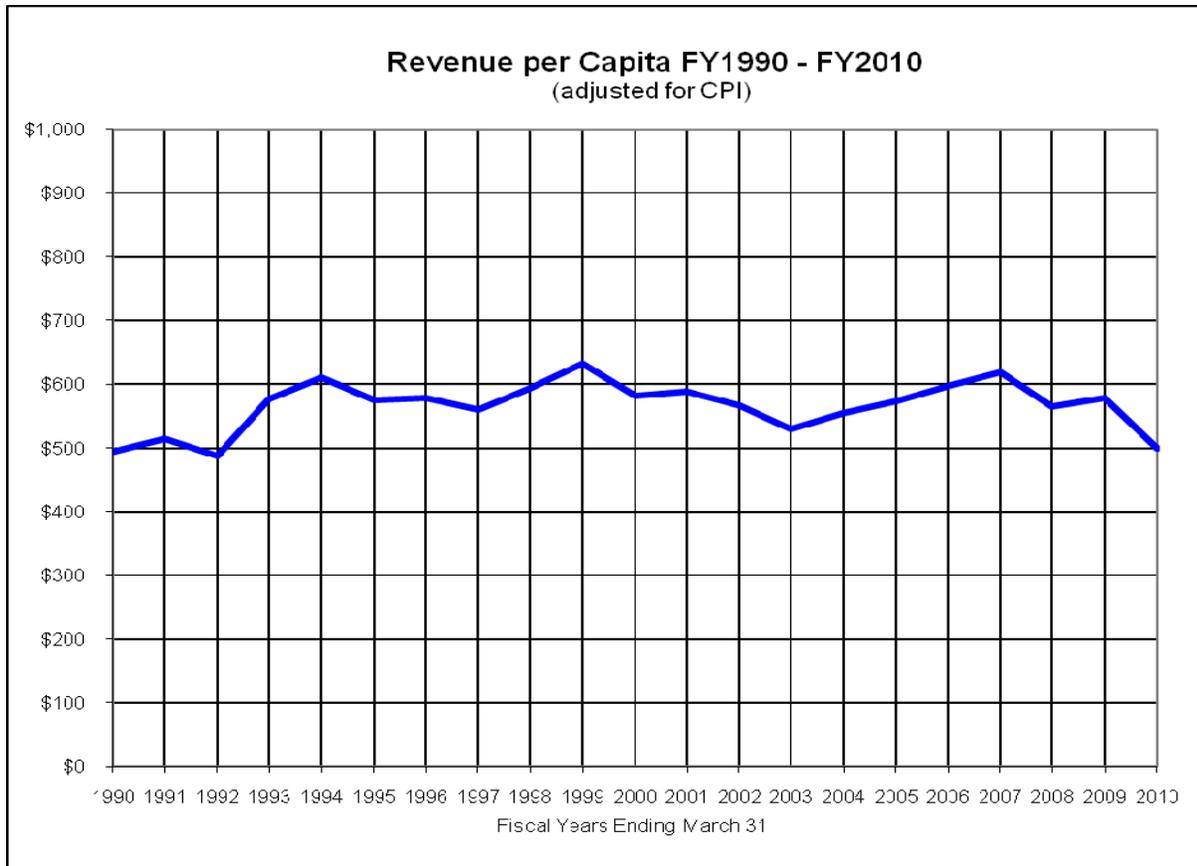
INDICATOR DESCRIPTION: Intergovernmental revenues are shown as a percentage of gross operating revenues. Gross operating revenues are defined as revenues to the General, Special Revenue, and Debt Service funds. Intergovernmental revenues are monies received from other government entities. An increasing trend indicates reduced freedom to respond to changing conditions. They are important to analyze because over-dependence on these revenues can have an adverse impact on financial condition. The conditions that the funding provider attaches may prove too costly, especially if future conditions change after a city has developed a dependency on the funds.

TREND ANALYSIS/CONCLUSION: This chart is similar to the Restricted Revenue chart. The reason for the shifts is fluctuations in federal block grant draw downs from the U.S. Treasury. The expectation would be to see an increase in this percentage in recent years due to the infusion of federal stimulus money (ARRA) grant funds into the U.S. economy. However, this chart shows that the City did not benefit significantly from these additional funds. Additionally, future funding for the Community Development Block Grants is a major concern for the City.



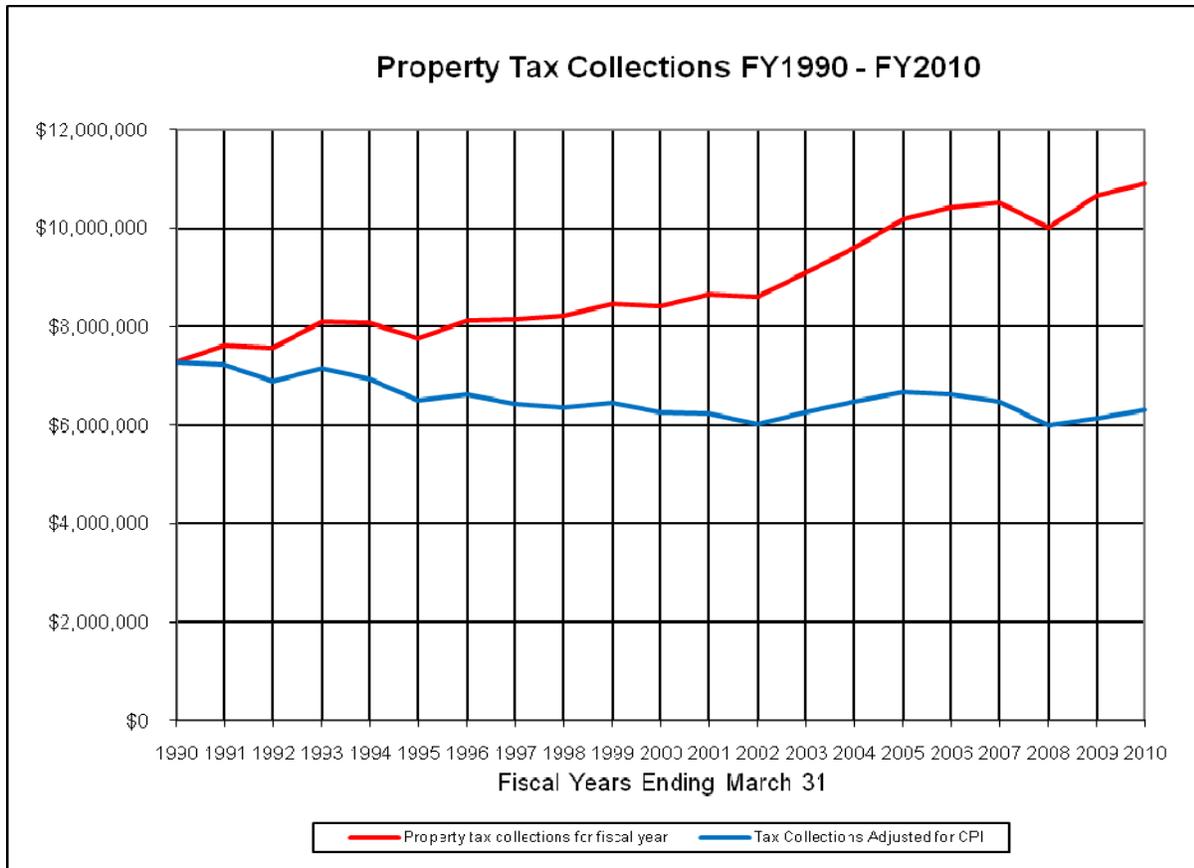
INDICATOR DESCRIPTION: Elastic tax revenues are shown as a percentage of net operating revenue. Their yields are responsive to changes in the economic base and inflation. (Inelastic revenues have fixed fees and are unresponsive to changes in economic conditions.) Elastic tax revenues decrease proportionately as the economic base and inflation increase. Sales tax and utility tax are defined as elastic revenues because they reflect the local economy ---- residents are able to spend and conserve energy in proportion to their spending power. It is to the City's advantage to have a balance between elastic and inelastic revenues to respond to cyclical changes in economic conditions.

TREND ANALYSIS/CONCLUSION: This chart shows that the percentage of elastic tax revenues to net operating revenues remained relatively stable. The 57% increase from 2002 (\$1,423,538) to 2003 (\$2,235,408) was due the utility tax revenues when the City adopted the new simplified telecommunications tax at a rate of 6%. The decrease in 2007 was due to a slowdown in sales tax revenue and a decrease in utility tax revenues which recovered to a good extent in 2008 but has seen only slight growth in 2010. The increase in the local sales tax rate effective for FY2011 will have a positive effect on this chart in future years.



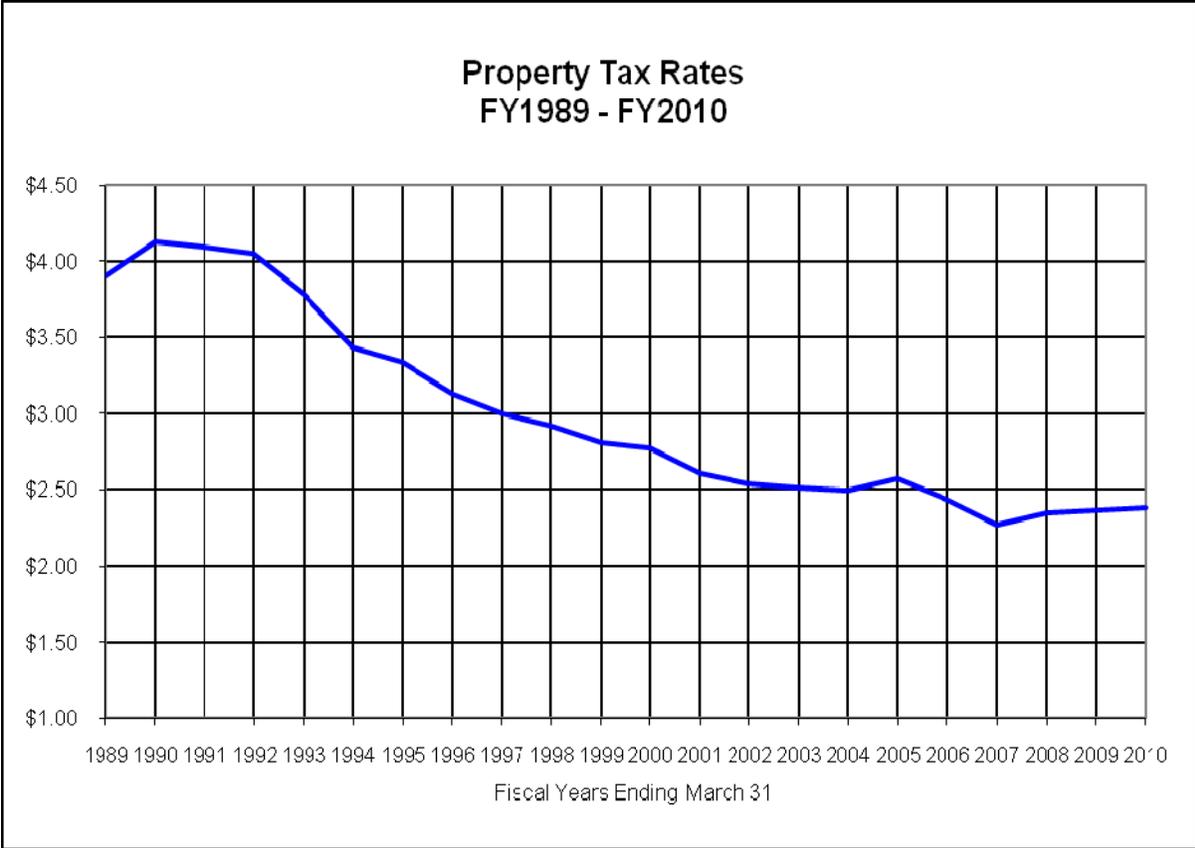
INDICATOR DESCRIPTION: This chart shows net operating revenue per person of governmental funds - adjusted for changes in the consumer price index. This chart shows how revenues are changing relative to changes in population. As population increases, it might be expected that the need for services would increase proportionately; therefore the level of per capita revenues should remain at least constant. Subsequently, if per capita revenues decrease, it would be expected that the city might be unable to maintain existing services with the same revenue sources.

TREND ANALYSIS/CONCLUSION: This chart shows that City revenue per capita has gradually increased during the first half of the past decade followed by a decrease from 1999 to 2003 because of the slowdown in the draw down of block grant funds. This trend reversed itself through 2007 but has declined sharply in the past three years and is at its lowest point in 2010. This decline is attributed to a decrease in intergovernmental revenue and corresponds to the trend in expenditures per capita.



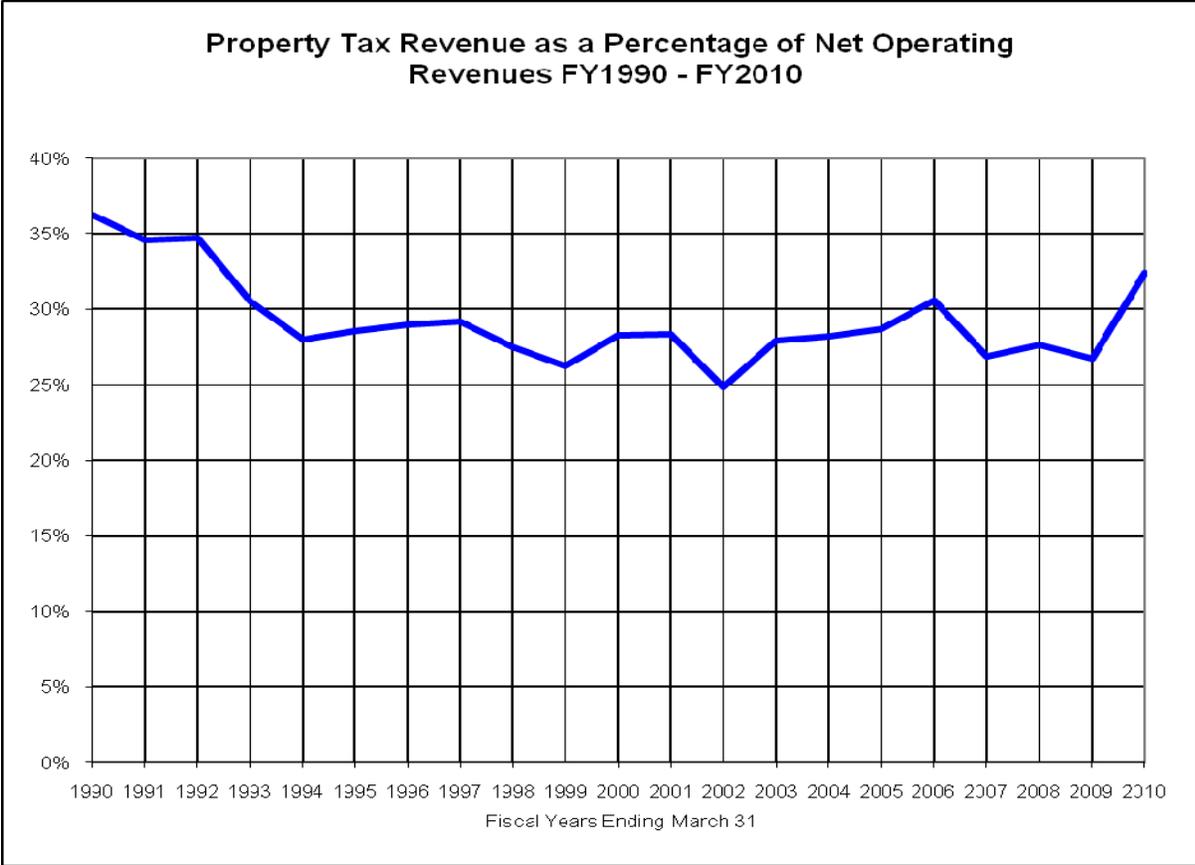
INDICATOR DESCRIPTION: Most cities are heavily reliant on property tax. A decline or growth in property taxes can result from a number of causes. First it may reflect an overall decline in a city’s property values resulting from age, a decline in economic health, or a decline in population. Second, it might result from an inability of property owners to pay. Third, it might be a result of inefficient assessment or appraisal practices. Fourth, a decline could result from an unwillingness of property owners to pay because delinquency penalties are less than short-run interest rates and nonpayment becomes an economical way for private individuals and businesses to borrow money.

TREND ANALYSIS/CONCLUSION: This chart illustrates a general reduction in property tax collections in constant dollars from 2005 to 2008 with a slight increase in 2009 and 2010. This points out the need for continued economic development strategies designed to attract, retain and increase the property values of businesses and households.



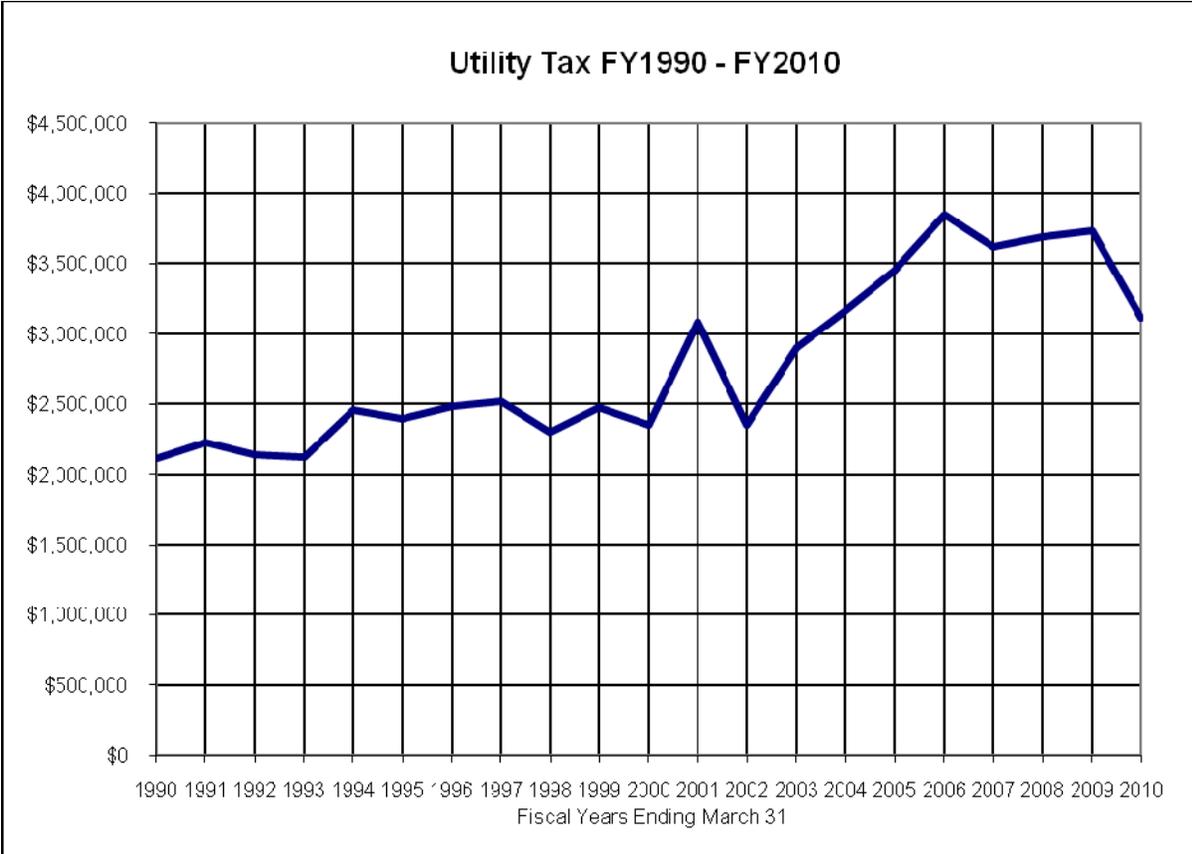
INDICATOR DESCRIPTION: This chart shows the changes in the municipal property tax rate for property taxes collected in fiscal years ending March 31, 1990 to 2010. The municipal rate includes levies for Parks and Library.

TREND ANALYSIS/CONCLUSION: This chart should be viewed with the first chart “Equalized Assessed Property Valuations”. Property tax rates peaked in 1990 at \$4.13. They have steadily declined to a rate of \$2.49 in 2004 (a 40% decrease since 1991). However, in 2005 the municipal property tax rate increased slightly to \$2.57 but has decreased to \$2.36 in 2007 and remains at approximately the same rate for 2008 through 2010.



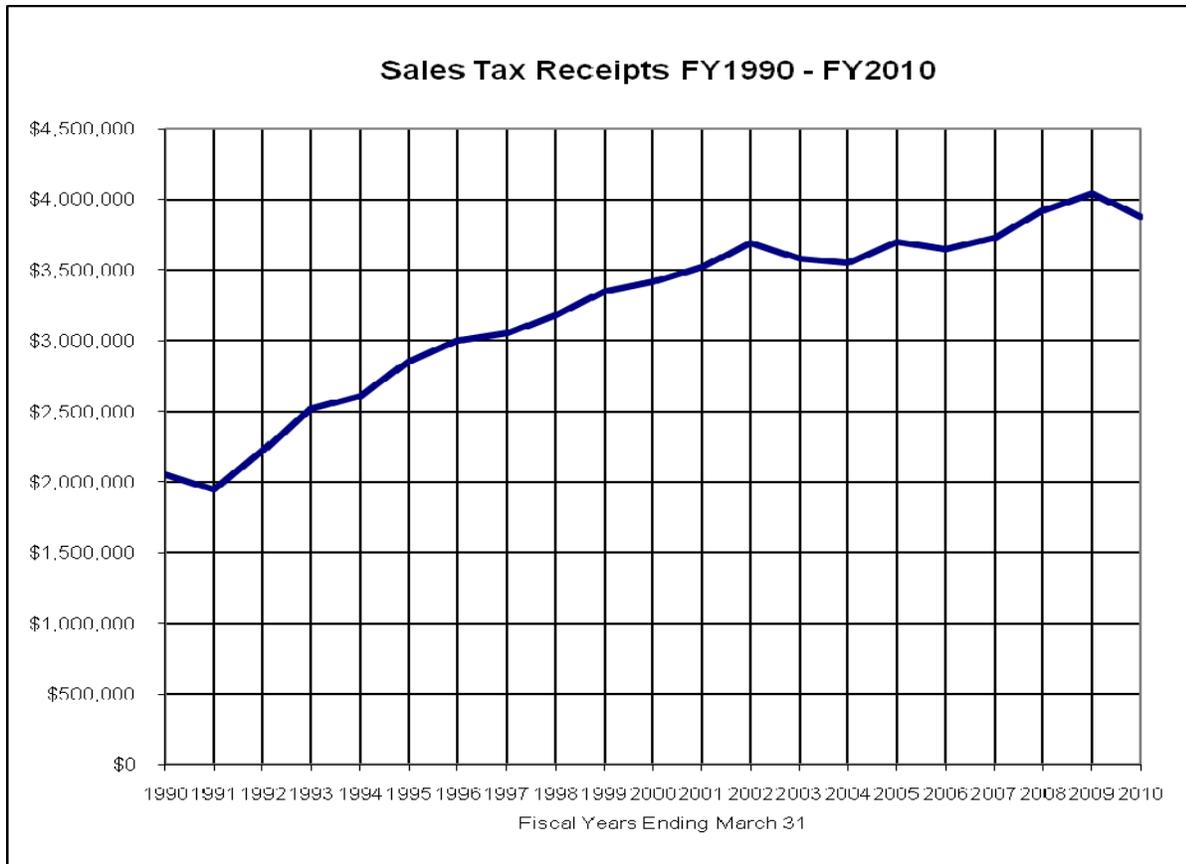
INDICATOR DESCRIPTION: This chart shows property tax collections as a percentage of Net Operating Revenue.

TREND ANALYSIS/CONCLUSION: The reliance on the property tax for funding City services had declined since 2006 but saw an increase in 2010. This is not a positive trend for the City. It reflects a reduction in state collected revenue from income and replacement taxes putting additional pressure on locally generated revenue sources and local taxpayers to fund City services. During the past decade, a more diverse revenue mix had been created due to the addition of the gasoline tax, hotel/motel tax, local option sales tax, municipal utility tax and gaming fees. This allowed the City to reduce its reliance on the property tax creating a healthier mix of operating revenues. Although the chart highlights the current challenge of the revenue mix, recovery of the state collected revenue in future years should reverse this trend. A major concern is the unknown direction that the State of Illinois will take to solve the State's fiscal crisis. Any tampering with the distribution of state shared revenue by the State legislature could have a long-term negative impact on the City's ability to provide services.



INDICATOR DESCRIPTION: On January 1, 1984 the City imposed a 1% tax on gas and electricity and a 5% tax on telephone service. On November 1, 1986, the tax on gas and electricity increased from 1% to 5%. The City has reached the statutory limit on the percentage of tax it can impose.

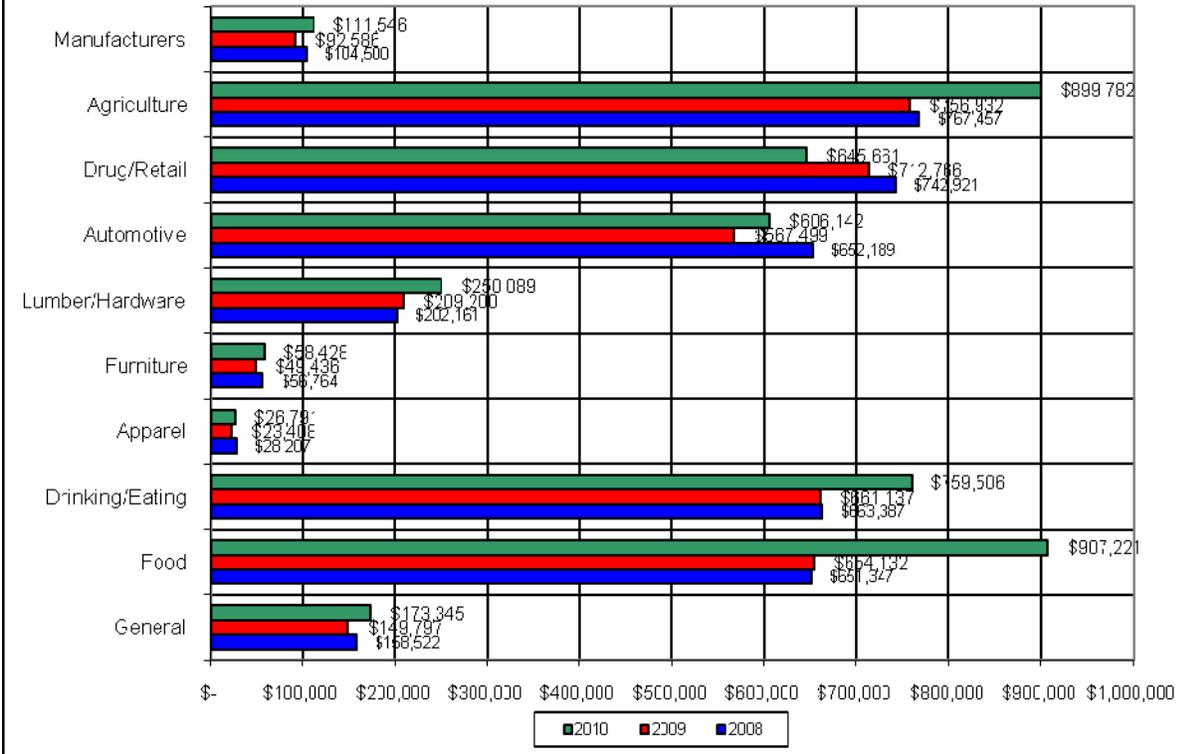
TREND ANALYSIS/CONCLUSION: The utility tax has been a relatively stable elastic revenue source fluctuating with the price and level of consumption. However, deregulation of the industry has led to “wheeling” from outside suppliers. This, plus MidAmerican Energy’s 13% decrease in rates caused the reduction in 1998 revenue. The City adopted a gas use tax ordinance to recapture the estimated \$90,000 tax revenue lost to “wheeling”. The peak in 2001 resulted from increases in natural gas prices. As a result the City reduced the tax rate from 5% to 3.2% for a period of six months to provide relief to residents from high utility charges. In fiscal year 2003 the City adopted the new simplified telecommunication tax to replace taxes lost by the elimination of the utility infrastructure tax. Due to uncertainty over projected revenues, the City passed the tax ordinance at the maximum rate of 6%. Utility tax revenue for 2010 fell 16.6% from 2009.



INDICATOR DESCRIPTION: This chart shows total sales tax receipts for the past decade including the local option sales tax. The sales tax rate for purchases within the City is 7%. The tax is collected by the State of Illinois and distributed to the City on a monthly basis. The state retains the 5%, sends .25% to Rock Island County and remits the 1.75% balance to the City. Almost one third of the total City sales tax is due to the local option sales tax.

TREND ANALYSIS/CONCLUSION: The local option sales tax was adopted September 1, 1991 to enhance the revenue mix and reduce the reliance on the property tax. Sales tax revenue increased 13.3% for an average of 2.7% per year from 2004 to 2009, which, while still positive, is less than in past years when the average increase was 5.7%. The City increased the rate for the local option sales tax from .5% to .75% in fiscal year 2003 due to the impact of the economic recession. Sales tax receipts for 2006 decreased slightly over the previous year but have rebounded in 2007, 2008, and 2009, averaging 3.5% in these years. Sales tax receipts for 2010 fell 4% from 2009. For fiscal year 2011 the City has increased the local option sales tax from 0.75% to 1.25%, again to address an economic downturn.

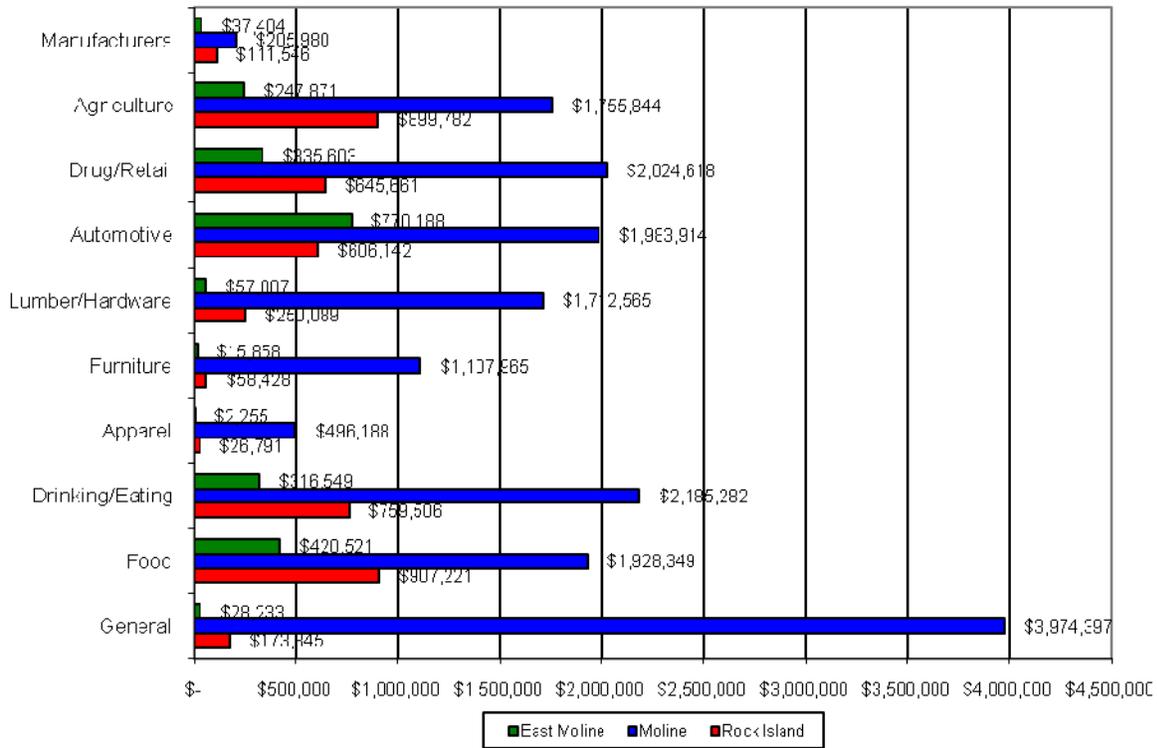
Sales Tax Receipt Comparison 2008, 2009, 2010



INDICATOR DESCRIPTION: This chart compares calendar data for 2008, 2009, and 2010 supplied by the Illinois Department of Revenue. This chart reflects both the municipal and home rule components of the total sales tax revenue.

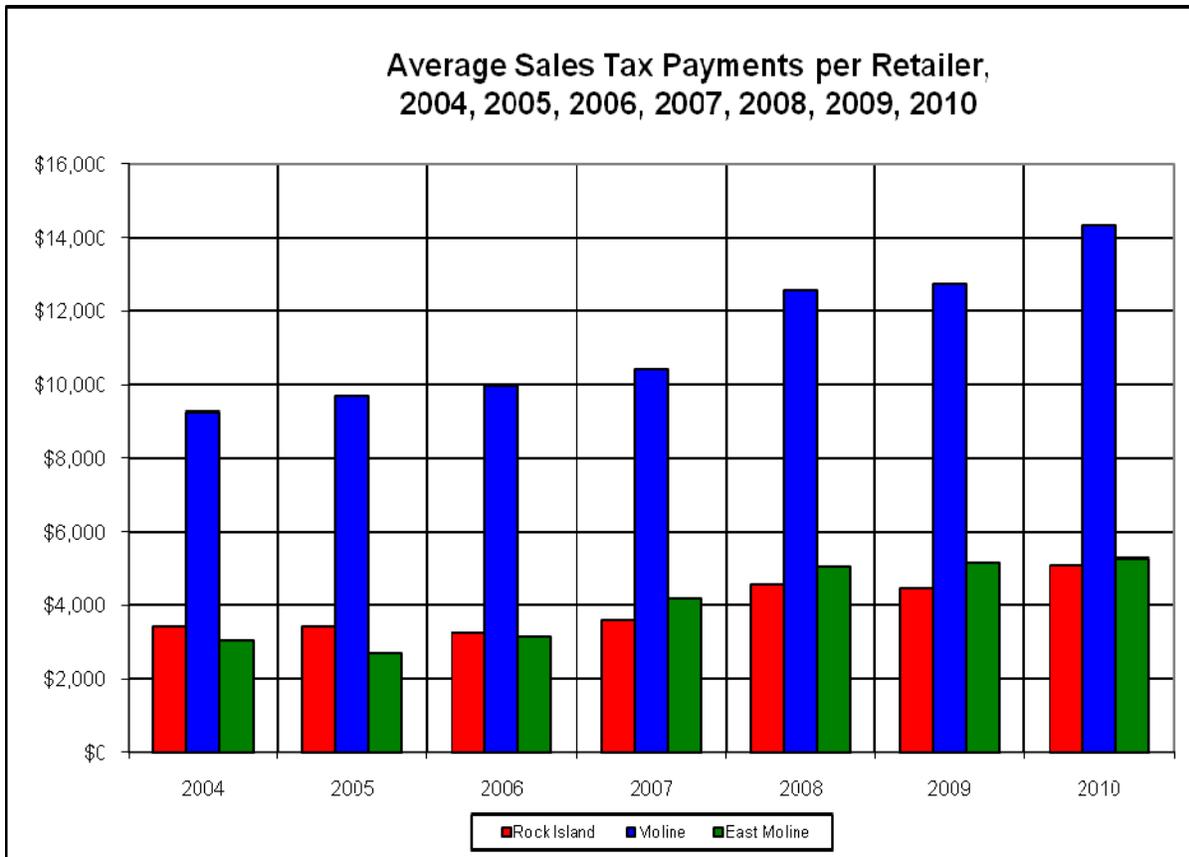
TREND ANALYSIS/CONCLUSION: The 2010 Sales Tax receipts increased over 2009 in the following categories: Manufacturers, Agriculture, Automotive, Lumber/Hardware, Furniture, Apparel, Drinking/Eating, Food, and General. Only Drug/Retail decreased during this same period.

Sales Tax Receipts By Category January - December 2010



INDICATOR DESCRIPTION: This chart shows City sales tax receipts by business category for the calendar year 2010 compared to East Moline and Moline. Since the City is essentially in competition with these communities, this chart is a useful tool for analyzing how Rock Island compares to its neighbors. The data for the chart came from an Illinois Department of Revenue website.

TREND ANALYSIS/CONCLUSION: Rock Island is a distant second to Moline in all categories except for Automotive in which it is the lowest of the three communities. East Moline is not a home rule city and therefore, does not have a home rule sales tax.



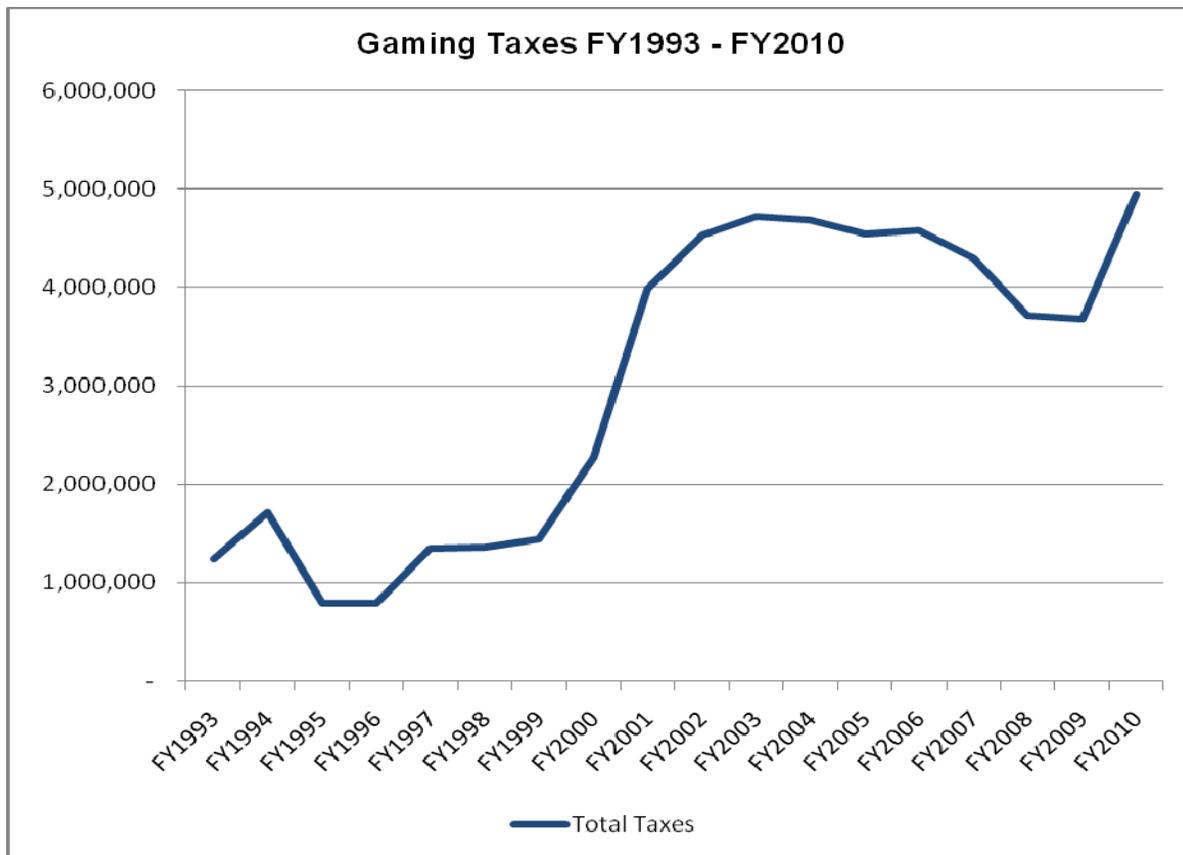
INDICATOR DESCRIPTION: This chart shows City of Rock Island sales tax receipts per retailer for the calendar years 2004 through 2010 as compared to East Moline and Moline. It was prepared by dividing the total sales tax receipts by the number of retail businesses in each city. The data for the chart came from the Illinois Department of Revenue website.

TREND ANALYSIS/CONCLUSION: This chart shows that businesses in Rock Island and East Moline are generally smaller retailers that do not have the volume of sales as retailers in Moline. Attraction of additional high volume businesses such as automobile dealers or major retailers would improve City sales tax revenue. Since 2007, Rock Island trails both East Moline and Moline in average sales tax payments. Again, since the City is essentially in competition with these communities, this chart is useful to analyze how we compare with our neighbors.



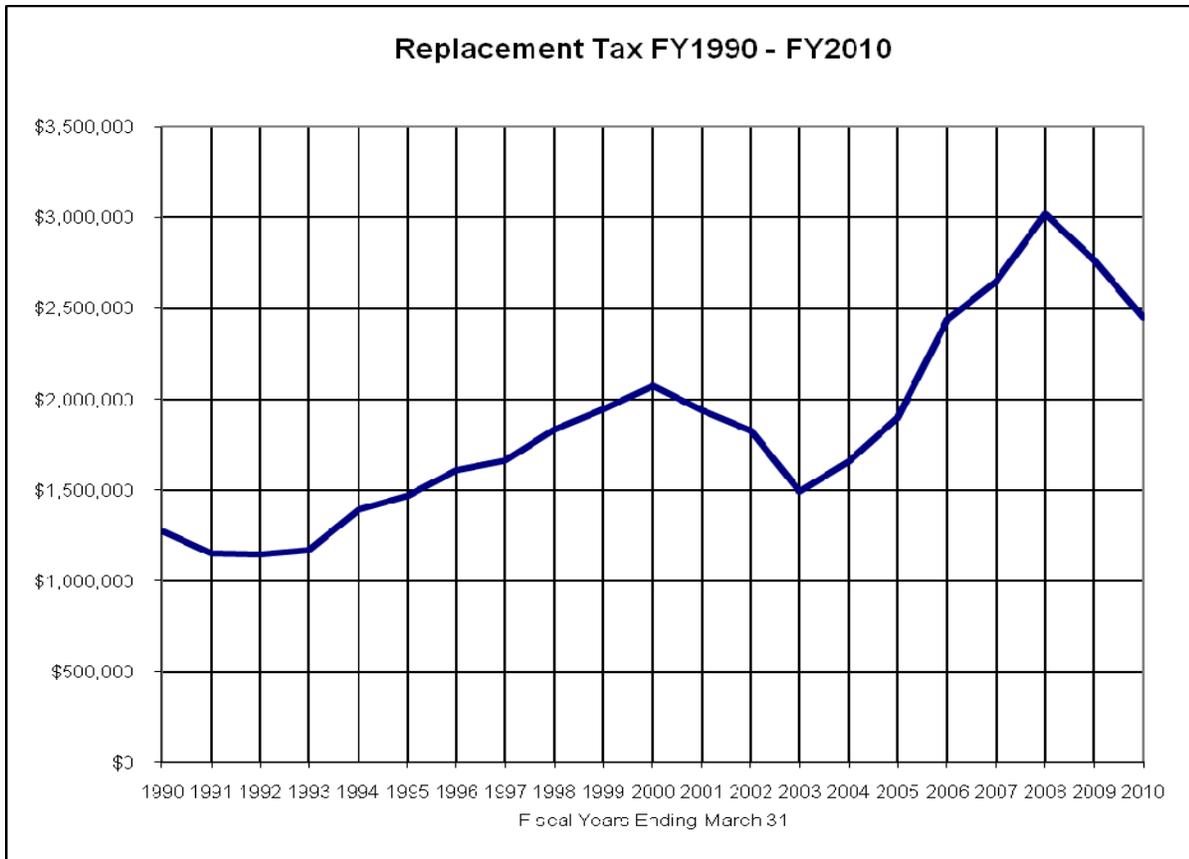
INDICATOR DESCRIPTION: City income tax revenue is generated from a 3.0% tax on personal income. The tax is collected by the State and distributed to cities based on population. From 1990 to 1994 there were two components; income tax and surcharge tax. Income tax revenue was recorded in the General Fund, while income tax surcharge revenue was recorded in the Income Tax Surcharge fund and then transferred to Capital Improvements.

TREND ANALYSIS/CONCLUSION: Income tax maintained a pattern of modest increases from 1990 through 1994. The 1993 compromise legislation increased the municipal share of the income tax, but eliminated the surcharge. This explains the revenue decrease from 1994 to 1995. Total fiscal income tax again increased steadily from 1995 to 2001 before taking a downward turn, falling 30% from 2001 (\$3,215,936) to 2003 (\$2,251,572). For the years 2004 through 2008, income tax revenues have shown a steady increase. Due to the economic downturn in 2009 which continued in 2010, this revenue has shown a significant decrease. Recovery of the state collected revenue in future years should reverse this trend. A major concern is the unknown direction that the State of Illinois will take to solve the State's fiscal crisis. Any tampering with the distribution of state shared revenue by the State legislature could have a long-term negative impact on the City's ability to provide services.



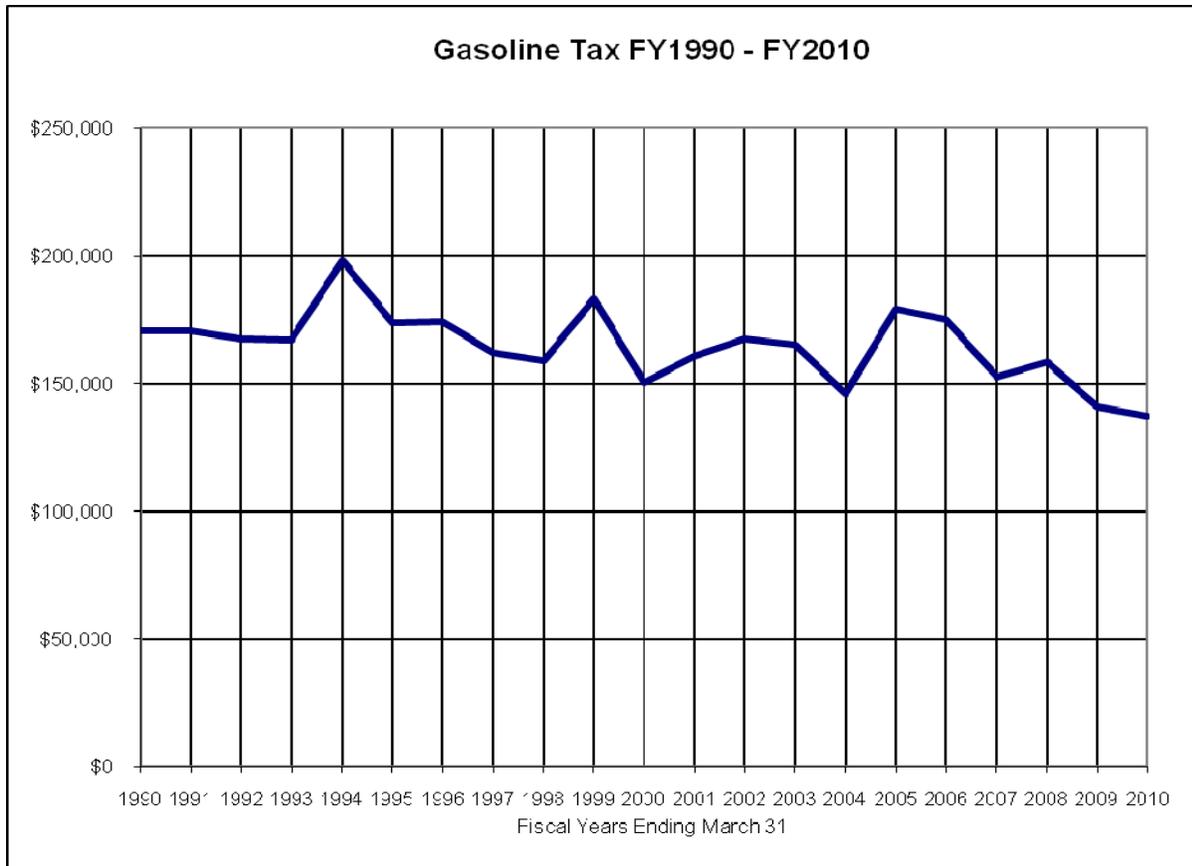
INDICATOR DESCRIPTION: The City receives approximately 5% of the wagering losses as a tax collected and remitted to the City by the State of Illinois. This chart shows these local and State revenues plus total gaming revenue from inception in March 1992 through FY2010.

TREND ANALYSIS/CONCLUSION: Gaming revenues steadily increased until the beginning of dockside gaming in Iowa. Thereafter, the revenues began a steady decline. In July 1995, Council approved a tax rebate agreement with the Casino until approval of Illinois dockside gaming legislation. Dockside gaming was approved by the Illinois legislature in May of 1999. The passage of dockside gaming by the state legislature changed the revenue picture for the City allowing expenditures from gaming revenues for capital improvement and economic development projects. For the period of FY2009 through FY2010, revenues have been higher as a result of the opening of the new casino in December, 2008.



INDICATOR DESCRIPTION: The State of Illinois enacted the replacement tax in August 1979 to provide replacement revenues to local taxing units that previously levied a tax on personal property. The sources for the tax are income of corporations' - 2.5%, partnerships - 1.5% and invested capital of utility companies - 0.8%. The tax is collected by the State and distributed based upon the percentage of personal property tax collections. Taxing districts outside Cook County receive 48.55% of the tax distributions.

TREND ANALYSIS/CONCLUSION: Replacement tax revenue is dependent on the level of economic activity throughout the entire state. The City experienced growth in replacement tax revenue steadily from 1993 – 2000; however the trend reversed in fiscal 2001, as anticipated, and continued this pattern through 2003 because of the economic recession. For the years 2004 through 2008, replacement tax revenues increased over previous years due to economic recovery but have again experienced a decrease due to the economic downturn in 2009 and 2010.



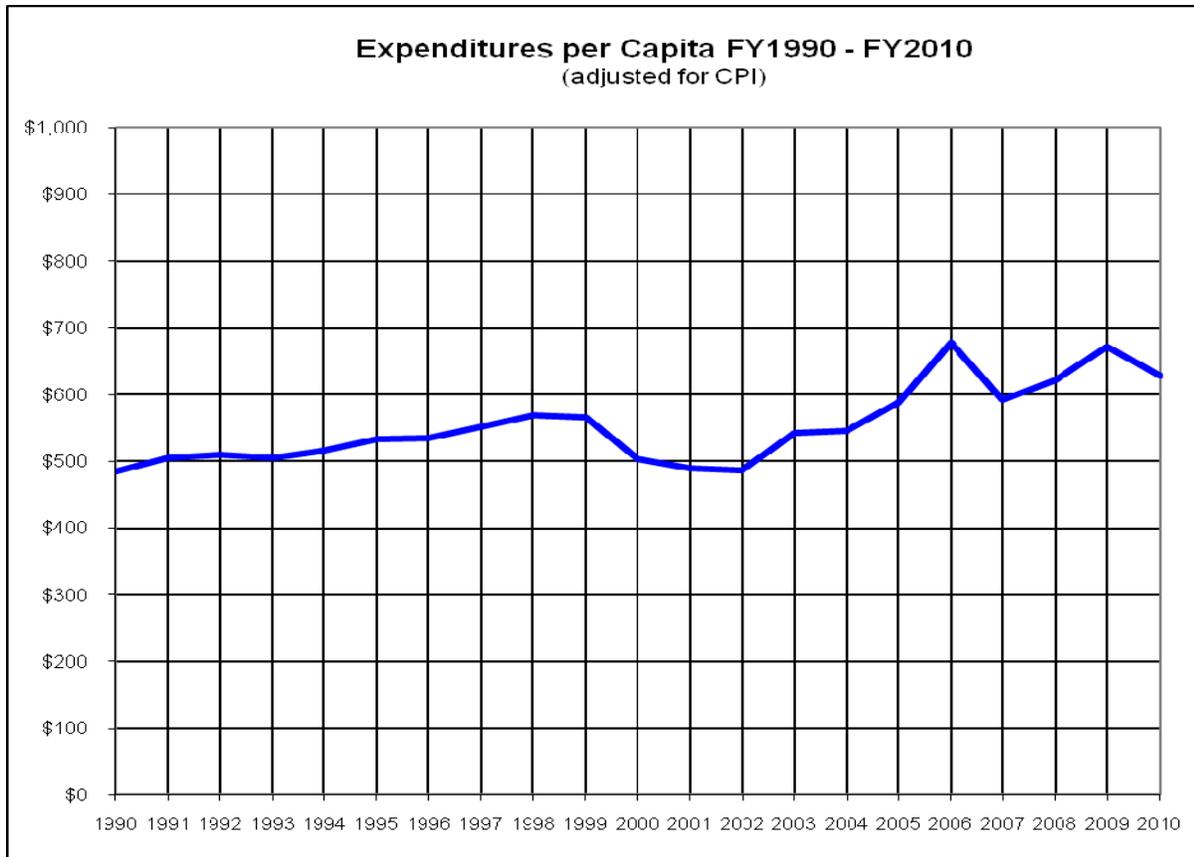
INDICATOR DESCRIPTION: The City adopted a user tax of \$.01 on retail and bulk purchases of motor fuel on April 6, 1987, replacing the wheel tax. Gasoline tax represents approximately 1% of General Fund revenue.

TREND ANALYSIS/CONCLUSION: Receipts from the gasoline tax remained steady at approximately \$160,000 through 2003. However, 2004 receipts dropped below \$150,000 for the first time in over fourteen years. 2005 saw an increase while 2006 and 2007 have seen a decrease followed by a slight increase in 2008. For 2009 and 2010, revenue has again decreased as a result of the economic downturn but should increase for 2011 as the City has increased the gasoline tax from 1 cent to 2 cents per gallon effective March 1, 2010.



ROCK ISLAND
ILLINOIS

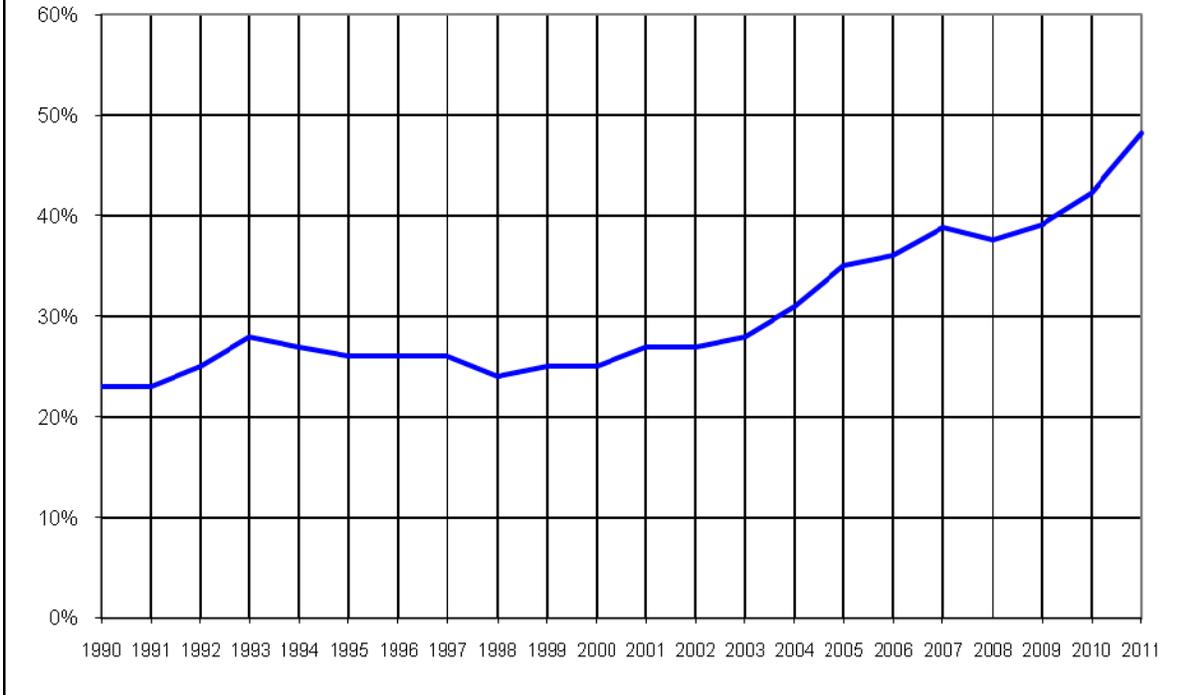
EXPENDITURE TRENDS



INDICATOR DESCRIPTION: This chart shows Net Operating Expenditures (adjusted for changes in the consumer price index) per person relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially if spending is increasing faster than the community's personal income or other relevant tax base. From a different perspective, if the increase in spending is greater than would be expected from continued inflation and cannot be explained by the addition of new services, it can be an indicator of declining productivity ---- the city is spending more real dollars to support the same level of services. From still another perspective it could indicate that the city is providing more services ---- a natural reaction to unfunded state and federal mandates.

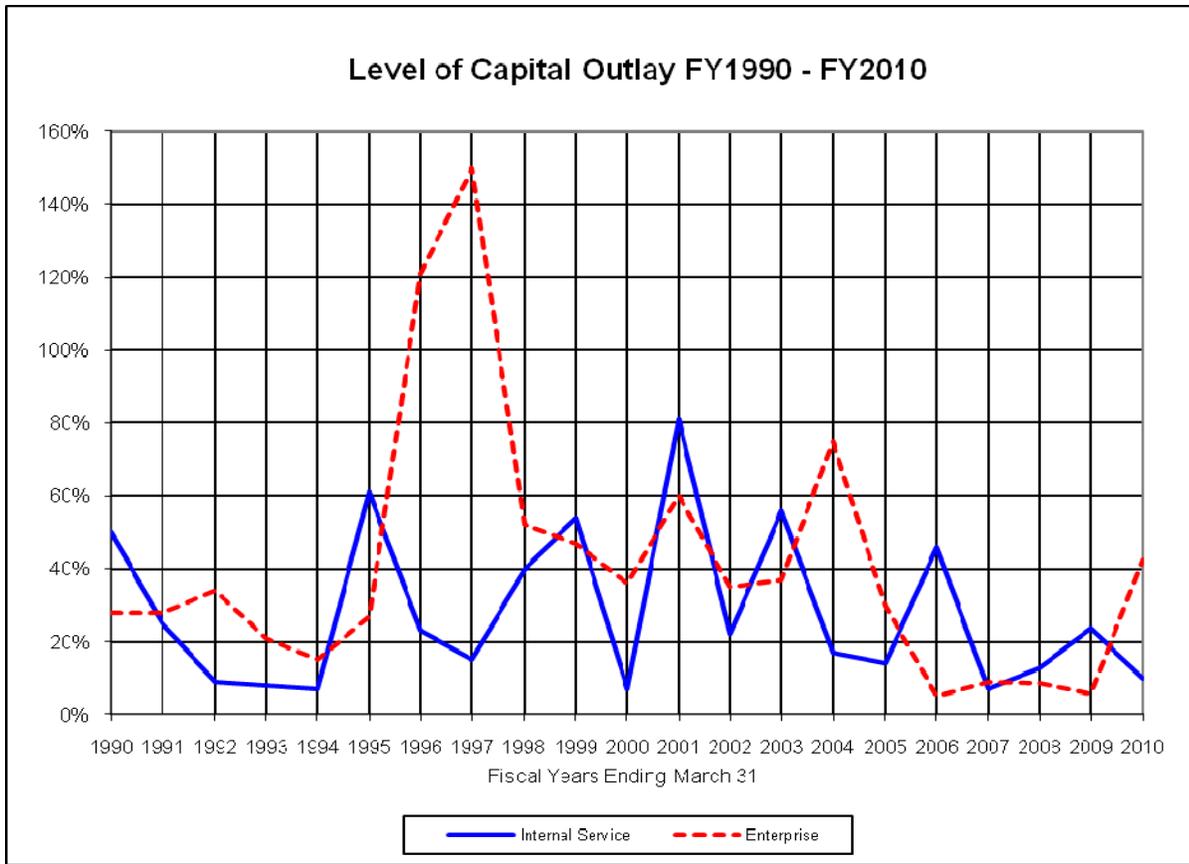
TREND ANALYSIS/CONCLUSION: This chart suggests that the City has been able to maintain service levels despite a loss in population. The chart indicates a trend of increasing expenditures per capita reversed in 1999 and remained steady until 2006 when they spiked briefly. For 2010 the upward trend of the previous three years has been reversed.

Benefit Expenditures to Salary Expenditures FY1990 - FY2011



INDICATOR DESCRIPTION: The most common forms of fringe benefits are pension plans, health and life insurance, vacation, sick and holiday leave, and various types of educational and incentive pay. Together, they represent a significant share of operating costs. Some benefits, like health insurance, require an immediate cash outlay. Others, like accumulated sick leave, may require either paying the cost of not having the work done or paying the cost of additional workers to handle the workload. Because of the complexity of the funding and recording of fringe benefits, these costs can inadvertently escalate and place a financial strain on a city. This chart compares budgeted direct personnel benefits to budgeted salaries. Benefits included are FICA, IMRF, Police Pension, Fire Pension and Health Insurance. (The data for this chart represents budgeted amounts not actual amounts since it was taken from annual budgets and not annual audits).

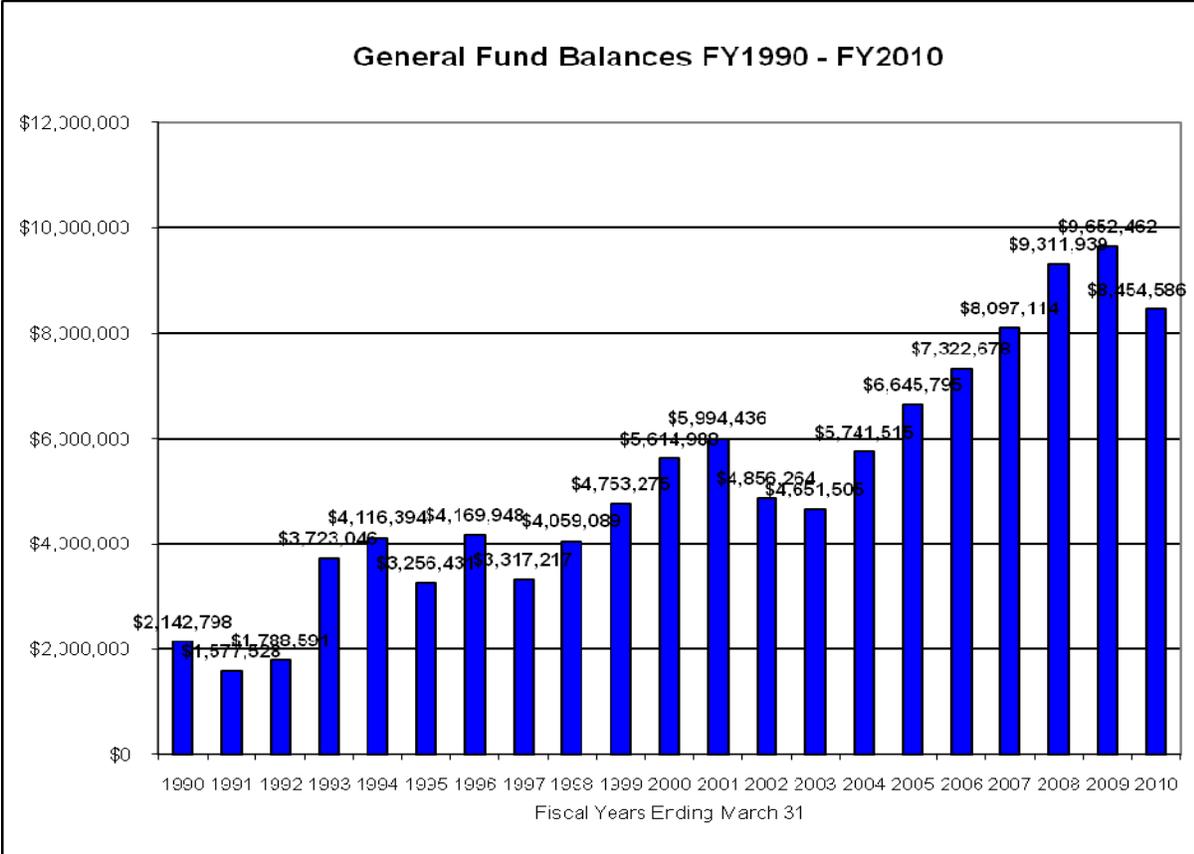
TREND ANALYSIS/CONCLUSION: This chart shows a positive trend for 1990 and 1991. The negative trend of increasing benefits to salaries for 1992 and 1993 is due to budgeted increases in health insurance expenses. This negative trend was reversed in the 1994 – 1998 budgets. 1999 saw budgeted increasing health insurance expenses with a slight decrease in 2001. The City used rapid amortization of IMRF early retirement funding in 2001 to reduce the cost of this benefit. This cost increased in 2003 due to a 30% increase in health insurance and pension contribution benefits from the prior year. The negative trend is expected to continue as the cost of benefits increases each year. City staff has taken a proactive approach to rising health care costs and controlling salaries, but pension costs continue to accelerate.



INDICATOR DESCRIPTION: This chart shows the ratio of capital outlay to net operating expenditures of the Internal Service and Enterprise Funds. If this ratio is declining in the short run of one to three years, it could mean that the City's needs have temporarily been satisfied, because most equipment lasts more than one year. If the decline persists over three or more years, it can be an indicator that capital outlay needs are being deferred, resulting in the use of obsolete and inefficient equipment and the creation of a future unfunded liability.

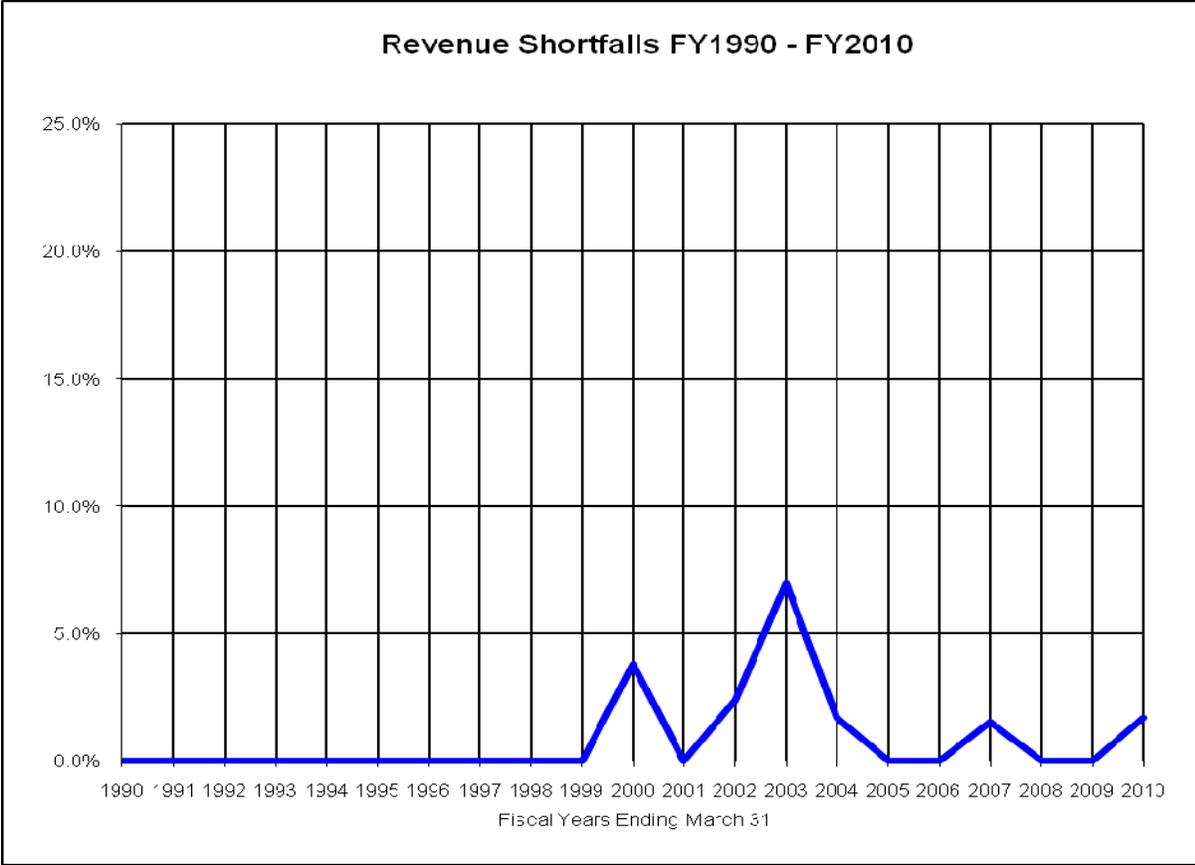
TREND ANALYSIS/CONCLUSION: Capital outlay for the Internal Service Fund (Equipment Maintenance) shows periodic peaks and valleys, which is expected as the City accumulates resources and then makes major periodic planned purchases of equipment. The Enterprise Funds show steady capital outlay (in these funds this includes system improvements as well as equipment replacement), which would indicate that capital needs are not being deferred. The 1996 and 1997 increase can be attributed to the renovation of the Centennial Bridge, as well as the 2004 increase in the Enterprise Fund. Capital outlay for Enterprise Funds will increase in future years due to the construction of a new \$60 million waste water treatment facility as part of the City's long-term control plan.

BALANCE SHEET TRENDS



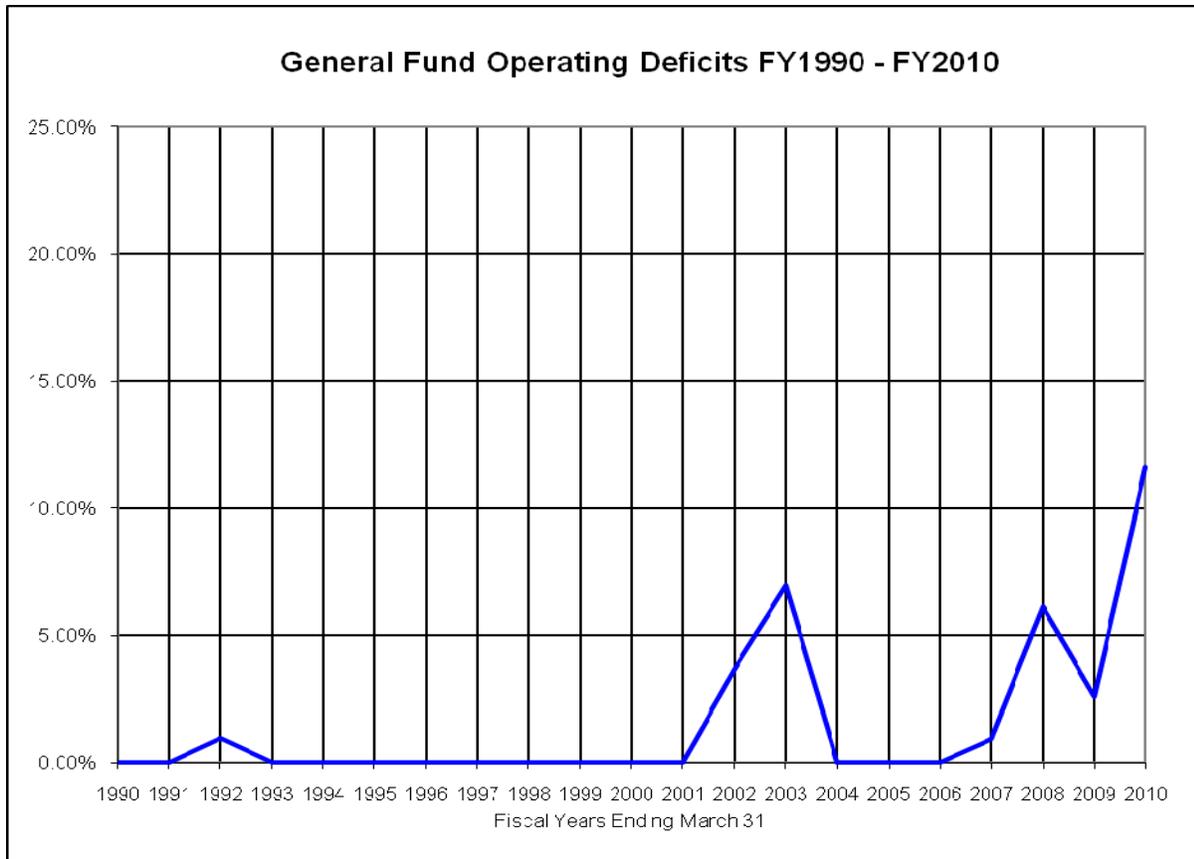
INDICATOR DESCRIPTION: The level of a city’s fund balance may determine the ability to withstand unexpected financial emergencies, such as may result from natural revenue shortfalls or steep rises in inflation. It may also determine a city’s ability to accumulate funds for large-scale purchases, such as fire trucks, without having to borrow.

TREND ANALYSIS/CONCLUSION: The City has been able to maintain a positive General Fund balance and transfer excess fund balance to the Capital Improvements fund in accordance with financial policies. At March 31, 2009 the City achieved a five year goal of increasing the general fund balance to equal to 90 days of budgeted expenditures. Despite the recession, the City was able to maintain the target 90 day fund balance. However, transfers to the capital fund were suspended in 2009 and 2010. It is anticipated that these transfers will resume as the economy improves.



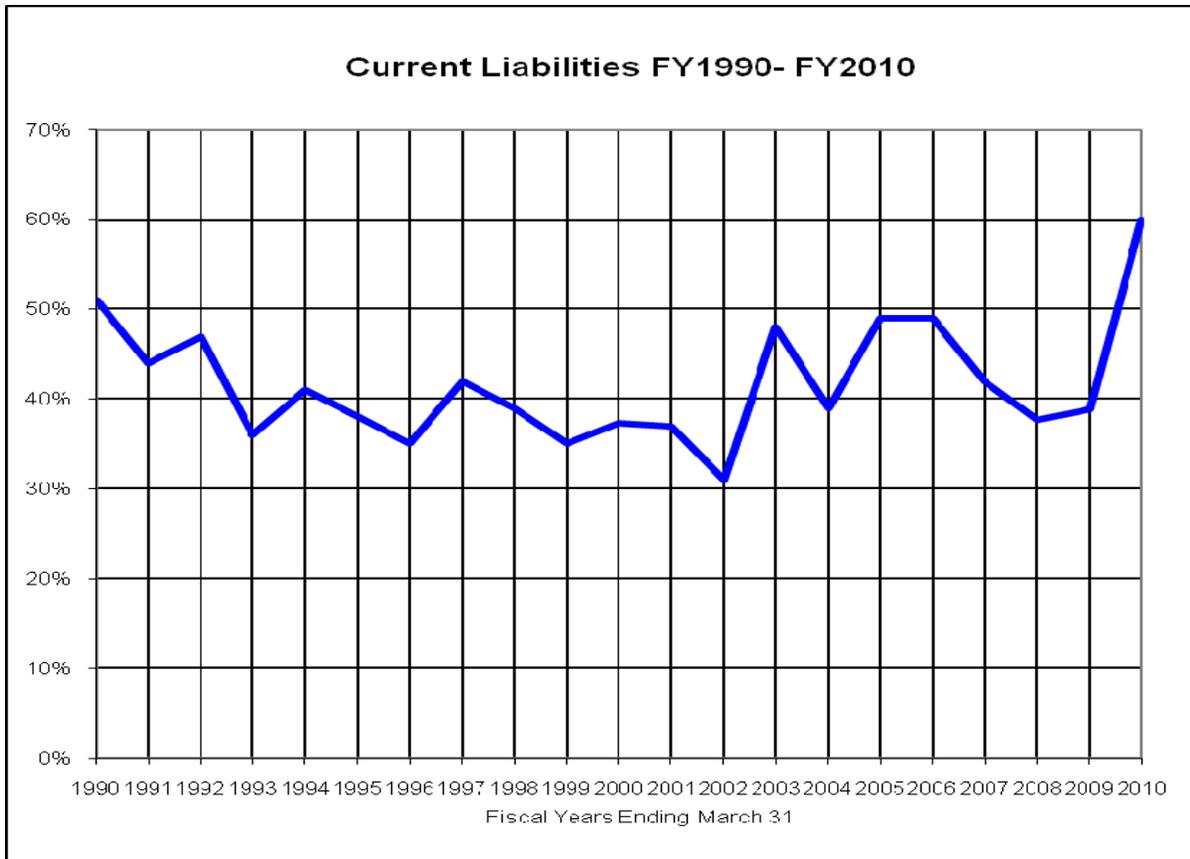
INDICATOR DESCRIPTION: Revenue shortfalls are indicated as a percentage of net operating revenue. This indicator examines the differences between revenue estimates and revenues actually received during the budget year. Major differences, that continue year after year, can be an indication of either a declining economy, inefficient collection procedures or inaccurate estimating techniques. They can also be an indication that revenue estimates are being made optimistically high to accommodate political pressures. A warning trend is an increase in revenue shortfalls as a percentage of net operating revenue.

TREND ANALYSIS/CONCLUSION: 2000, 2002, 2003, 2004, 2007, and 2010 shortfalls were due to the economy.



INDICATOR DESCRIPTION: An operating deficit occurs when current expenditures exceed current revenues. This does not necessarily mean that the budget will be out of balance (“budget deficit”) because reserves (“fund balances”) from prior years can be used to cover the difference. It does mean that, at least during the current year, the city is spending more than it receives. This can occur because of an emergency or as a result of conscious policy to use surplus balances that have accumulated over a past year. The existence of an operating deficit in any one-year may not be cause for concern, but frequent and increasing deficits can indicate that current revenues are not supporting current expenditures and serious problems may lie ahead.

TREND ANALYSIS/CONCLUSION: In 1992, a transfer of \$100,000 from the IMRF fund was used to fund General Fund IMRF expenditures and cover the operating deficit of \$77,662. The operating deficits in the above chart were the result of declines in tax revenue caused by economic downturns. This impacted the City’s ability to transfer excess general fund balance to the capital improvements fund in accordance with financial policies. At March 31, 2009 the City achieved a five year goal of increasing the general fund balance to equal to 90 days of budgeted expenditures. Despite the recession, the City was able to maintain the target 90 day fund balance. However, transfers to the capital fund were suspended in 2009 and 2010. It is anticipated that these transfers will resume as the economy improves



INDICATOR DESCRIPTION: Current liabilities are defined as the sum of all liabilities including short-term debt, the current portion of long-term debt, accounts payable, and other current liabilities. Although the use of short-term borrowing, i.e., tax anticipation warrants, is an accepted way to deal with erratic flows of revenues, an increasing amount of short-term debt outstanding at the end of successive years can indicate liquidity problems of deficit spending or both.

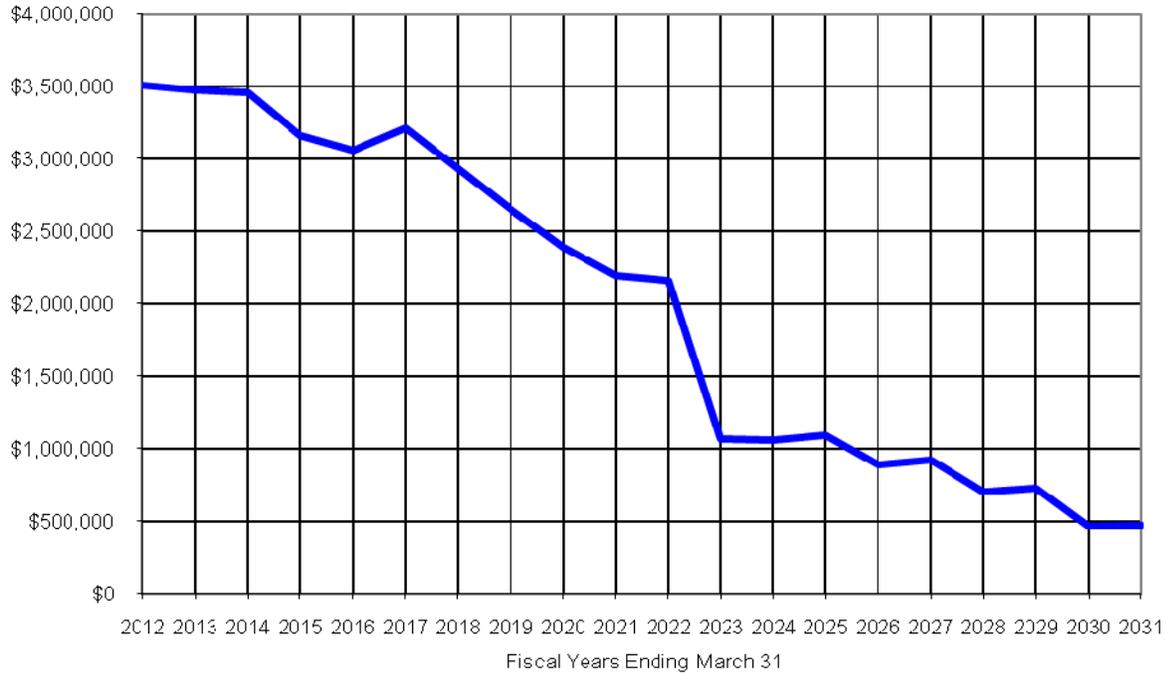
TREND ANALYSIS/CONCLUSION: This trend is positive for the City when current liabilities as a percentage of Net Operating Revenues decline as indicated from 1990 to 2002. The 2003 and 2005 sharp increases were due to a decrease in CDBG drawdowns. The level remained the same for 2006 followed by a two year decline with 2009 showing the beginning of the negative trend. This trend can be attributed to approximately \$9 million in general obligation bonds issued to fund the construction of Schwiebert Riverfront Park. This park is a major and highly successful new amenity for the City of Rock Island. The bonds will be retired from tax increment financing fund revenues.



ROCK ISLAND
ILLINOIS

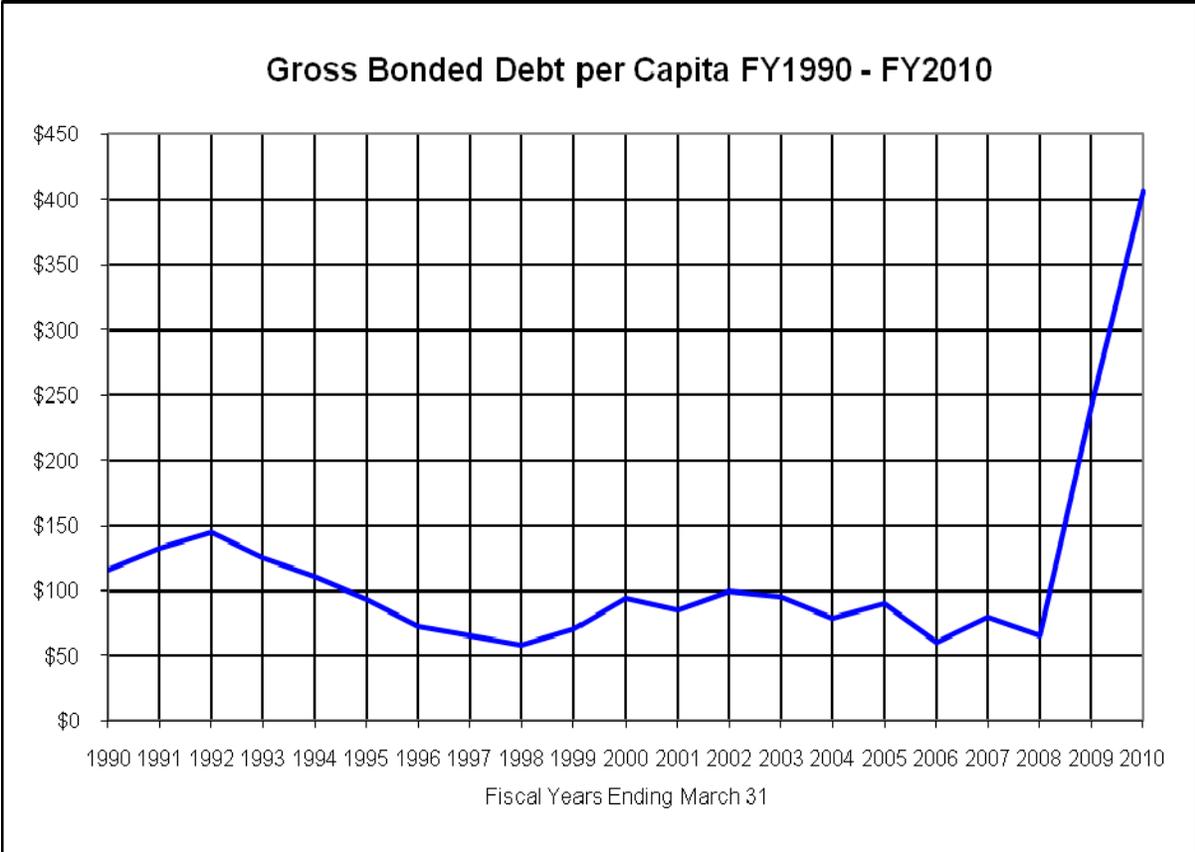
DEBT SERVICE TRENDS

**Debt Service Schedule - Principal
FY2012 - FY2031**



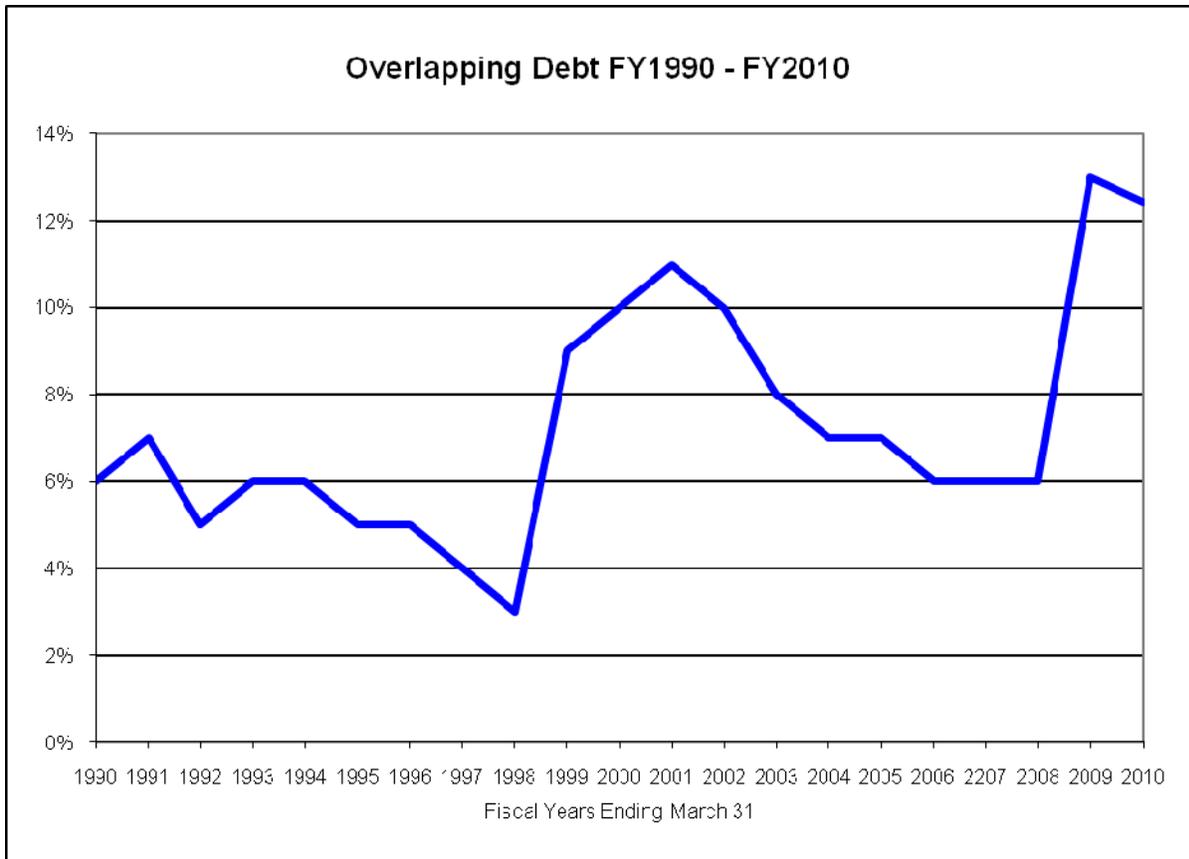
INDICATOR DESCRIPTION: Self-supporting debt is debt for which the city has pledged a repayment source separate from its property tax revenues. An example of self-supporting debt is a general obligation bond issued for water improvements, which is repaid from the revenues of the water fund. This chart shows debt principal from this budget to final maturity.

TREND ANALYSIS/CONCLUSION: Self-supporting debt will decrease significantly by the year 2023 based on the City's current self-supported debt, however, more bond issues are on the horizon for mandated water and sewer system improvements as well as other projects.



INDICATOR DESCRIPTION: Gross bonded debt is debt payable from general city revenues. It does not include debt supported by enterprise funds. This chart shows how growth in gross bonded debt is changing relative to changes in population. As population increases, it would be expected that capital needs and long-term debt needs may increase. However, if long-term debt is increasing in the face of a stabilized or declining rate of population change, debt levels may be reaching or exceeding the city’s ability to pay. The underlying assumption is that the city’s revenue generating ability and ability to repay debt is directly related to its population level.

TREND ANALYSIS/CONCLUSION: Since 1999, the City has continued to finance local street special assessment projects with general obligation bonds instead of special assessment bonds due to the lower interest rate on general obligation bonds. In 2009 the City issued bonds for construction of the new riverfront park with the bonds being supported by the downtown TIF, and in 2010 bonds were issued for water, wastewater, and special assessment projects.



INDICATOR DESCRIPTION: Overlapping debt is indicated as a percentage of assessed valuation. Overlapping debt is the net direct debt of another local governmental jurisdiction that is issued against a tax base within part of all of the geographic boundaries of the city. The governmental jurisdictions included in the City of Rock Island are Rock Island/Milan Public School District, Rock Island County, Rockridge School District and the Airport Authority.

TREND ANALYSIS/CONCLUSION: Overlapping debt is important because it measures the ability of the entire community's tax base to repay the debt obligations issued by all of its governmental and quasi-governmental jurisdictions. The overlapping debt chart shows a positive trend for the City until the addition of the Rock Island/Milan School District #41 debt in 1998/99. City debt was added in 2001, 2002, 2003, 2004, 2005, 2007 and 2008. New debt was also added in 2009 reference construction of the new riverfront park.

Financial Policies

In the summer of 1987, the City Manager recommended the appointment of a Financial Planning Task Force comprised of citizens with financial management expertise from the private sector. The job of the task force was to review City financial information and make recommendations to the City Council and City Manager that would help improve financial planning and lead to a more stable financial future for the City.

Although the majority of the Task Force's recommendations relate to the General Fund which comprises 30% of the overall 2004/05 City budget, a number of recommendations were directed to the areas of debt management, accounting, and revenues because they also impact the City's financial position.

The following recommendations were adopted by the Task Force and City Council. The consensus of the Task Force was that the City of Rock Island could improve its financial stability, enhance its financial planning process, and improve its credit worthiness if these policies were approved and implemented. The original financial policies were presented to and adopted by Council on August 6, 1987. Updates to the financial policies, that included the policy on excess General Fund balance, were approved by Council in December, 1989. Updates to the financial policies, that included the policy on excess Park, Playground, Library, Health Insurance and Self-Insurance fund balances, were approved by Council in November, 1994. Additionally, Council adopted a policy on the allocation of gaming revenues that requires an annual review of the prior year allocation decision. This policy was revised on November 13, 2000 and again on November 18, 2005.

Cash flow borrowing

The City of Rock Island has in past years issued tax anticipation warrants and used inter-fund borrowing to pay expenses incurred until the first property tax receipts were received in June. It is the goal of the City of Rock Island to maintain a sufficient cash balance in the General Fund to eliminate the need for external cash flow borrowing.

General fund cash balance

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year. It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated General Fund balance at the end of each fiscal year at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. It is the goal of the City of Rock Island to move from a 60 day to a 90 day cash balance over a five year period beginning with the fiscal year ended March 31, 2005.

Excess general fund balance

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated General Fund balance at the end of each fiscal year at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. Any General Fund balance in excess of this requirement will be transferred to the Capital Improvements Fund at the completion of the annual audit.

Fund balance – Library fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in the Library fund so a positive cash balance and fund balance is maintained at the end of each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Library fund balance at the end of each fiscal year at a level equal to an amount representing 120 days of budgeted expenditures for the following fiscal year.

Fund balance - Health Insurance fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its Employee Health Benefit fund so a positive cash balance and fund equity is maintained throughout each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Employee Health fund equity at the end of each fiscal year equal to, a minimum, 25% of the annual maximum liability with the goal of maintaining at least 50% of the maximum liability as established for the City by its aggregate reinsurer each year.

Fund balance - Self Insurance fund

It is the policy of the City of Rock Island to establish and maintain sufficient cash in its Self-Insurance fund so a positive cash balance and fund equity is maintained throughout each fiscal year.

It is the goal of the City of Rock Island to maintain a positive unrestricted and undesignated Self-Insurance fund equity at the end of each fiscal year equal to the average annual incurred losses for the preceding five years.

Fund balance – Enterprise funds

The City of Rock Island business-type activities include waterworks, wastewater treatment, stormwater treatment, and sunset marina. It is the policy of the City of Rock Island that these business-type activities are intended to be self-supportive through fees and charges set to recover all operating and capital costs including depreciation and debt service. The city will set fees and user charges for the water, wastewater, stormwater and sunset marina enterprise funds at a level that fully supports the total direct and indirect costs of the activities. Indirect costs include the replacement of the capital assets of the fund. It is the goal of the City of Rock Island to set rates for enterprise operations at a level that will result in positive changes in net assets and provide positive unrestricted net assets each year.

Fund balance – Park fund

The park fund is classified as an enterprise fund. The park fund also includes park and recreation activities that are supported by user fees and property taxes. It is the goal of the City of Rock Island to set user fees for park and recreation activities at a level that will provide affordable park and recreational opportunities for city residents and minimize property tax support for those services.

It is the policy of the City of Rock Island that park activities including Highland Springs golf, Saukie golf, Rock Island Fitness and Activity Center (RIFAC) and Whitewater Junction aquatic center are business-type activities and are intended to be self-supportive through fees and charges set to recover all operating and capital costs including depreciation and debt service. The park board will set fees and user charges at a level that supports the total direct and indirect costs of these activities. Indirect costs include the replacement of the capital assets of the fund. It is the goal of the City of Rock Island to set fees and user charges at a level that will result in positive net income for the separate enterprise operations, offset the costs of the non-enterprise park and recreation activities, and provide positive unrestricted fund net assets each year.

Revenues

The City will make every effort to maintain a diversified and stable revenue base to protect its operation from short-run fluctuations in any one revenue source.

The City will systematically review its revenue sources annually, based upon past experience and anticipated future trends. Based upon this review, the City will project revenues and expenditures for a five year period and will update this projection annually.

The City will follow a reasonable but aggressive policy of collecting revenues, keeping customer accounts current, and collecting fees as defined by ordinance.

The City will set fees and user charges for the Water, Sewer, and Sunset Marina Enterprise Funds at a level that fully supports the total direct and indirect costs of the activity. Indirect costs include the replacement of the capital assets of the fund.

The City will allocate General Fund administrative costs to each fund based upon the benefits that each fund receives for the services. Each year the City will recalculate the full cost of General Fund administrative services to identify the impact of inflation and other cost increases of the allocation.

Use of revenue from riverboat gambling

The City will first allocate gaming revenues from rent or wagering taxes to repay the annual debt obligation incurred in 1991 (and refinanced in 1994) pursuant to the development agreement with the Rock Island Boatworks. The balance of revenue will be allocated for the following purposes based on priority decisions by City Council:

- (1) Capital improvements.
- (3) As directed by Council, equipment purchases or service contracts in excess of \$10,000.
- (2) Economic development projects that produce jobs, increase tax revenue and/or enhance the quality of life.

Since the amount of gaming revenue projected is very uncertain, allocation of revenues received during the current fiscal year will be made during the CIP and budget process for the following fiscal year. This will allow allocation decisions to be made in conjunction with other policy decisions about the Capital Improvements Plan, the annual operating budget and the property tax levy.

This policy should be reviewed and modified, if necessary, prior to the adoption of the annual budget. (Note: this policy was updated by City Council on October 15, 2001)

Accounting, auditing, and financial reporting

The accounting system will maintain records on a basis consistent with accepted standards for local governmental accounting. Regular monthly financial reports will be prepared, presenting a summary of all activity within each fund.

An independent public accounting firm will perform an annual audit and will publicly issue a financial report and opinion. The annual report will conform to guidelines established by the Government Finance Officers Association (GFOA) for annual reports and will be submitted to the GFOA for the Certificate of Achievement for Excellence in Finance Reporting.

Reserves

The City will establish a contingency reserve to provide for unanticipated expenditures of a nonrecurring nature, or shortfalls in projected revenues of the General Fund. This reserve will be maintained at 1%.

The City will annually appropriate funds for the Equipment Replacement Fund to provide for timely replacement of motive equipment.

Five year projection

A five year General Fund forecast should be updated annually and submitted to the Mayor and City Council for their review. It can be an important financial tool that indicates the future financial condition of the City, and actions should be planned to avoid financial deterioration.

Economic Development efforts that result in an increased tax base are very important to obtain long term improvement in tax revenues without raising tax rates.

Tax and fee increases as well as service reductions should be considered as options to address financial deterioration. Care should be taken not to put the City in a significantly disadvantageous position with its neighboring cities, either because of substantially higher taxes or because of a lower level of service.

Continued efforts should be made to reduce the costs of providing City services through productivity improvement measures.

Capital debt and management

Any capital project financed through the issuance of bonds shall be financed for a period not to exceed the expected useful life of the project. The City will keep the final maturity of general obligation bonds at or below twenty years. Total general obligation debt payable from property taxes will be limited to 2.0 percent of the market valuation of taxable property.

The City will not use long-term debt for current operations.

The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.

The City will make all capital improvements in accordance with an adopted five-year capital improvement program. The plan will be updated annually.

The City will use self-supporting debt whenever possible.

The City will examine alternative financing vehicles for local improvements including the use of special service area financing.

The City will review the potential of obtaining a Moody's Investor Service bond rating of 'A' for each bond issue.

The use of Municipal Bond insurance will be considered for each bond issue.

Definition of capital assets

Capital assets include property, plant, equipment and infrastructure assets (e.g. roads, bridges and similar items). They are budgeted in the applicable governmental or business-type fund. Capital assets are defined by the City of Rock Island as assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical costs if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is not included as part of the capitalized value of the assets constructed. Property, plant and equipment of the City of Rock Island, as well as the component units, is depreciated using the straight-line method over the following estimated useful lives:

| <u>Asset</u> | <u>Years</u> |
|-----------------------------------|------------------------------|
| Buildings | 10 to 40 |
| Improvements other than buildings | 5 to 40 |
| Machinery and equipment | 3 to 20 |
| Waterworks system | 5 to 40 |
| Wastewater treatment system | 10 to 40 |
| Bridges and approaches | 10 to 67 |
| Marina facilities | 10 to 20 |
| Infrastructure | 50 to 100 |
| | (1969 to present = 50 years) |
| | (before 1969 = 100 years) |

Actuarial assumptions for police and fire pension funds

The interest rate assumption for the actuarial calculation of the police and fire pension property tax levies is set at 7.5% and the 2040 funding percentage at 100% beginning with the December 2011 property tax levy.



ROCK ISLAND
ILLINOIS

Investment Policy

This Investment Policy applies to the investment activities of all funds of the City of Rock Island, except for the Police Pension Fund and the Fire Pension Fund, which are subject to the order of the Board of Trustees of each respective fund. All financial assets of other funds, including: the General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Funds, Special Assessment Funds, Enterprise Funds, Internal Service Funds, Trust and Agency Funds, and other funds that may be created from time to time, shall be administered in accordance with the provisions of this Policy.

Any monies received for the Police Pension Fund, the Fire Pension Fund, the Centennial Bridge Fund, the Park and Recreation Funds and the Rock Island Public Library Fund will be administered by the written order of the respective Board of Trustees of each fund. In the absence of such orders, monies received and/or securities held by the City of Rock Island on behalf of these funds shall be administered in accordance with the provisions of this Policy.

Objectives of investment policy

The purpose of the Investment Policy of the City of Rock Island is to establish cash management and investment guidelines for City Officials responsible for the stewardship of public funds. Specific objectives include:

Safety of principal is the foremost objective of the Investment Policy of the City of Rock Island. Except for the pension funds, for which short-term market fluctuation are tolerable, each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities defaults or erosion of market value. Market Speculation is not appropriate in the investment of funds. Normally a "buy and hold" approach to investment will be used. Investments are intended to be purchased so they will mature when funds are needed.

The City shall diversify its investments to avoid incurring unreasonable risks regarding specific security types and/or individual financial institutions.

The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which may be reasonably anticipated in any City fund. Maturities of investments of all funds shall not exceed five years. The majority of funds would normally be invested with a life less than three years.

The investment portfolio of the City except for the pension funds, shall be designed with the objective of regularly exceeding the average return of three month U.S. Treasury Bills. The investment program shall seek to augment returns above this threshold, consistent with risk limitations identified herein and prudent investment principles.

Assets of the pension funds shall be invested in securities, which over the term of an economic cycle, equal or exceed market-average rates of return for comparable portfolios or categories of assets.

In managing its investment portfolio, City officials shall avoid any transaction that might impair public confidence in the government of the City of Rock Island. Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. The standard of prudence to be used by investment officials shall be the "prudent person" and shall be applied in the context of managing the overall portfolio.

Responsibility for the investment program

Except for the Police and Fire Pension Funds, the management responsibility for the investment program of the City of Rock Island is hereby delegated to the Director of Finance, who shall establish written procedures for the operation of the Investment Program consistent with this Policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under terms of this Policy and procedures established by the Director of Finance. The Director of Finance shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of subordinates.

The responsibility for investment activities of the Police and Fire Pension Funds rest with the respective Board of Trustees of each fund.

Cash management

The City's policy regarding cash management is based upon the realization that there is a time-value to money. Temporarily idle cash may be invested for a period of one day to five years depending upon when the money is needed. Accordingly, the Director of Finance shall cause to be prepared written cash management procedures which shall include, but not be limited to, the following:

- Receipts: All monies due the City shall be collected as promptly as possible. Monies that are received shall be deposited in an approved financial institution no later than the next business day after receipt by the City. Amounts that remain uncollected after a reasonable length of time shall be subject to any available legal means of collection.
- Disbursements: Any disbursement to suppliers of goods and/or services or to employees for salaries and wages shall be contingent upon available budgeted funds. Disbursements shall be made in accordance with the City's purchasing policy.
- Cash Forecast: At least annually, a cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year of the City. The forecast shall be updated from time to time to identify the probable investable balances that will be available.
- Pooling of Cash: Except for cash in certain restricted and special accounts, the City will pool the cash of various funds to maximize investment earnings. Investment income will be allocated to the various funds based upon their respective participation.

One of the objectives of the City's cash management procedures is to comply with The Public Funds Deposit Act of the State of Illinois (30 Illinois Compiled Statutes 225/0.01) (formerly Illinois Revised Statutes Chapter 102-34-1) which mandates prompt investment of funds.

Accounting

The City of Rock Island maintains its accounting records on the basis of fund accounting. Each fund is considered a separate accounting entity. All investment transactions shall be recorded in the various funds in accordance with generally accepted accounting principles as promulgated by the Government Accounting Standards Board. Accounting treatment will include:

Investments will be carried at the lower of cost or market in accordance with generally accepted accounting principles.

Premium or discount will be recorded according to generally accepted accounting principles.

Gains or losses on investments in all funds except the pension funds will be recognized at the time of disposition of the security and recorded according to generally accepted accounting principles.

Financial institutions

It shall be the policy of the City of Rock Island to select financial institutions on the following basis:

- | | |
|-------------------------|--|
| Security: | The City will not maintain funds in any financial institution that is not a member of the FDIC system. Furthermore, the City of Rock Island will not maintain funds in any financial institution not willing or capable of posting required collateral for funds in excess of the FDIC or SAIF insurable limits. |
| Size: | The City of Rock Island will not select as depository, any financial institution in which the City funds on deposit will exceed 50% of the institution's capital stock and surplus. |
| Location: | The City of Rock Island shall encourage investment in the financial institutions within the City of Rock Island. However, the City may approve qualified depositories regardless of location. |
| Statement of Condition: | The City of Rock Island will maintain for public and managerial inspection current statement of condition for each financial institution named as depository. If, for any reason, the information furnished is considered by the Finance Director to be insufficient, the City may request additional data. The refusal of any institution to provide such data upon request may serve as sufficient cause for the withdrawal of City funds. |
| Services and Fees: | Any financial institution selected by the City of Rock Island shall provide normal banking services, including, but not limited to checking accounts, wire transfers, purchase and sale of investment securities and safekeeping services. Fees for banking services shall be determined through a request for proposal (RFP) bid process. Fees for services shall be substantiated by a monthly account analysis. |

Investment Quotes

The Finance Director, or an agent acting through written agreement shall receive quotes on all investments exceeding \$100,000. At least three institutions will normally be contacted requesting a quote. If the two higher quotes are identical and one of the tying institutions currently holds the funds being quoted, the Finance Director may award the investment to that institution. It is important that the quote is clearly defined. The percent of interest, actual dollar amount to be paid in interest, and the type of pledging must be clearly stated.

Community Reinvestment Act

Priority for investing local funds may be given to banking institutions which exhibit compliance with the Community Reinvestment Act such as:

1. Assist the city in achieving neighborhood redevelopment objectives.
2. Actively market lending programs in older, lower income neighborhoods.

3. Develop programs which better meet credit needs of specified neighborhoods.
4. Participate in city programs now in place which target the Neighborhood Strategy Area.
5. Assist the city in developing programs which promote reinvestment and revitalization of specified neighborhoods (e.g. - risk lending pool).

Investment selection

The City of Rock Island may invest in any type of security allowed by law as set out in The Public Funds Investment Act of the State of Illinois (*the "Investment Act"*) (30 Illinois Compiled Statutes 235/1 et seq) (formerly Illinois Revised Statutes, Chapter 85-902-2). A summary of allowable securities follows:

- (1) Bonds, notes, certificates of indebtedness, treasury bills, or other securities, which are guaranteed by the full faith and credit of the United States of America.
- (2) Interest-bearing savings accounts, interest-bearing certificates of deposit or interest-bearing time deposits or any other investments constituting direct obligations of any bank as defined by the Illinois Banking Act and only those banks with insurance managed and regulated by the Federal Deposit Insurance Corporation (FDIC).
- (3) Shares or other forms of securities legally issued by savings and loan associations incorporated under laws of the State of Illinois or any other state or under laws of the United States and only in those savings and loan associations insured by SAIF.
- (4) Short-term obligations of corporations (commercial paper) organized in the United States with assets exceeding \$500,000,000 if:
 - (a) such obligations are rated at the time of purchase at the highest classification established by at least two standard rating services and which mature not later than 180 days from the date of purchase,
 - (b) and no more than 10% of City funds are invested in such obligations at any time and
 - (c) such purchases do not exceed 10% of the corporation's outstanding obligations.
- (5) Short-term discount obligations of Federal agencies.
- (6) Illinois Public Treasurer's Investment Pool or other similar investments that are made within the parameters set by the Illinois Investment of Public Funds Act.
- (7) Repurchase agreements which meet the following requirements:
 - (a) The securities, unless registered or inscribed in the name of the City, are purchased through banks or trust companies authorized to do business in the State of Illinois.
 - (b) The Finance Director, after ascertaining which firm will give the most favorable rate of interest, directs the custodial bank to "purchase" specified securities from a designated institution. The "custodial bank" is the bank or trust company, or agency of government, which acts for the City in connection with repurchase agreements involving the investment of funds by the City. The custodial bank may not be the seller of securities to the City. The State Treasurer may act as custodial bank for public agencies executing repurchase agreements. To the extent the State Treasurer acts in this capacity, he is authorized to pass through to the City any charges assessed by the Federal Reserve Bank.

- (c) A custodial bank must be a member bank of the Federal Reserve System or maintain accounts with member banks. All transfers of book-entry securities must be accomplished on a Reserve Bank's computer records through a member bank of the Federal Reserve System. These securities must be credited to the City on the records of the custodial bank and the transaction must be confirmed in writing to the City by the custodial bank.
- (d) Trading partners shall be limited to banks or trust companies authorized to do business in the State of Illinois or to registered primary reporting dealers.
- (e) The security interest must be perfected. In order to perfect the security interest, the City, or its custodian or agent, must take possession of the securities. The seller or a person controlled by the seller cannot qualify as either a custodian or agent. The City obtains a security interest when it or its custodian or its agent receives possession of the securities, either physically or transferred through book entry on the Federal Reserve System. Confirmation in writing must be obtained from the custodian or agent.
- (f) The City enters into a written master repurchase agreement which outlines the basic responsibilities and liabilities of both buyer and seller.
- (g) The City enters into a written contract with the custodial bank which outlines the basic responsibilities and liabilities of the buyer, the seller and the custodial bank.
- (h) Payment for securities shall not be made by the custodial bank until the securities are actually received by the custodial bank.
- (i) The City Treasurer informs the custodial bank in writing of the maturity details of the repurchase agreement.
- (j) The custodial bank must take delivery of and maintain the securities in its custody for the account of the City and confirm the transaction in writing to the City. The Custodial Undertaking shall provide that the custodian takes possession of the securities exclusively for the City; that the securities are free of any claims against the trading partner; and any claims by the custodian are subordinate to the City's claim or right to those securities.
- (k) The obligations purchased by a City may only be sold or presented for redemption or payment by the fiscal agency bank or trust company holding the obligations upon the written instruction of the City.

The City will specifically avoid any purchase of financial forwards or futures, any leveraged investments, lending securities or reverse repurchase agreements.

Diversification and maturities

In order to reduce the risk of default, the investment portfolio of the City shall not exceed the following diversification limits: No financial institution shall hold more than 20% of the City of Rock Island's investment portfolio, exclusive of U.S. Treasury securities held in safekeeping unless specifically authorized by Council..

Commercial paper shall not exceed 10% of the City's investment portfolio.

Illinois Public Treasurer's Investment Pool shall not exceed 25% of the Investment portfolio. Maturities of investments of the various funds of the City shall be determined to enable the City to have

available sufficient cash for all operating purposes. Investments may be purchased with maturities to match future project or liability requirements. However, any investments purchased with a maturity longer than two years must be supported by written documentation explaining the reason for the purchase and must be specifically pre-authorized by the Finance Director. Notwithstanding, no investment in any fund shall have a maturity longer than five years and must be supported by written documentation explaining the reason for the purchase and must be specifically pre-authorized by the Finance Director.

Collateral

It is the policy of the City of Rock Island to require that funds on deposit with banks and savings and loans in excess of FDIC or SAIF insurance limits be secured by some form of collateral. The City will accept any of the following assets as collateral:

- U.S. Government Securities

- Obligations of Federal Agencies

- Obligations of Federal Instrumentalities

- Obligations of the State of Illinois

- Obligations of the City of Rock Island

The amount of collateral provided will be not less than 110% of the fair market value of the net amount of public funds secured. The ratio of fair market value of collateral to the amount of funds secured will be reviewed quarterly and additional collateral will be requested when the ratio declines below the level required. Pledged collateral will be held by the City of Rock Island or in safekeeping and evidenced by a safekeeping agreement. If collateral is held in safekeeping, it may be held by a third party or by an escrow agent of the pledging institution. Collateral agreements will preclude the release of the pledged assets without an authorized signature from the City of Rock Island. Substitution or exchange of securities held in safekeeping cannot be done without prior approval of the City.

In addition to the above assets as security on deposits, the City will accept irrevocable letters of credit issued by a Federal Home Loan Bank.

Internal controls

The Director of Finance shall establish a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed by an independent certified public accountant in conjunction with the annual examination of the financial statements of the City. The controls shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees and officers of the City of Rock Island.

One of the required elements of the system of internal controls shall be the timely reconciliation of all City bank accounts. Bank reconciliations shall be performed on monthly basis and shall be completed no later than thirty (30) days after the end of the monthly cycle.

Reporting

The Director of Finance shall submit an investment report as part of the Quarterly Management Report which shall describe the portfolio in terms of investment securities, maturities and cost by investment, and earnings for the current period and year-to-date. The report shall indicate any areas of policy concern and planned revision of investment strategies.

From time-to-time the Director of Finance shall suggest policies and improvements that might be made in the investment program.

Conflict

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program, or which could impair their ability to make impartial investment decisions.

Indemnification

The Finance Director and employees of the City acting in accordance with this investment policy and written procedures as have been or may be established and exercising due diligence, shall be relieved of personal liability for an individual security's credit risk or market changes.

The standard of prudence to be used by investment officials of the City of Rock Island shall be the "prudent person" standard which states:

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the possible income to be derived.

The above standard is established as the standard for professional responsibility and shall be applied in the contest of managing the City's overall portfolio.

Amendment

This Policy shall be reviewed from time-to-time, and any changes shall be presented to the City Council for their approval.



ROCK ISLAND
ILLINOIS

Purchasing Policies

It is the philosophy of the City of Rock Island to conduct a purchasing process which will result in maximum value in the goods and services purchased for the tax dollar spent. It is the City of Rock Island's policy that the purchasing process will achieve the following objectives:

- Purchase goods and services at the lowest cost consistent with specified quality and service levels
- Promote full competition from vendors through a standardized bidding process
- Comply with all local, state and federal regulations regarding the purchase of municipal goods and services
- Maintain continuity of supply to support the various services provided by the City
- Maintain standards of quality in materials
- Avoid duplication, waste and obsolescence with respect to materials and equipment
- Maintain the minimum investment in materials inventory needed to provide cost effective services

Category A: Goods and Services with a Cost exceeding \$15,000

Formal written bids or proposals will be opened after an approved solicitation process including a public notice of the opportunity to submit bids or proposals. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who submits the lowest bid or proposal in substantial compliance with the bid specifications or Request for Proposal. All purchases must be formally approved by the City Council in advance and the City Council may reject any and all bids and to waive technicalities in the bidding process.

Category B: Goods and Services with a Cost exceeding \$10,000 but less than or equal to \$15,000

Pricing information will be gathered through an approved process such as sealed bids, price negotiations, written quotations or telephone solicitation. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who offers the lowest price in substantial compliance with the bid specifications. All purchases must be formally approved by the City Council in advance and the City Council may reject any and all bids and waive technicalities in the bidding process.

Category C: Goods and Services with a Cost exceeding \$5,000 but less than or equal to \$10,000

Pricing information will be gathered through an approved process such as sealed bids, price negotiations, written quotations or telephone solicitation. Rock Island vendors will be included in the solicitation. The purchase will be made from the vendor who offers the lowest price in substantial compliance with the bid specifications. All purchases must be approved by the responsible department or division manager. The department manager may reject any and all bids and waive technicalities in the bidding process.

Category D: Goods and Services with a Cost less than or equal to \$5,000

Purchases may be made without price solicitation with the approval of the responsible supervisor. Purchases should be made from Rock Island vendors if they provide competitive pricing.

The authorization of the City Council can be replaced by the Library Board, Police Pension Board, Fire Pension Board or the Park Board, and the City Manager authorization can be replaced by the Library Director and the Parks and Recreation Director for their respective operations.

For the purpose of determining which purchase category to utilize, a cost is assumed to be the invoice cost. For example, the purchase of ten (10) items with a unit cost of \$800 a piece would be one Category C purchase rather than ten (10) Category D purchases.

Purchasing Policy Exceptions

Exception #1: Emergency Purchases

Description:

The acquisition of goods and services when following the normal acquisition procedures would create an unacceptable delay in resolving an emergency situation. A delay is unacceptable if it would create an environmental hazard, place the public at risk, lead to increased damage to public facilities or create a significant inconvenience for the public. Examples include water or sewer system leaks and the unexpected failure of critical equipment or facilities.

Alternate Procedure:

The necessary goods and services will be acquired as quickly as possible. In the case of construction services, the repair contractor will be selected from the rotating list of contractors maintained for that purpose and paid on a time and material basis as defined in the City's standard specifications. Goods and other services will be acquired from the vendor that can make the earliest delivery at reasonable prices.

Approval Process:

The initial acquisition will be approved by department manager. If the acquisition cost exceeds \$10,000, the bill or bills will be presented to the City Council for approval prior to payment. If the cost is less than \$10,000 the bill or bills will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #2: Moving Expenses

Description:

Direct payments to moving vendors or reimbursements to employees that result from expenses incurred while moving their household possessions to the Quad Cities to begin employment with the City.

Alternate Procedure:

If possible, three (3) competitive quotations will be secured for services that exceed \$5,000.

Approval Process:

The amount of the moving allowance will be approved by the City Manager. The initial acquisition of the services will be approved by Personnel Director. Bills in excess of \$5,000 will be presented to the

City Council for approval prior to payment. Bills that are less than \$5,000 will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #3: Travel and Training Expenses

Description:

Costs incurred while traveling on City business and participating in training authorized by the City.

Alternate Procedure:

The City's regular Travel Policy will govern all purchases.

Approval Process:

Payments will be approved by the department manager. Bills will be paid through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #4: Payroll Payments

Description:

Payroll costs for employees authorized in the current budget.

Alternate Procedure:

Paychecks will be issued to employees at the end of the week following completion of a pay period.

Approval Process:

A payroll report will be approved by the Finance Director and presented to the City Council after payment.

Exception #5: Utility Bills

Description:

Bills for natural gas, electricity and communications services, such as cellular telephones, pagers, long distance telephone and local telephone.

Alternate Procedure:

Utility bills in all amounts will be processed through the normal accounts payable process.

Approval Process:

Payments will be approved by the Finance Director and information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

Exception #6: Health Insurance Reimbursements

Description:

Reimbursements to the City's health insurance providers for payments made to medical professionals and program participants.

Alternate Procedure:

Individual payments are governed by the rules and regulations controlling the health insurance program.

Approval Process:

The Finance Director will approve payments to medical providers and information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

Exception #7: Contract Payments except for Contracts for the Construction of Capital Improvements

Description:

Partial and final payments on all contracts, purchase orders, and agreements that have been previously approved by the City Council, unless the payment causes the total contract amount to exceed the original authorization by more than \$5,000.

Alternate Procedure:

Payments in all amounts, unless the original contract amount will be exceeded by more than \$5,000, will be processed through the normal accounts payable process.

Approval Process:

Contracts exceeding \$10,000 will be approved in advance by the City Council. Information about the payments will be presented to the City Council after payment along with the other routine accounts payable.

If a payment will cause the original contract amount to be exceeded by more than \$5,000, it will be submitted to the City Council for approval prior to payment.

Exception #8: Contract Payments for the Construction of Capital Improvements

Description:

Partial and final payments on all contracts for capital improvements.

Alternate Procedure:

The City Manager or Public Works Director shall authorize all change orders on contracts for the construction of capital improvements.

Approval Process:

Partial and final payments on all contracts for capital improvements will be submitted to the City Council for approval prior to payment. The payment request form will include a listing of all approved change orders, the original contract amount and the current approved contract amount.

Exception #9: Loans, Rebates and Refunds (except housing rehabilitation loans)

Description:

Payments due through approved programs such as the Commercial and Industrial Revolving Loan Fund, the Facade Program, utility refunds, sales tax rebates, CDBG funded housing programs and others.

Alternate Procedure:

Payments will be made according to the program specific administrative procedures approved by the City Council.

Approval Process:

All payments will be made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #10: Debt Service

Alternate Procedure:

The payment schedules will be approved by the City Council at the time the debt is incurred.

Approval Process:

The payments will be approved by the Finance Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #11: Landfill and Composting Facility Tipping Fees

Description:

Fees paid to landfills and composting facilities for the disposal of refuse and yard waste.

Alternate Procedure:

The unit prices for landfill and composting services will be included in formal contracts approved in advance by the City Council.

Approval Process:

The payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #12: Asphalt, Ready-Mix Concrete and Construction/Maintenance Aggregates

Description:

The purchase of asphalt products, ready-mix concrete and aggregates for use in construction and maintenance activities

Alternate Procedure:

These materials are acquired on an as-needed basis from nearby vendors based upon the product needed, hauling distance and purchase price.

Approval Process:

Payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #13: Internal Service Fund Payments and Inter-fund Transfers

Description:

Payments made from one City fund to another for direct services such as equipment maintenance or transfers included in the approved budget.

Alternate Procedure:

The transfers are all governed by approved and audited internal procedures.

Approval Process:

The payments will be approved by the Finance Director and reported to the City Council after payment along with the routine accounts payable reports.

Exception #14: Temporary Employment Service Payments

Description:

Fees paid to temporary employment service contractors for temporary employees working in City departments

Alternate Procedure:

Temporary service contracts are approved by the City Council and a listing of contract service/seasonal employees is included in the budget. The short term use of temporary employees to fill vacant, full time positions is approved on a case-by-case basis by the City Manager.

Approval Process:

The payments will be approved by the Personnel Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #15: Bulk Fuel Purchases

Description:

The acquisition of fuel (gasoline, diesel and ethanol) for City equipment and facilities

Alternate Procedure:

These fuels are purchased as-needed on a tanker load basis from the vendor who provides the lowest delivered price. Telephone quotations are gathered for every purchase.

Approval Process:

The payments will be approved by the Public Works Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #16: Grants Awarded to the Martin Luther King, Jr. Center Non-profit Corporations

Description:

Payments on all grant contracts that have been awarded to the Martin Luther King, Jr. Center, Inc 501 (c)(3) non-profit corporation governed by the Board of Directors

Alternate Procedure:

Specific payments and payment schedules are governed by the rules and regulations of the associated funding sources

Approval Process:

All payments will be made through the normal accounts payable process and the information will be reported to the Board and City Council after payment along with the routine accounts payable reports. The Board of Directors must review and approve all expenditure reports on a monthly basis.

Exception #17: Collection Agency, Ambulance Billing and Banking Services

Description:

Fees paid to contract providers for collection services, ambulance billings and banking services.

Alternate Procedure:

The unit prices or methods of payment will be included in formal contracts approved in advance by the City Council.

Approval Process:

The payments will be approved by the Finance Director and made through the normal accounts payable process and the information will be reported to the City Council after payment along with the routine accounts payable reports.

Exception #18: Payments Required by State and Federal Law

Description:

Non-discretionary payments made to comply with state and federal laws such as unemployment compensation and transfer of drug forfeiture money to the State of Illinois.

Alternate Procedure:

The payments are made pursuant to the applicable laws.

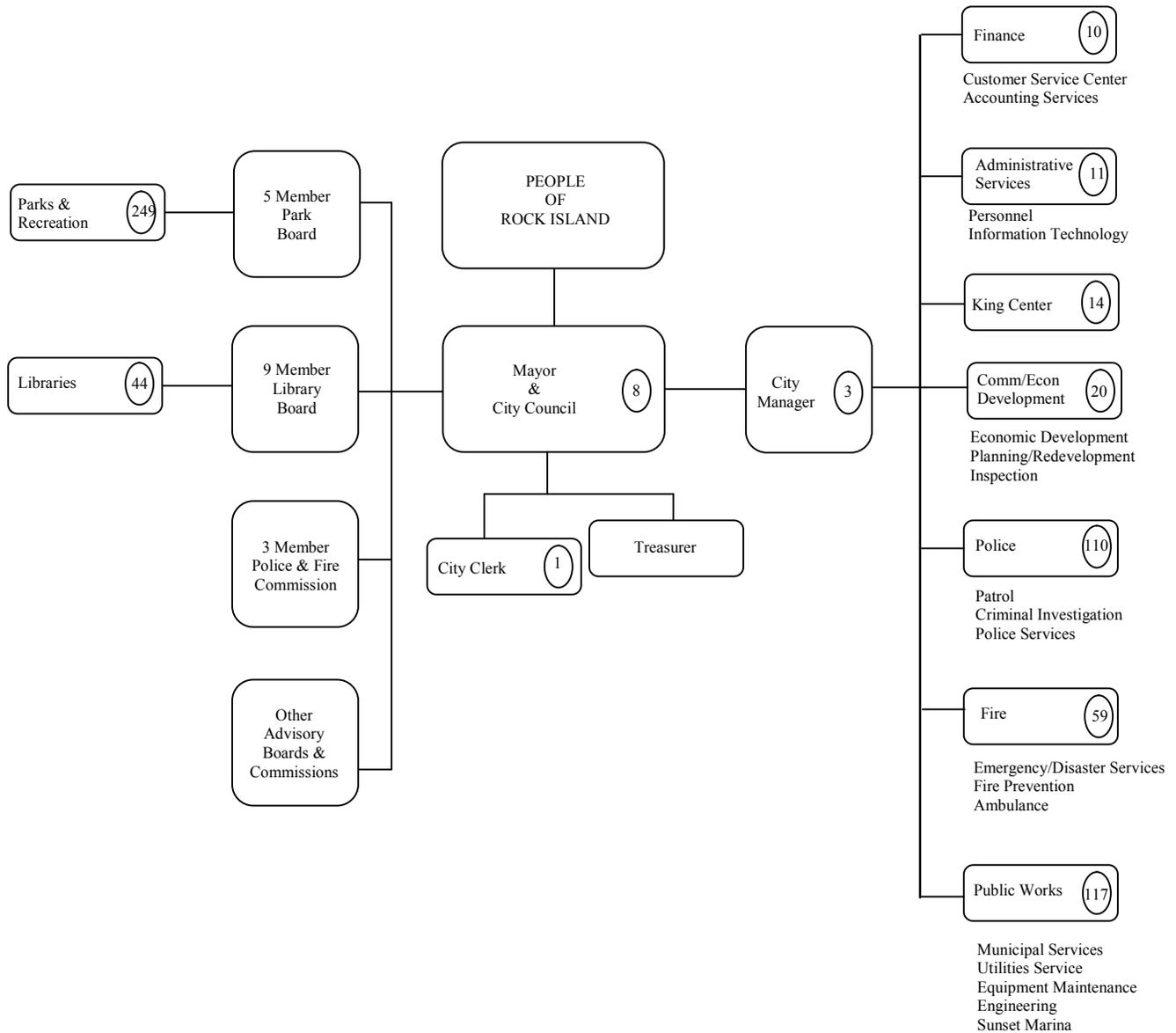
Approval Process:

The payments will be approved by the responsible department manager and made through the normal accounts payable process. The payment information will be reported to the City Council after payment along with the routine accounts payable reports.



ROCK ISLAND ILLINOIS





CITY COUNCIL GOALS AND PRIORITIES

Rock Island VISION 2025

Rock Island is a growing city with beautiful riverfronts, a vibrant downtown, and livable neighborhoods. Rock Island respects diversity and history. Our citizens have quality homes and places for enjoyment and fun. Rock Island is a proud community.

Rock Island Goals 2016

1. Financially strong city providing outstanding services.
2. Revitalization of strategic locations: Downtown, College Hill, 11th Street, I-280 / IL 92 Parkway, Columbia Park.
3. Great livable neighborhoods: Residents feeling safe, quality housing, well maintained infrastructure, engaged residents.
4. Expanding local economy: Growing small businesses, expanding local businesses, attracting new businesses.

Policy Agenda 2012-2013

Top Priority

- Make budget decisions for FY 12-13 with regard to the tax levy, fees, and service levels.
- Review policy on allocation of gaming revenue and make decisions.
- Support Columbia Park Development in collaboration with MetroLINK, LRC Developers, and McLaughlin Body.
- Target the revitalization of 11th Street.
- Promote the I-280 / IL 92 Parkway Development.
- Complete the Southwest Ridgewood Road Business Park.

High Priority

- Make decisions on services and programs funded with Community Development Block Grant (CDBG) in view of reduced funding.
- Support continuation of the Rental Housing Inspection Program.
- Develop a comprehensive plan for street improvements.
- Examine the possible addition of an Economic Development position in the Community and Economic Development Department.
- Conduct planning for the Arsenal Gateway to encourage the growth of businesses contracting with the federal government.

Management Agenda 2012-2013

Targets for Action

- Continue planning for the construction of a new police facility.
- Support the College Hill Business District Development.
- Support the implementation of the strategies identified by the Safer Community Task Force and plan the next phase of this effort.
- Effectively use City property maintenance codes and other tools to improve the condition of problem properties.
- Increase the number of Rock Island businesses visited as part of the Business Connection program.

Mayor / City Council

Program Description:

The residents of Rock Island elect a Mayor and seven Aldermen to four-year staggered terms. Elections are non-partisan. The Mayor is elected as an at-large candidate, and Aldermen are elected from seven wards.

The Mayor and City Council are the governing body of the City of Rock Island. Policies affecting both daily and long-term city operations are reviewed and established by the Mayor and the City Council. Long-range planning strategies are developed in an effort to maintain the level of services and improve the quality of life for residents. These plans are implemented through various departmental activities.

The City Council hires and advises a full-time City Manager who is responsible for implementing established policies. The City Council also appoints a full-time City Clerk who is responsible for maintaining records of all City Council meetings. The Mayor and City Council represent the City at various community, state and national events and serve on local boards and committees as needed.

The goals established by the City Council reflect a continued commitment to representing residents in a manner that will insure that quality services are provided efficiently, and the long-term quality of urban living is maintained and enhanced in Rock Island. These goals are more specifically defined by the long-term goals and short-term targets adopted by the Mayor and City Council at their annual Goal Setting sessions in the fall of each year. The individual departments are responsible for implementation of these priorities.

Analysis:

The FY 12-13 budget shows an 8% increase in Personnel costs due primarily to the increase in amounts budgeted for professional development (training). There is an increase in Supplies of \$1,600 ref. the purchase of iPhones for use by the City Council members and Mayor. Services has increased by 9% as the result of cell phone services costs related to the new iPhones.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Mayor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (7) Alderman | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 |
| | | | | | | | |
| (8) Total Staffing | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 96,958 | 94,751 | 96,971 | 105,744 | 102,029 | 114,600 | 8% |
| Supplies | 470 | 321 | 787 | 650 | 337 | 2,300 | 254% |
| Services | 26,534 | 49,559 | 31,665 | 34,678 | 47,890 | 37,777 | 9% |
| Other | 12,150 | 15,449 | 4,850 | 14,960 | 8,103 | 15,530 | 4% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt Service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | % |
| Total Department | 136,112 | 160,080 | 134,273 | 156,032 | 158,358 | 170,207 | 9% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 136,112 | 160,080 | 134,273 | 156,032 | 158,358 | 170,207 | 9% |
| Total Expense | 136,112 | 160,080 | 134,273 | 156,032 | 158,358 | 170,207 | 9% |

City Clerk

Program Description:

The City Clerk's Office prepares the City Council Meeting Agendas and Minutes; tracks and files City ordinances and contracts; signs all licenses, ordinances, contracts and other official documents; issues approximately thirty types of licenses, is the Municipal Election Official and Freedom of Information Officer for the City; coordinates, tracks and files all Freedom of Information requests and responses; coordinates the list of names and addresses as required for Statement of Economic Interest and responds to numerous customer requests and inquiries daily.

Program Objectives:

- Continue to promote and improve efficiency and organization in the City Clerk's Office.
- Continue to review and execute opportunities to enhance knowledge of procedures and policies in the City Clerk's Office.
- Continue to provide timely responses to customer requests and inquiries on a daily basis and enhance overall quality of customer service.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. License/Permit appl distributed | 340 | 350 | 360 | 355 |
| 2. Council meetings scheduled | 37 | 36 | 36 | 36 |
| 3. Ordinances presented | 89 | 84 | 90 | 90 |
| 4. Freedom of Information requests | 775 | 820 | 900 | 925 |
| 5. Contracts executed | 100 | 110 | 105 | 105 |
| Workload: | | | | |
| 1. License/Permit appl issued | 335 | 345 | 352 | 350 |
| 2. Council meetings attended | 37 | 36 | 36 | 36 |
| 3. Ordinances published | 89 | 84 | 90 | 90 |
| 4. Freedom of Information responses | 775 | 820 | 900 | 925 |
| 5. Contracts filed/listed | 100 | 110 | 105 | 105 |
| Productivity: | | | | |
| 1. Cost per License/Permit issued | \$ 26.00 | \$ 23.00 | \$ 24.00 | \$ 28.00 |
| 2. Cost per Agenda/Minutes completed | \$ 439.00 | \$ 413.00 | \$ 446.00 | \$ 510.00 |
| 3. Cost per ordinance | \$ 41.00 | \$ 39.00 | \$ 40.00 | \$ 45.00 |
| 4. Cost per FOI request | \$ 23.00 | \$ 20.00 | \$ 20.00 | \$ 22.00 |
| 5. Cost per contract | \$ 22.00 | \$ 18.00 | \$ 20.00 | \$ 23.00 |
| Effectiveness: | | | | |
| 1. License/Permit revenue | \$ 49,808.00 | \$ 54,214.00 | \$ 55,500.00 | \$ 58,650.00 |
| 2. Agendas/Minutes | 74 | 72 | 72 | 72 |
| 3. % of Ordinances published | 100% | 100% | 100% | 100% |
| 4. Avg days for FOI responses | 4 | 4 | 4 | 4 |
| 5. % of Contracts filed | 100% | 100% | 100% | 100% |

Analysis:

The (0.45) difference in Staffing (fte) is a result of the part time position being moved to employment services. The overall increase in Supplies (476%) is due to the anticipated supply costs for the installation of a new multi-function printer in the City Clerk's office as a result of the removal of Bizhub printer and for proposed purchase of office furniture. The increase in Services (244%) is attributed to the clerical assistant's salary previously being budgeted under Personnel Services (part time salaries).

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) City Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (0) Clerical Assistant | 0.00 | 0.50 | 0.40 | 0.45 | 0.00 | 0.00 | (0.45) |
| (1) Total Staffing (fte) | 1.00 | 1.50 | 1.40 | 1.45 | 1.00 | 1.00 | (0.45) |

| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| Personnel | 62,252 | 61,048 | 57,824 | 61,762 | 57,158 | 54,854 | -11% |
| Supplies | 349 | 432 | 833 | 950 | 689 | 5,475 | 476% |
| Services | 7,861 | 5,672 | 4,102 | 5,213 | 5,389 | 17,908 | 244% |
| Other | 4,686 | 5,074 | 3,132 | 3,385 | 4,106 | 3,400 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt Service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | 135 | - | - | - | --- |
| Total Cost Center | 75,148 | 72,226 | 66,026 | 71,310 | 67,342 | 81,637 | 14% |

| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| General Fund | 75,148 | 72,226 | 66,026 | 71,310 | 67,342 | 81,637 | 14% |
| Total Expense | 75,148 | 72,226 | 66,026 | 71,310 | 67,342 | 81,637 | 14% |



ROCK ISLAND

ILLINOIS



GENERAL ADMINISTRATION

Goals & Objectives

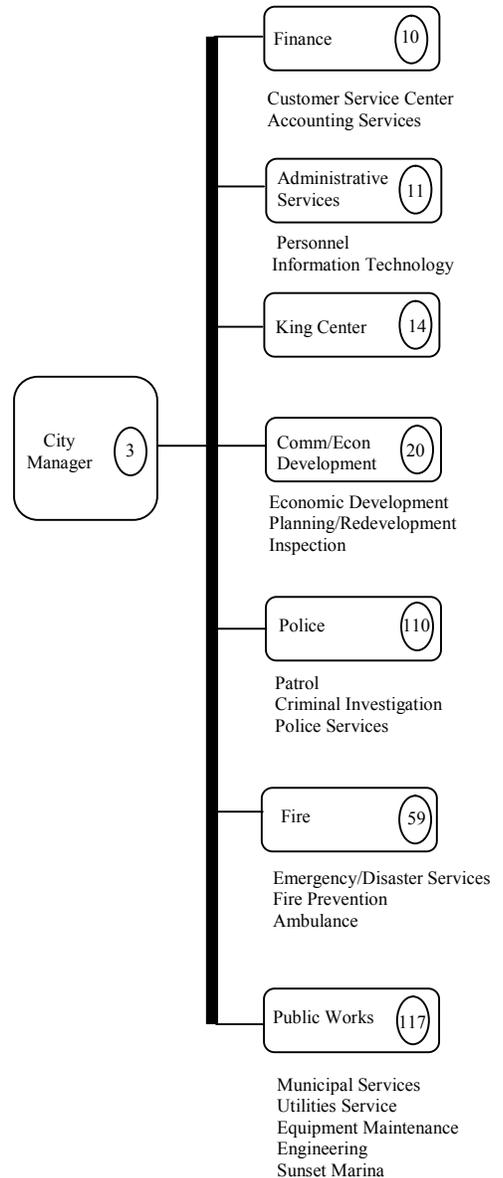
Maintain the high level of services provided to the community through a courteous, dedicated, and professional workforce.

Provide principled leadership to the organization that will encourage a strong employee/employer relationship.

Implement the goals established by the City Council.

Promote the vision of the City of Rock Island as developed by the City Council through community marketing efforts.

Examine overall operations to maintain quality services to residents as efficiently as possible while closely monitoring General Fund revenues and expenses.



General Administration

Program Description:

General Administration represents those activities that focus on the overall management of the City of Rock Island. The City Manager is appointed by the City Council to administer the established policies, oversee the day-to-day operations and provide management support and information to the Mayor and City Council to assist them in making informed decisions. The City Manager is responsible for the supervision of seven departments: Administrative Services, Finance, Community and Economic Development, Police, Fire, Library, Martin Luther King Jr. Community Center, and Public Works. The City Manager also works with the Parks and Recreation Director and Library Director to coordinate Parks and Recreation services and Library services. The City Manager oversees the Community Marketing program in cooperation Renaissance Rock Island. Additionally, the City Manager supervises the Executive Secretary, who manages the office and provides clerical support to the City Manager, Mayor and City Council.

The goals of General Administration reflect a commitment to providing quality services to the community by emphasizing employee involvement, customer service, and implementing Council goals.

Program Objectives:

- Maintain the high level of services provided to the community through a courteous, dedicated and professional workforce and thorough review of the City's finances.
- Provide principled leadership to the organization that will encourage strong employee/employer relations.
- Continue to emphasize customer satisfaction throughout the organization and improve work processes to streamline customer services.
- Implement the City goals established by the Mayor and City Council.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Population | 39,684 | 39,018 | 39,018 | 39,018 |
| 2. Expenditures | \$ 97,895,894 | \$ 114,209,881 | \$ 138,329,321 | \$ 133,310,573 |
| 3. Revenues | \$ 105,180,097 | \$ 109,564,290 | \$ 131,333,360 | \$ 131,712,475 |
| 4. City Employees (FTE) | 467.02 | 460.04 | 462.23 | 453.43 |
| Workload: | | | | |
| 1. Departments managed | 7 | 7 | 7 | 7 |
| 2. Capital costs | \$ 14,610,303 | \$ 16,037,026 | \$ 34,874,038 | \$ 30,726,094 |
| 3. Personnel costs | \$ 35,616,996 | \$ 36,316,264 | \$ 41,198,190 | \$ 42,447,125 |
| Productivity: | | | | |
| 1. Capital improvements per capita | \$ 368.17 | \$ 411.02 | \$ 893.79 | \$ 787.49 |
| 2. Personnel cost per capita | \$ 897.52 | \$ 930.76 | \$ 1,055.88 | \$ 1,087.89 |
| 3. Property tax rate | 2.3638 | 2.3638 | 2.4092 | 2.4092 |
| 4. Property tax levy | \$ 11,017,638 | \$ 11,177,395 | \$ 11,372,269 | \$ 11,460,972 |
| Effectiveness: | | | | |
| 1. % change in EAV | 2.30% | 1.45% | 0.72% | 0.78% |
| 2. % change in sales tax revenue | -4.00% | 2.70% | 0.41% | -0.47% |
| 3. % change in property tax rate | 0.6% | 0.0% | 1.9% | 0.0% |

Analysis:

Progress toward implementation of the goals and priorities established by the City Council and closely monitoring the General Fund revenues will be the major efforts in the department again this year. The FY 12-13 budget reflects a 13% increase in Personnel costs due primarily to the addition of the Assistant to the City Manager position, which is a newly created position. The \$405 increase in Supplies is to cover the cost of additional supplies and office equipment to be purchased for use by the Assistant to the City Manager. The Other category has risen by \$2,035 to cover the increased cost of dues and the cost of attending outside meetings for both the City Manager and the Assistant to the City Manager. The use of TIF funds has increased as the Assistant to the City Manager position will also be paid partially from these funds.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) City Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Asst to City Manager | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| (1) Executive Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (3) Total Staffing (fte) | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 268,755 | 226,892 | 264,765 | 304,053 | 340,991 | 342,329 | 13% |
| Supplies | 802 | 478 | 1,831 | 1,295 | 4,311 | 1,700 | 31% |
| Services | 113,266 | 113,036 | 141,628 | 141,046 | 136,504 | 141,212 | 0% |
| Other | 6,414 | 4,134 | 6,656 | 4,165 | 1,022 | 6,200 | 49% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt Service | - | - | - | - | - | - | --- |
| Transfers | 110,004 | 110,000 | 46,490 | 135,000 | 135,000 | 129,500 | -4% |
| Contingency | - | - | - | - | - | - | --- |
| Total Department | 499,241 | 454,540 | 461,370 | 585,559 | 617,827 | 620,941 | 6% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 388,832 | 328,437 | 394,160 | 427,029 | 454,079 | 451,616 | 6% |
| TIF Downtown | 81 | 3,221 | 3,859 | 4,606 | 5,435 | 7,855 | 71% |
| TIF S. 11th St. | 81 | 3,221 | 3,859 | 4,606 | 5,435 | 7,855 | 71% |
| TIF N. 11th St. | 81 | 3,221 | 3,859 | 4,606 | 5,435 | 7,855 | 71% |
| TIF Jumer's | 81 | 3,219 | 3,859 | 4,606 | 5,435 | 7,855 | 71% |
| TIF Columbia Park | 81 | 3,221 | 3,859 | 4,606 | 5,436 | 7,855 | 71% |
| Riverboat Gaming | 110,004 | - | 46,490 | 135,000 | 135,000 | 129,500 | -4% |
| Adopt-A-School | - | - | 1,425 | 500 | 1,571 | 550 | 10% |
| Capital Improvement | - | 110,000 | - | - | - | - | --- |
| Total Expense | 499,241 | 454,540 | 461,370 | 585,559 | 617,827 | 620,941 | 6% |



ROCK ISLAND

ILLINOIS



ADMINISTRATIVE SERVICES DEPARTMENT

Goals & Objectives

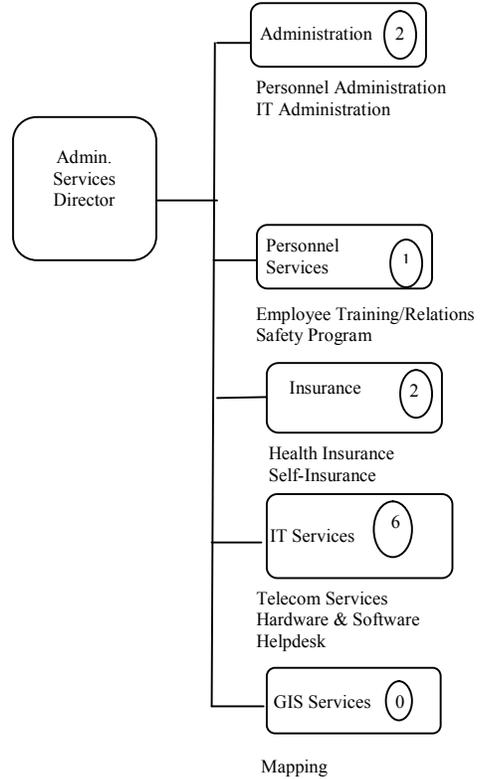
Administration of the Health Plan which includes the Blue Cross/Blue Shield network and third party administration. Conduct an RFP for the medical network and TPA services. Continued analysis of the on-site nurse program and the City's relationship with Rock Island County.

COA, FOP, AFSCME A & B and UAW union negotiations.

Work with City departments to improve business operations and communications by thoroughly understanding business needs and by planning, implementing and managing the best technology solutions available.

Maintain premium rates and coverage for commercial insurance program. Improve the financial health of the self-insurance fund.

Provide citizens, the business community and the City's staff with convenient access to appropriate information and services throughout the department.



Analysis:

The Administrative Services Department provides a wide range of internal services to all City departments. The department contains five divisions: Administration, Personnel Services, IT Services, Geographical Information System services and Insurance. The Administrative Services Director administers all activities with the assistance the IT Service Director, Risk Manager and eight full-time employees.

The Administration area provides support services to other departments in all employee related matters including employee recruitment, selection, orientation, training, benefit administration, discipline and termination. Administration is responsible for the City's classification and pay system, Employee Personnel Rules, and coordinates the activities of joint purchasing, cable television, mail services and city attorney/labor counsel legal services. This area also works with the Customer Board of users (CBU) to build consensus on the technology direction for the City. The ITS Assistant Director supervises the delivery of information technology services to all City departments. The Administrative Services Director participates in negotiations with six employee bargaining units: AFSCME Chapters A & B, FOP, IAFF, UAW and the Police Command Association. Staff also provides assistance and support to the City Manager on a variety of administrative projects.

The Personnel Services area develops and implements programs and activities designed to improve employee morale and increase communication throughout all levels of the organization; it provides training, and offers assistance to employees with problems which may affect work performance. Staff writes a quarterly employee newsletter and administers the quarterly employee recognition program, assists with the United Way drive, coordinates annual city-wide Christmas luncheon and develops both in-house and external training programs designed to assist employees in performing their duties in the most efficient and effective manner. In addition, the Risk Manager acts as the coordinator of the City's Employee Assistance Program and is responsible for monitoring, utilization, and effectiveness of this program. The City's training and employee work teams are coordinated through the Personnel Services area, as are the City's safety programs.

The IT Services area administers hardware and software needs of the organization. It provides employee assistance with technology problems which impacts employee productivity and the ability to provide quick and accurate information to the public. All computer purchasing and maintenance is performed within this area. In addition, service contracts and such items as MDT's and in-car video are purchased and maintained. Cell phone and VOIP services are handled as well as technology sponsorships with other government agencies such as Bi-State and QC-ICC Project.

The Geographical Information Systems (GIS) area handles many of the spatial design packages need by Engineering, CED and police to perform their work through such programs as CAD, Bentley Storm Water and City Works. Department staff also works closely with Inspections regarding the Govern software and works closely with Rock Island County in terms of maintaining accurate GIS information within the City. This area is responsible for administering the Automated Vehicle Locator (AVL) program in conjunction with Public Works.

The Insurance area provides funding of the City's self-insured health benefit plan and self-insured liability programs. Staff serves on and works with the Health Care Planning Committee to ensure that the health benefit plan remains fiscally sound and that the benefits provided under the plan are sufficient to meet the needs of participants. Last fiscal year, the health fund met it's goal of having appropriate fund balance (by policy, fund balance should be between 25% and 50% of operating costs). Efforts continue towards maintaining the financial health of the fund and controlling rising health care costs remains a high management priority. The department is expanding the on-site nurse program to include 20 hours / week for the on-site nurse and 35 hours / week for the nurse practitioner. We will continue to assess this program to see if it continues to be cost neutral to the health and self-insurance plans which split the program costs (70/30). RI County will start the second year of a two-year agreement and will split clinic costs

(60/40) city/county during the upcoming year. The wellness subcommittee is developing a health fair scheduled in March 2012. A request-for-proposal will be conducted for pharmacy manager benefits. Staff reviews the liability fund to insure that the City has sufficient resources to protect itself against general liability, personal injury and property damage claims. Additional money is budgeted to increase the level of fund balance which is currently in a deficit position. The Personnel Division works with other City departments to reduce workers' compensation cases. Additionally, the Risk Manager is responsible for investigating damage claims, facility inspections to remove potential hazards and subrogation of claims by negligent third parties. The division also administers the unemployment insurance program. In 2012, the Insurance area will enter the 17th year of the consolidated self-insurance program including all City agencies.

For the fiscal year 2012/2013, some of the specific projects that will be a priority include:

- Continue Enterprise Software Implementation (Financial, Human Resource, Utility Billing & E-care)
- Parking Services Implementation
- Govern Phase II (Business Process Changes)
- Elimination of the RS6000 and moving fleet and marina to new systems
- Evaluate Google Applications as a replacement for the Outlook E-Mail system
- Fiber Optic Infrastructure Improvements
- COA, FOP, AFSCME A & B and UAW union negotiations
- Conduct a RFP for city attorney legal services, labor council legal services and pharmacy benefits management

Overall, department expenditures will increase 8.5% or \$738,594. The major changes are as follows:

Personnel – This category reflects a 7% or \$63,019 increase due higher projected wages and costs pertaining to health insurance, pension and overtime.

Supplies – This category reflects a 13% increase or \$22,065 which is primarily related to increase purchases of computer related equipment and fire mobile data terminals.

Services – This category reflects a 7% increase or \$457,335 which is primarily related to increases for higher projected health insurance claims and the cost of increasing hours at the Wellness Center clinic.

Capital – This category reflects a 6% increase or \$6,534 which is related to carry over projects such as the fiber optic network expansion and public access channel upgrades.

Debt Service – This category reflects a 3% reduction or \$3,150 and relates to principal and interest for the software purchase of 2008.

Transfer – This category reflects a 80% increase or \$215,709 and was related to the inflow of gaming funds into capital for such projects as mobile data terminals (Fire), computer equipment replacement, fiber optic infrastructure and public access channel upgrades.

The goals of the Administrative Services Department reflect a commitment to effective employee labor relations, fair administration of employee benefits, development of a year around training schedule, excellent customer service, delivering quality and innovative information technology solutions that provide citizens, the business community and the City's staff with access to appropriate information services, maintenance of open communications, be fiscally responsible while providing continuous innovative improvements, and behave ethically in all dealings.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) AS Director | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| ITS Director | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Personnel Director | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Assistant ITS Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Risk Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Benefits Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Asst. III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Management Intern | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Info. Specialist I | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (2) Info. Specialist II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Info. Specialist Asst. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | | | | | | | |
| (11) Total Staffing (fte) | 13.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 1,037,950 | 958,586 | 948,833 | 1,024,564 | 1,036,044 | 1,086,183 | 6% |
| Supplies | 203,847 | 238,403 | 173,763 | 166,885 | 133,647 | 188,950 | 13% |
| Services | 5,339,655 | 6,306,686 | 5,913,315 | 6,897,738 | 6,509,301 | 7,355,073 | 7% |
| Other | 58,762 | 55,363 | 80,617 | 80,000 | 78,142 | 78,850 | -1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 310,303 | 262,243 | 325,972 | 111,534 | 32,145 | 105,000 | -6% |
| Debt Service | 11,684 | 95,400 | 97,600 | 99,625 | 99,625 | 96,475 | -3% |
| Transfers | 213,684 | 384,062 | 453,037 | 267,565 | 269,597 | 483,274 | 81% |
| Contingency | 10,692 | 38,462 | 2 | - | - | - | --- |
| Total Department | 7,186,577 | 8,339,205 | 7,993,139 | 8,647,911 | 8,158,501 | 9,393,805 | 9% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,763,380 | 1,626,180 | 1,653,436 | 1,732,786 | 1,702,495 | 1,845,924 | 7% |
| TIF District #1 | - | - | - | - | - | - | --- |
| Riverboat Gaming | 60,000 | 95,237 | 449,155 | 263,625 | 263,625 | 219,150 | -17% |
| Cap. Improvement | 420,777 | 547,243 | 325,972 | 83,534 | 32,145 | 260,000 | 211% |
| Debt Service | 8,515 | 95,537 | 97,760 | 99,812 | 99,785 | 96,705 | -3% |
| Self Insurance | 1,173,611 | 1,382,150 | 994,555 | 1,222,645 | 1,251,967 | 1,197,673 | -2% |
| Employee Health | 3,670,727 | 4,509,944 | 4,400,268 | 5,157,509 | 4,732,350 | 5,687,753 | 10% |
| Cafeteria Plan | 89,567 | 82,914 | 71,993 | 88,000 | 76,135 | 86,600 | -2% |
| Total Expense | 7,186,577 | 8,339,205 | 7,993,139 | 8,647,911 | 8,158,501 | 9,393,805 | 9% |



ROCK ISLAND
ILLINOIS

Administrative Services Administration

Program Description:

AS Administration provides support services to all departments in recruitment, selection, new employee orientations, benefit administration and policy interpretation. Staff also serves as a resource with the Customer Board of Users to build consensus on strategic technology direction and handles all technology related issues. The city's classification system, pay plan, rules and individual employee files are maintained in this cost center. Legal services are provided through this area. City-wide mail services are provided through Midwest Mailworks. The department orders paper for city-wide use and participates in joint purchasing with Bi-State. Organizational training is provided through this cost center. AS administration is also responsible for administration of the cable franchise and administering the City's public access channel.

Program Objectives:

- Negotiate new contracts with AFSCME B and UAW
- Conduct RFQ's for city attorney and labor counsel legal services.
- Continue focus on fiscal management and technology needs of the organization
- Continue year-round training program for supervisors and employees.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Authorized employees | 644 | 634 | 660 | 660 |
| 2. Authorized city employees (fte) | 467 | 460 | 460 | 460 |
| 3. Cafeteria plan participants | 71 | 62 | 63 | 63 |
| 4. Health insurance participants | 332 | 373 | 352 | 385 |
| 5. Asset liability | \$ 106,132,358 | \$ 106,282,558 | \$ 106,441,982 | \$ 106,601,649 |
| 6. Authorized ITS personnel | 7 | 7 | 7 | 7 |
| 7. Total ITS budget | \$ 1,900,106 | \$ 1,970,772 | \$ 1,706,367 | \$ 1,940,830 |
| 8. Total City Budget | \$ 80,616,859 | \$ 114,209,881 | \$ 138,330,161 | \$ 133,310,573 |
| Workload: | | | | |
| 1. Jobs posted/applications received | 49/3526 | 57/3295 | 60/5399 | 62/5587 |
| 2. Cafeteria plan reimbursement | \$ 85,775 | \$ 73,577 | \$ 76,940 | \$ 91,759 |
| 3. Health insurance enroll changes | 225 | 210 | 211 | 250 |
| 4. Liability claims filed | 91 | 41 | 45 | 59 |
| 5. % time on personnel administration | 5% | 5% | 5% | 5% |
| 6. % time on fiscal management | 10% | 10% | 10% | 10% |
| 7. % time on liaison and coordination | 85% | 85% | 85% | 85% |
| Productivity: | | | | |
| 1. Cost per vacancy filled | \$ 551.06 | \$ 756.04 | \$ 967.51 | \$ 613.11 |
| 2. Cost per month med. reimburse. | \$ 19.06 | \$ 16.48 | \$ 17.23 | \$ 20.83 |
| 3. Cost per health ins. member/mon. | \$ 319.23 | \$ 328.27 | \$ 370.28 | \$ 447.39 |
| 4. Cost per paid liability claim | \$ 1,451.26 | \$ 2,737.70 | \$ 15,216.10 | \$ 2,094.50 |
| 5. Cost of personnel administration | \$ 9,290 | \$ 8,458 | \$ 8,437 | \$ 9,214 |
| 6. Cost of fiscal management | \$ 18,579 | \$ 16,915 | \$ 16,874 | \$ 18,429 |
| 7. Cost of liaison and coordination | \$ 157,923 | \$ 143,778 | \$ 143,431 | \$ 156,644 |
| Effectiveness: | | | | |
| 1. % vacancies filled within 60 days | 55.0% | 66.0% | 70.0% | 70.0% |
| 2. % cafeteria plan funds disbursed | 100.0% | 100.0% | 100.0% | 100.0% |
| 3. % health claims paid within 60 days | 99.0% | 99.0% | 99.0% | 99.0% |
| 4. Dept Cost per capita (Personnel) | \$ 7.51 | \$ 9.44 | \$ 8.21 | \$ 7.37 |
| 5. Cost of operation per capita (ITS) | \$ 47.88 | \$ 49.66 | \$ 43.00 | \$ 48.91 |
| 6. Cost of Admin as a % of ITS | 7.0% | 8.6% | 9.9% | 9.5% |
| 7. Cost of ITS as a % of total city | 2.4% | 1.7% | 1.2% | 1.5% |
| 8. Staff to User Account Ratio | 88/1 | 88/1 | 89/1 | 89/1 |

Analysis:

Overall the cost center will increase 5% next fiscal year. Personnel increased 6% primarily due to higher projected employee salaries and health and pension costs. Supplies will remain flat for next year as the department holds down these costs. Services increased 3% due to higher projected legal fees for labor counsel services. Other decreased 2% due to a reduction in promotional items purchased within the department.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) AS Director | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| ITS Director | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Personnel Director | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Assistant ITS Director | 0.55 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.00 |
| Risk Manager | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.10 | (0.10) |
| Benefits Coordinator | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 | 0.45 | (0.10) |
| Office Asst. III | 0.45 | 0.45 | 0.45 | 0.45 | 0.45 | 0.45 | 0.00 |
| Management Intern | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Network Administrator | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Info. Specialist I | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Info. Specialist II | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| Info. Specialist Asst. | 0.10 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| (2) Total Staffing (fte) | 5.55 | 3.60 | 3.60 | 3.60 | 3.60 | 3.40 | (0.20) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 483,016 | 374,002 | 348,528 | 353,533 | 363,327 | 374,344 | 6% |
| Supplies | 10,127 | 13,668 | 14,017 | 11,500 | 5,263 | 11,500 | 0% |
| Services | 239,177 | 230,290 | 213,135 | 205,403 | 200,159 | 211,432 | 3% |
| Other | 5,545 | 4,226 | 2,068 | 2,150 | 2,357 | 2,100 | -2% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 737,865 | 622,186 | 577,748 | 572,586 | 571,105 | 599,376 | 5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 648,298 | 539,272 | 505,755 | 484,586 | 494,970 | 512,776 | 6% |
| Cafeteria Plan | 89,567 | 82,914 | 71,993 | 88,000 | 76,135 | 86,600 | -2% |
| Total Expense | 737,865 | 622,186 | 577,748 | 572,586 | 571,105 | 599,376 | 5% |

Personnel Services

Program Description:

Personnel Services focuses on improving morale and productivity through the implementation of social events, employee and supervisory training programs and collective bargaining. These programs are designed to promote communication throughout the City. The department coordinates formal training, the employee assistance program, employee recognition, service awards, United Way drive, the quarterly newsletter, the public access channel and the internet and intranet sites for Administrative Services.

Program Objectives:

- Distribute the employee newsletter and keep employees aware of city events / issues.
- Comply with OSHA mandates including Blood Borne Pathogens, Respiratory, Confined Spaces, Drug Free Workplace, and Right-to-Know regulations.
- Maintain internal training for employees and supervisors.
- Review opportunities to enhance employee benefits where appropriate.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Employee Bargaining Units | 6 | 6 | 6 | 6 |
| 2. Grievances Filed | 15 | 7 | 11 | 15 |
| 3. Training Programs | 9 | 23 | 27 | 25 |
| 4. Manager Review/Safety Rev. Sch | 26 | 26 | 26 | 26 |
| Workload: | | | | |
| 1. Contracts Negotiated | 6 | 2 | 4 | 2 |
| 2. Grievances Processed | 15 | 7 | 11 | 15 |
| 3. Training Sessions Conducted | 46 | 92 | 94 | 90 |
| 4. Mgr. Rev/Safety Rev Held | 26 | 26 | 26 | 26 |
| 5. Newsletters Published | 4 | 4 | 4 | 4 |
| Productivity: | | | | |
| 1. Avg. Labor Relations Cost/empl | \$ 54.05 | \$ 245.96 | \$ 95.62 | \$ 126.09 |
| 2. Avg. Training Cost/Employee | \$ 15.08 | \$ 29.88 | \$ 5.38 | \$ 10.00 |
| 3. Avg. Safety Cost/Employee | \$ 52.94 | \$ 636.17 | \$ 464.91 | \$ 452.74 |
| 4. Cost of Newsletter/Employee | \$ 4.38 | \$ 4.55 | \$ 4.72 | \$ 4.72 |
| Effectiveness: | | | | |
| 1. % Contracts Neg. w/out arb. | 100.0% | 100.0% | 75.0% | 100.0% |
| 2. % Grievances Res w/out arb. | 67.0% | 71.0% | 27.0% | 60.0% |
| 3. % Training Completed | 90.0% | 100.0% | 95.0% | 95.0% |
| 4. % Preventable Accidents | 43.0% | 78.0% | 30.0% | 45.0% |
| 5. % Newsletter Published/Distr. | 100.0% | 100.0% | 100.0% | 100.0% |

Analysis:

Overall, personnel services decreased 3%. Personnel increased due to higher projected wages and health care and pension costs. Services decreased 6% due to the elimination of consultant services cost for last year's executive recruitment. Other decreased 62% due to the elimination of promotional items.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Risk Manager | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| Benefit Coordinator | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Office Assistant III | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| | | | | | | | |
| (1) Total Staffing (fte) | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 20,296 | 44,842 | 56,425 | 48,404 | 63,652 | 52,476 | 8% |
| Supplies | - | 2,264 | 2,366 | 200 | 433 | 200 | 0% |
| Services | 221 | 68,676 | 160,799 | 111,214 | 200,972 | 104,684 | -6% |
| Other | - | 966 | 3,068 | 2,900 | 3,341 | 1,100 | -62% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 20,517 | 116,748 | 222,658 | 162,718 | 268,398 | 158,460 | -3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 20,517 | 116,748 | 222,658 | 162,718 | 268,398 | 158,460 | -3% |
| Total Expense | 20,517 | 116,748 | 222,658 | 162,718 | 268,398 | 158,460 | -3% |

Information Technology Services

Program Description:

Information Services provides data processing, customer service, and telecommunications service and support through a team approach and management of the centralized information systems. The focus of this cost center is to provide information from anywhere to anybody as needed; to empower workers with quality desktop information on demand; and to enable informed decisions in a shorter period of time.

Program Objectives:

- Complete 100% of annual visits to each workstation for preventative maintenance, upgrades, physical inventory and user support.
- Maintain 95% completion of support requests received.
- Complete support requests within an average of 7 days.
- Maintain a 4 out of 5 overall result from the Satisfaction Survey.
- Provide reliable access to the data and communications systems by maintaining 95% systems availability.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Users supported | 618 | 618 | 620 | 620 |
| 2. Support requests | 4,994 | 4,398 | 3,450 | 3,000 |
| 3. Sites supported | 53 | 53 | 53 | 53 |
| 4. Applications on system | 142 | 142 | 142 | 142 |
| 5. Hardware items | 900 | 900 | 1,000 | 1,000 |
| Workload: | | | | |
| 1. One on one workstation visits | 310 | 310 | 310 | 300 |
| 2. Support requests completed | 4,964 | 4,424 | 3,450 | 3,000 |
| 3. Sites maintained | 53 | 53 | 53 | 53 |
| 4. Applications maintained | 142 | 142 | 142 | 142 |
| 5. Hardware items maintained | 900 | 900 | 1,000 | 1,000 |
| Productivity: | | | | |
| 1. Avg cost per user | \$ 525.70 | \$ 552.49 | \$ 463.58 | \$ 526.89 |
| 2. Avg cost per support request | \$ 65.45 | \$ 77.18 | \$ 83.31 | \$ 108.89 |
| 3. Avg cost per sites | \$ 6,129.82 | \$ 6,442.26 | \$ 5,422.96 | \$ 6,163.67 |
| 4. Avg cost per application | \$ 2,287.89 | \$ 2,404.51 | \$ 2,024.06 | \$ 2,300.52 |
| 5. Avg cost per hardware item | \$ 360.98 | \$ 379.38 | \$ 287.42 | \$ 326.67 |
| Effectiveness: | | | | |
| 1. Cost of IT Services as % of IT | 76.30% | 86.63% | 84.22% | 84.16% |
| 2. % workstation visits completed | 100.00% | 100.00% | 100.00% | 100.00% |
| 3. Avg response/support request | 6 | 5 | 5 | 5 |
| 4. % of support requests completed | 99.40% | 100.59% | 100.00% | 100.00% |
| 5. Support requests not completed | 30 | 100 | 25 | 40 |
| 6. Satisfaction Survey results | 3.95 | 4.24 | 3.97 | 4.00 |

Analysis:

The Information Technology Services division will work with the Administrative Services Director and the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. Overall costs increased 34%. The Personnel category is up due to higher projected wages and cost increases for health care and pension. The Supplies category reflects an increase of 15% due to increased computer equipment purchases. The Services category will decrease 20% due to decreases associated with moving many service contracts to the CIP. The Other category cost will increase 1% due to a increase in costs for contributions/sponsorships. The Capital category shows a 6% decrease. Project carryover includes: fiber optic infrastructure (\$80,000) and public access channel upgrades (\$25,000). The Transfer category shows an increase of 75%. This increase is for the mobile data terminals (\$30,000), computer network replacement (\$125,000), fiber optic infrastructure (\$80,000), public access channel (\$25,000), GEMS software (\$46,575), Northstar software (\$32,000) and CLASS software (\$26,100).

| | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---------------------|---------------|
| ITS Manager | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Assistant ITS Director | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.55 | 0.15 |
| (1) Network Administrator | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.00 |
| (2) Info Specialist I | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 1.80 | 0.00 |
| (2) Info Specialist II | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 1.60 | 0.00 |
| (1) Info Specialist Asst | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 | 0.70 | (0.20) |
| (6) Total Staffing (fte) | 5.40 | 5.40 | 5.40 | 5.40 | 5.40 | 5.35 | (0.05) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 414,422 | 427,177 | 423,715 | 456,856 | 465,075 | 496,670 | 9% |
| Supplies | 170,171 | 222,186 | 155,413 | 153,985 | 127,413 | 177,250 | 15% |
| Services | 228,376 | 186,988 | 183,293 | 279,810 | 187,073 | 224,277 | -20% |
| Other | 50,046 | 50,171 | 72,052 | 71,650 | 69,684 | 72,550 | 1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 310,303 | 262,243 | 325,972 | 111,534 | 32,145 | 105,000 | -6% |
| Debt service | 11,684 | 95,400 | 97,600 | 99,625 | 99,625 | 96,475 | -3% |
| Transfers | 210,000 | 380,237 | 449,155 | 263,625 | 263,625 | 461,150 | 75% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,395,002 | 1,624,402 | 1,707,200 | 1,437,085 | 1,244,639 | 1,633,372 | 34% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 905,710 | 886,385 | 834,313 | 990,114 | 849,085 | 1,075,517 | 9% |
| TIF District #1 | - | - | - | - | - | - | --- |
| Gaming | 60,000 | 95,237 | 449,155 | 263,625 | 263,625 | 201,150 | -24% |
| Block Grant | - | - | - | - | - | - | --- |
| Capital | 420,777 | 547,243 | 325,972 | 83,534 | 32,145 | 260,000 | 211% |
| Debt | 8,515 | 95,537 | 97,760 | 99,812 | 99,785 | 96,705 | -3% |
| Stormwater | - | - | - | - | - | - | --- |
| Total Expense | 1,395,002 | 1,624,402 | 1,707,200 | 1,437,085 | 1,244,639 | 1,633,372 | 34% |

Information Technology Geographical Information Systems

Program Description:

Geographical Information Systems (GIS) has a strategic citywide impact. It is a key organizational initiative that has a high potential for transforming raw operational / transactional data into tactical and strategic decision making information content for departments, management and the community.

Program Objectives:

- Serve as point of convergence for all address based databases and systems in the organization.
- Establish Standards for Data Collection, Storage, and Graphical Representation.
- Provide reliable, accurate data for other address driven applications in the organization.
- Ensure connectivity with Rock Island County GIS data.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Users supported | 35 | 35 | 35 | 35 |
| 2. GIS Enabled Applications | 8 | 8 | 8 | 8 |
| 3. Data Sets/Layers available | 42 | 42 | 42 | 42 |
| Workload | | | | |
| 1. Users supported | 35 | 35 | 35 | 35 |
| 2. GIS Enabled Applications | 8 | 8 | 8 | 8 |
| 3. Data Sets/Layers available | 42 | 42 | 42 | 42 |
| Productivity: | | | | |
| 1. Avg cost per user | \$ 789.88 | \$ 855.27 | \$ 899.18 | \$ 1,104.76 |
| 2. Avg cost per GIS application | \$ 3,455.72 | \$ 3,741.79 | \$ 3,933.93 | \$ 4,833.30 |
| 3. Avg cost per data set/layer | \$ 678.18 | \$ 734.32 | \$ 772.03 | \$ 948.53 |
| Effectiveness: | | | | |
| 1. Cost of IT GIS as % of total GIS | 32.39% | 40.44% | 42.88% | 42.64% |
| 2. Cost of IT GIS as % of IT | 5.15% | 4.60% | 5.59% | 6.04% |

Analysis:

The Information Technology Services Geographic Information Systems (GIS) Cost Center expenses have increased by 23%. Personnel costs are up due to higher projected increases in overtime and standby pay. Supplies have been eliminated. Services (GIS Software Maintenance costs) are up by 2% due to routine increases in software maintenance for Cityworks, Govern, Stormwater Utility, and the AutoDesk/AutoCAD. Other is decreased by 7% due to lower representation charges. Transfers from gaming is new this year and covers service contracts.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|-------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| ITS Director | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Assistant ITS Director | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.00 |
| Network Administrator | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| Info Specialist I | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Info Specialist II | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| | | | | | | | |
| 0 Total Staffing (fte) | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 20,064 | 20,902 | 22,341 | 23,368 | 24,933 | 26,971 | 15% |
| Supplies | 21,244 | 285 | 1,967 | 1,200 | 539 | - | -100% |
| Services | 13,700 | 62,588 | 66,252 | 67,900 | 62,324 | 69,500 | 2% |
| Other | - | - | 150 | 2,900 | 2,246 | 2,700 | -7% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | 18,000 | NEW |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 55,008 | 83,775 | 90,710 | 95,368 | 90,042 | 117,171 | 23% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 55,008 | 83,775 | 90,710 | 95,368 | 90,042 | 99,171 | 4% |
| Riverboat Gaming | - | - | - | - | - | 18,000 | NEW |
| Total Expense | 55,008 | 83,775 | 90,710 | 95,368 | 90,042 | 117,171 | 23% |



ROCK ISLAND ILLINOIS



FINANCE DEPARTMENT

Goals & Objectives

Receive the Government Finance Officers Association (GFOA) Certificate of Compliance and Distinguished Budget Award for the annual financial report and budget.

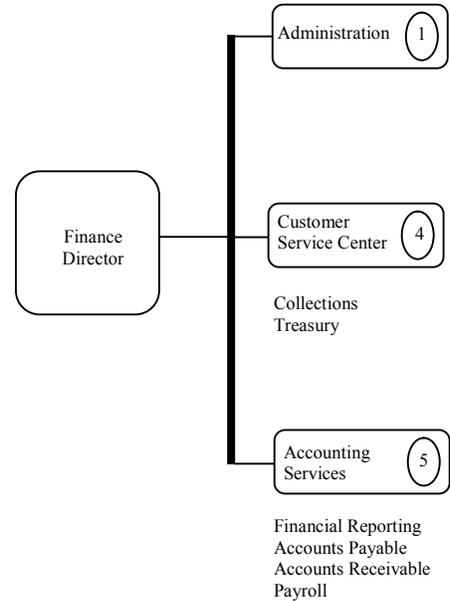
Address auditor's management letter comments and other internal control recommendations.

Continue implementation of the financial software project including the centralized cash receipting and the license, permit and land management systems.

Continue to improve processing efficiency utilizing electronic transmission of financial data.

Continue to monitor centralized billing, collection and purchase card systems to maximize revenue and minimize operational expense.

Continue the emphasis on customer service to meet the expectation of the City's residents.



Analysis:

The Finance Department provides centralized financial services for all City departments. These services include financial reporting, cash management, budgeting, accounts payable, accounts receivable, payroll, and revenue collection. City financial systems provide data to ensure accountability to the public for the use of tax dollars and other revenue. Department activities are organized into three cost centers: Administration, Customer Service and Accounting Services. The Finance Director is responsible for the work of nine full-time.

Rock Island has historically provided outstanding financial accountability. The City is a long-time recipient of the Government Finance Officers Association (GFOA) awards for its annual financial report and budget documents. The first Certificate of Achievement for Excellence in Financial Reporting award was received for the March 31, 1979 financial report and the first Distinguished Budget Presentation Award was received for the 1988/89 budget. Continuing this tradition is a top priority.

The Finance Department continues to focus on customer service. The availability of a bi-lingual Junior Accountant to assist in providing customer service is an asset to the Finance Department as well as the City of Rock Island. "E-Bill", allowing the emailing of invoices, became available for city customers during fiscal 2011.

The financial software project has presented significant workload challenges beginning in fiscal year 2009. This work will continue into fiscal 2013. Remaining software enhancements are centralized cash receipting and improvements to the "MSGovern CMS" license, permit and land management system. Preparation of audit work papers and the annual budget will continue to be a focus. Efforts will continue to increase the volume of electronic transmissions of financial information including improvements to the purchase card system to enhance services and improve efficiency.

FY 11-12 included a one-time Capital expenditure of \$23,210 for workstations in the Finance Department. This one-time expenditure, financed by Riverboat Gaming, resulted in the 100% decrease reflected for FY 12-13. Transfers for FY 12-13 increased as a result of the increased budgeted transfer from General Fund to the Martin Luther King Center Fund from \$82,650 in FY 11-12 to \$181,317 for FY 12-13 in an attempt to replace some of the Center's lost funding. Additionally, Contingency has increased 36% primarily due to increasing General Fund contingency budget for FY 12-13. The decrease in supplies is a conscience decision to reduce small office equipment as a budgetary reduction. The 13% increase in Services is related to the additional banking service cost for the new utility billing format.

It continues to be the mission of the Finance Department to professionally and ethically serve the public and other City departments by providing accurate and timely financial services.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Asst to Finance Dir | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Budget Coordinator | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| City Auditor | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Auditor / Project Mgr | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Junior Accountant | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| (1) Accounting Sup | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Fiscal Technician | 3.00 | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | (1.00) |
| (1) Customer Svc Sup | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Customer Svc Rep | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Intern | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | (0.25) |
| | | | | | | | |
| (10) Total Staffing (fte) | 10.25 | 10.25 | 10.25 | 10.25 | 10.25 | 10.00 | (0.25) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 701,921 | 655,977 | 763,132 | 799,759 | 744,071 | 798,045 | 0% |
| Supplies | 3,873 | 84,151 | 2,278 | 4,651 | 9,777 | 2,731 | -41% |
| Services | 226,161 | 225,688 | 236,442 | 310,746 | 286,137 | 350,323 | 13% |
| Other | 32,265 | 29,462 | 28,929 | 36,640 | 25,901 | 34,772 | -5% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | 21,744 | 16,393 | - | -100% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 2,653,818 | 68,174 | 45,000 | 111,164 | 988,055 | 181,317 | 63% |
| Contingency | 18,928 | 3,369 | (738) | 330,390 | 9,198 | 450,118 | 36% |
| Total Department | 3,636,966 | 1,066,821 | 1,075,043 | 1,615,094 | 2,079,531 | 1,817,306 | 13% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 2,436,966 | 1,066,821 | 1,075,043 | 1,591,884 | 2,056,321 | 1,817,306 | 14% |
| Riverboat Gaming | - | - | - | 23,210 | 23,210 | - | -100% |
| Debt Service | 1,200,000 | - | - | - | - | - | --- |
| Total Expense | 3,636,966 | 1,066,821 | 1,075,043 | 1,615,094 | 2,079,531 | 1,817,306 | 13% |

Finance Administration

Program Description:

Finance Administration develops, implements and reviews the financial policies of the City. Direction is provided to all departments to assure compliance with applicable local, state and federal regulations.

Program Objectives:

- Continue focus on fiscal management.
- Keep Administrations costs below 50% of Finance Operating Budget.
- Keep Finance Department costs below 5% of the total City Budget.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized personnel (fte) | 10.25 | 10.25 | 10.25 | 10.00 |
| 2. Total Finance operating budget | 1,066,864 | 1,075,043 | 1,615,094 | 1,713,956 |
| 3. Total City budget | 90,863,579 | 114,209,881 | 138,330,161 | 133,136,573 |
| Workload: | | | | |
| 1. % time on personnel administration | 5% | 5% | 5% | 5% |
| 2. % time on fiscal management | 70% | 70% | 70% | 70% |
| 3. % time on liaison and coordination | 25% | 25% | 25% | 25% |
| Productivity: | | | | |
| 1. Cost of personnel administration | \$ 7,019 | \$ 7,487 | \$ 9,036 | \$ 7,794 |
| 2. Cost of fiscal management | \$ 98,268 | \$ 104,815 | \$ 126,505 | \$ 109,117 |
| 3. Cost of liaison and coordination | \$ 35,096 | \$ 37,434 | \$ 45,180 | \$ 38,970 |
| Effectiveness: | | | | |
| 1. Cost of operations per capita | \$ 5.83 | \$ 5.55 | \$ 17.19 | \$ 21.18 |
| 2. Cost of Admin as a % of Finance | 21.7% | 20.2% | 41.5% | 48.2% |
| 3. Cost of Finance as a % of total city | 1.2% | 0.9% | 1.2% | 1.3% |

Analysis:

The focus of Finance Administration is to monitor city-wide revenues and expenses, provide financial information for management and elected officials, prepare the Comprehensive Annual Financial Report, and complete the annual budget. In FY 12-13 there is a reduction in staffing as the Finance intern position has not been budgeted. Personnel has decreased by 14% due to the elimination of severance pay needed in FY 11-12 and eliminating the budget for the intern position. Supplies has decreased by 43% as material handling costs related to the workstation purchase for the Finance Department in FY 11-12 has been eliminated along with a reduction in office supplies and small office equipment. Services has increased by 87% due to the budgeting of \$15,000 to cover costs for the development of an RFP reference a new banking service contract. Other has decreased by 19% as the cost of expedite and lien filing fees are projected to be lower than budgeted for in FY 11-12. The Capital area has been eliminated as the purchase of three workstations was completed in FY 11-12. Transfers has increased 63% as the amount of the transfers from the General Fund to support the Martin Luther King Center have increased from \$82,650 to \$177,517. Contingency has increased 37% due to an increase in the amount budgeted for General Fund contingency for FY 12-13.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Asst to Finance Dir | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Intern | 0.25 | 0.25 | 0.25 | 1.00 | 1.00 | 0.00 | (1.00) |
| (1) Total Staffing (fte) | 2.25 | 1.25 | 1.25 | 2.00 | 2.00 | 1.00 | (1.00) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 193,643 | 140,383 | 149,735 | 180,721 | 140,310 | 155,881 | -14% |
| Supplies | 2,074 | 1,749 | 2,011 | 3,928 | 9,217 | 2,250 | -43% |
| Services | 20,667 | 14,547 | 11,570 | 16,585 | 14,581 | 30,962 | 87% |
| Other | 5,853 | 6,691 | 8,372 | 11,455 | 5,662 | 9,245 | -19% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | 21,744 | 16,393 | - | -100% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 2,653,818 | 68,174 | 45,000 | 111,164 | 988,055 | 181,317 | 63% |
| Contingency | 339 | - | - | 325,140 | 3,618 | 446,748 | 37% |
| Total Cost Center | 2,876,394 | 231,544 | 216,688 | 670,737 | 1,177,836 | 826,403 | 23% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,676,394 | 231,544 | 216,688 | 647,527 | 1,154,626 | 826,403 | 28% |
| Riverboat Gaming | - | - | - | 23,210 | 23,210 | - | -100% |
| Debt service | 1,200,000 | - | - | - | - | - | --- |
| Total Expense | 2,876,394 | 231,544 | 216,688 | 670,737 | 1,177,836 | 826,403 | 23% |

Customer Service Center

Program Description:

The Customer Service Center provides a centralized point of accountability for all revenues collected by the City and billings for all services provided by the City. Receipts include water, sewer and stormwater bills, special assessments, licenses, permits, taxes, court fines, fees, marina fees, state and federal grants, parking tickets, etc. The Customer Service Center also provides reception and information services for all City departments. The goals of the Customer Service Center continue to emphasize improved customer service through courteous, fair, accurate and timely collection and financial services.

Program Objectives:

- Minimize errors on cash over/short.
- Keep shut-offs vs delinquent notifications below 20%.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Utility invoices | 68,403 | 72,487 | 68,752 | 69,000 |
| 2. Parking Tickets/Permits issued | 12,014 | 11,939 | 10,996 | 11,400 |
| 3. Miscellaneous invoices | 6,071 | 7,501 | 7,336 | 5,736 |
| Workload: | | | | |
| 1. NorthStar receipts | 76,311 | 86,003 | 87,218 | 160,000 |
| 2. Govern receipts | 17,882 | 4,103 | 4,512 | 4,103 |
| Productivity: | | | | |
| 1. Cost per receipt | \$ 3.17 | \$ 3.56 | \$ 3.77 | \$ 2.54 |
| Effectiveness: | | | | |
| 1. Shut-offs vs delinquent notifications | 1119 / 16747 | 1166 / 17252 | 1199 / 17203 | 1200 / 25000 |
| 2. Cash Over (Short) | \$ - | \$ - | \$ 140 | \$ 100 |

Analysis:

Emphasis will continue to be placed on implementation of the financial and human resources software with centralized cash receipting as the focus. There is no change in staffing for FY 12-13. Services has increased 77% due to the transferring of some banking contract related costs to this cost center from the Accounting cost center, increased service costs due to the new utility bill format, and the addition of employment service costs in anticipation of an employee's use of family medical leave. Contingency has decreased 36% due to a reduction of \$1,880 being budgeted to cover bad checks and uncollectable accounts.

| Staffing: | Actual 2009/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Customer Svc Sup | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Fiscal Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Customer Svc Rep | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (4) Total Staffing (fte) | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 217,922 | 233,252 | 239,333 | 239,582 | 214,761 | 235,000 | -2% |
| Supplies | 814 | 202 | 267 | 485 | 382 | 481 | -1% |
| Services | 63,728 | 61,477 | 82,007 | 100,126 | 112,605 | 177,280 | 77% |
| Other | - | 150 | 150 | 150 | 150 | 150 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | 18,589 | 3,369 | (738) | 5,250 | 5,580 | 3,370 | -36% |
| Total Cost Center | 301,053 | 298,450 | 321,019 | 345,593 | 333,477 | 416,281 | 20% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 301,053 | 298,450 | 321,019 | 345,593 | 333,477 | 416,281 | 20% |
| Total Expense | 301,053 | 298,450 | 321,019 | 345,593 | 333,477 | 416,281 | 20% |

Accounting Services

Program Description:

Accounting Services provides financial services to other departments. These services include payroll, accounts payable, budgeting, and financial management information. Goals continue to emphasize accurate and timely service to departments and monitoring agencies.

Program Objectives:

- Provide cost effective service.
- Adopt a balanced budget after seeking community input.
- Monitor finances to maintain financially sound city.
- Prepare the annual budget and financial report in compliance with Government Finance Officers Association (GFOA) standards.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Number of AP vendors | 2,350 | 2,425 | 2,493 | 2,500 |
| 2. Number of City employees | 656 | 634 | 662 | 645 |
| 3. Size of General Fund budget | 28,244,493 | 28,733,055 | 34,646,138 | 35,021,579 |
| 4. Population of City | 39,684 | 39,684 | 39,018 | 39,018 |
| 5. \$ available for investment | 29,584,777 | 34,604,824 | 35,371,285 | 33,186,962 |
| Workload: | | | | |
| 1. Number of AP invoices processed | 8,772 | 11,405 | 10,100 | 10,092 |
| 2. Number of payroll checks issued | 16,051 | 16,300 | 13,599 | 15,782 |
| 3. Number of General Fund accounts | 1,903 | 2,368 | 2,665 | 2,731 |
| 4. No. of investment account types | 6 | 8 | 8 | 8 |
| Productivity: | | | | |
| 1. Cost per AP invoice processed | \$ 2.45 | \$ 1.89 | \$ 2.17 | \$ 2.21 |
| 2. Cost per payroll check processed | \$ 1.72 | \$ 1.70 | \$ 2.19 | \$ 1.97 |
| 3. Number of GF accounts reviewed | 1,549 | 1,556 | 1,632 | 1,511 |
| 4. No. of investment reports to council | 12 | 12 | 12 | 12 |
| Effectiveness: | | | | |
| 1. Avg. # AP invoices per vendor | 3.73 | 4.70 | 4.05 | 4.04 |
| 2. Avg. # payroll checks per employee | 24.47 | 25.71 | 20.54 | 24.47 |
| 3. Budgeted GF surplus/deficit | - | 57,540 | 1,231 | - |
| 4. Avg. int rate recvd on investments | 0.658% | 0.041% | 0.023% | 0.750% |
| 5. Budget Award received | yes | yes | yes | yes |
| 6. CAFR Award received | yes | yes | yes | yes |

Analysis:

Emphasis will continue to be placed on implementation of the financial and human resources software with centralized cash receipting as the focus. Efforts will also continue in streamlining the accounts payable process as was recently completed with purchase card processes. Audit adjustments continue to be reduced as software and processing issues are resolved. There is no change in staffing for FY 12-13. No supplies are budgeted for this cost center as most supplies are now purchased under the Finance Administration cost center. Services have decreased by 27% due to a slight reduction in audit costs as some special audits are no longer required, there has been a reduction in the cost of processing the electricity excise tax, and some banking contract costs have been moved to the Customer Service cost center.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| City Auditor | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Auditor / Project Mgr | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Accountant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Junior Accountant | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 |
| (1) Accounting Sup | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Fiscal Technician | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | (1.00) |
| (1) Budget Coordinator | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | | | | | | | |
| (5) Total Staffing (fte) | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 290,356 | 282,342 | 374,064 | 379,456 | 389,000 | 407,164 | 7% |
| Supplies | 985 | 82,200 | - | 238 | 178 | - | -100% |
| Services | 141,766 | 149,664 | 142,865 | 194,035 | 158,951 | 142,081 | -27% |
| Other | 26,412 | 22,621 | 20,407 | 25,035 | 20,089 | 25,377 | 1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 459,519 | 536,827 | 537,336 | 598,764 | 568,218 | 574,622 | -4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 459,519 | 536,827 | 537,336 | 598,764 | 568,218 | 574,622 | -4% |
| Total Expense | 459,519 | 536,827 | 537,336 | 598,764 | 568,218 | 574,622 | -4% |



ROCK ISLAND ILLINOIS



COMMUNITY & ECONOMIC DEVELOPMENT

Goals & Objectives

Implement programs and activities to preserve and revitalize the City's older neighborhoods and improve the housing stock.

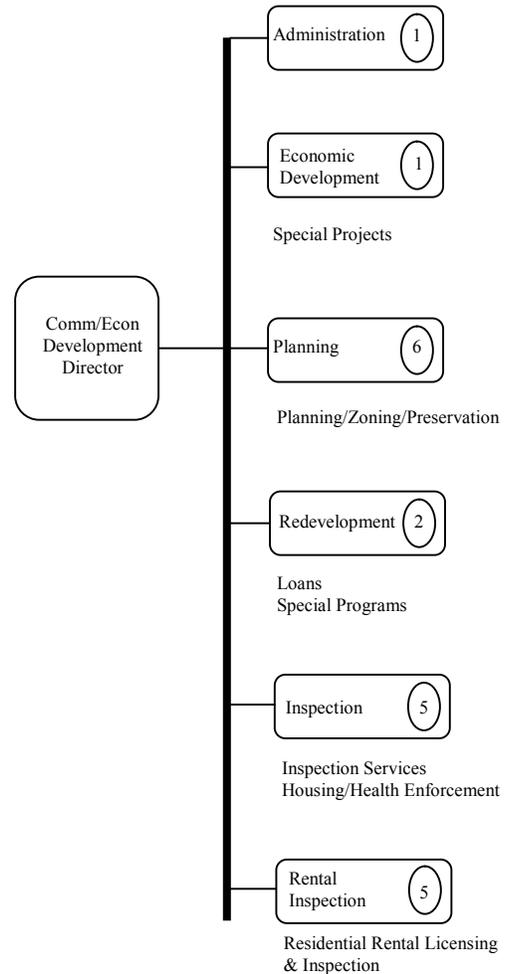
Provide for orderly growth and change within the City, develop and implement plans for the future and insure that structures are safe for occupancy and use.

Formulate and implement programs to increase job opportunities for residents, expand the City's revenue base and increase the level of economic activity with particular emphasis on retail activity.

Facilitate the revitalization of the City's river front and downtown area.

Establish and implement strategies to address Council goals related casino area development, Columbia Park, retail development in southwest, along Blackhawk Road and in the Augustana campus area and, support for small business enterprise

Solicit citizen input and provide staff support to boards, commissions, special committees and other agencies as they impact the policy-making role of the City Council and ensure that individual citizen concerns are dealt with effectively and efficiently.



The Community and Economic Development Department delivers a variety of programs and services aimed primarily at enhancing the City as a place to live and work. As an organization, the department is managed by the Community and Economic Development Director who reports to the City Manager. Within the department the Planning and Redevelopment Administrator, Building Official and Land and Development Programs Coordinator report to the Director. Overall, the department's efforts are directed at increasing economic activity and investment in the community, preserving and improving the City's older neighborhoods, regulating land uses for orderly growth and development and ensuring that buildings are safe for occupancy and use. A staffing change effective for FY12/13 is the elimination of the Special Projects Manager position. Several of the duties associated with this position will become the responsibility of the Assistant to the City Manger.

For FY 12/13 the department's primary work will be in support of the priorities identified by the City Council that are within the area of responsibility of the department. Specifically, these include:

- Support Columbia Park Development
- Target the Revitalization of 11th Street
- Promote the I280/IL Route 92 Parkway Development
- Complete the Southwest Ridgewood Road Business Park
- Make Decisions on Programs / Services Funded by CDBG
- Support Continuation of the Rental Housing Inspection Program
- Conduct planning for the Arsenal Gateway area

In addition, department staff will continue to support implementation of the New/Old Chicago Plan as well as other adopted neighborhood plans, the 11th Street Plan, RiverVision, Artsplan, the Bikeways Plan and the Downtown Strategic Plan. Also, the College Hill Redevelopment Plan will be ready for review soon after the FY12/13 fiscal year begins. As in the past, department staff will continue to work in partnership with other public and private entities in furtherance of the City's development mission.

With respect to FY 12/13 revenue/expenditure projections, as in past years funding for department activities and programs is derived primarily from three sources; Tax Increment Finance (TIF), Community Development Block Grant (CDBG) and gaming funds with additional support by way of targeted project grants provided through federal and state programs. Overall, the department's proposed FY 12/13 budget shows an increase of 5% from \$17.4 million to \$18.3 million. This increase results primarily from the inclusion of a \$3 million project to construct a sustainable business park on Ridgewood Road. This project is supported by a \$1.5 million grant from the Economic Development Administration.

As noted, TIF remains an important source of funding for a variety of projects within the City's five TIF districts. Major TIF projects and programs include: debt service on bonds for the construction of Schwiebert Park and the 1st Avenue interceptor sewer; rebate to the casino developers per an approved development agreement; local matching funds to support a pending federal grant to support construction of transient boat docks at the waterfront park; redesign and reconstruction of 3rd Avenue between 24th and 25th Street; property acquisition/demolition in the New/Old Chicago Neighborhood; funding of the Façade Improvement Program and construction of a parking lot on 24th Street north of the Jackson Square project. It is expected that the City's sixth TIF district will be established during FY12/13 to include the northeast quadrant of I280/IL Route 92 interchange.

CDBG funds are used mainly to support department staff involved in CDBG eligible activities, costs associated with administration of the grant and direct funding of housing rehabilitation costs. While the FY12/13 budget sustains support for staffing related to economic development, city planning, housing and neighborhood programs, code enforcement and historic preservation, the reduction in CDBG funds by the federal government continues to present a challenge for the City. The FY12/13 budget includes the use of carry-over funds to maintain services; however, this approach is not a long term solution. The status of CDBG funding will be an important

consideration as planning for FY13/14 begins.

Gaming is another source of support for department programs. For FY12/13 gaming funds are budgeted for rebates to Hy-Vee and Rock Island Country Market, to support new single family home construction, the non-TIF portion of the Façade Improvement Program, community marketing, support for social service agencies, funds to match the EDA grant for the Ridgewood Road business park, Columbia Park neighborhood improvements, creation of a Small Business Development Center and implementation of the College Hill Redevelopment Plan.

As in previous years, the City will partner with various agencies and organizations that support the City's community and economic development mission. Agencies external to the City included for non-CDBG funding in the proposed budget are as follows, Development Association of Rock Island - \$175,000, Quad Cities First - \$48,000, Quad Cities Convention and Visitors Bureau - \$70,000, Bi-State Regional Commission - \$22,000, Illinois Quad City Chamber of Commerce - \$20,000, Keep Rock Island Beautiful - \$18,500, Community Caring Conference - \$18,000 and RiverAction - \$7,745.

The proposed budget continues to fund programs targeted toward strengthening the local economy, supporting private sector businesses who create or retain jobs and who make investments in their facilities. The budget maintains the Commercial/Industrial Revolving Loan Fund (CIRLF) at an approximate \$500,000 level. The Façade Improvement Program helps cover the costs of exterior improvements to commercial buildings throughout the City by reimbursing property owners for a portion of the improvement costs. At any one time, some thirty to forty façade improvement projects are underway at various locations. A total of \$300,000 is budgeted for the program derived from both TIF and gaming revenues. A major objective for FY12/13 will be continuing implementation of strategies identified in the Economic Development Strategic Plan adopted by the Council in December 2010 which include completing establishment of a retail small business incubator in the downtown, more focused effort towards supporting existing businesses and attracting new businesses, creation of an Arsenal Gateway business park near 24th Street and 4th Avenue and support for development in the College Hill business district on 14th Avenue. It is expected that the national economy will continue its recovery during 2012 and that the City, by pursuing these strategies, will be positioned to capture this growth.

As in past years the Community and Economic Development Department will continue to fulfill the broad mission of fostering new development within the community while supporting the redevelopment of older areas and delivering quality services to all the citizens of Rock Island.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) CED Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Spec Project Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| (1) Planning/Redv Admin | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Land Dev Prog Coord | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Lead Prog Coord | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Urban Planner II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Housing Prog Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Construction Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Grants/Website Coord | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Comp Graphic Spec | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Plbg/Elec/Mech Insp | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (3) Housing Inspector | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (1) Health Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Nuisance Inspector | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Assistant II | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Office Assistant III | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Admin Secretary | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Intern | 0.43 | 0.43 | 0.43 | 0.00 | 0.43 | 0.00 | 0.00 |
| (20) Total Staffing (fte) | 22.43 | 21.43 | 22.43 | 21.00 | 21.43 | 20.00 | (1.00) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 1,553,996 | 1,493,697 | 1,533,222 | 1,618,148 | 1,673,745 | 1,568,415 | -3% |
| Supplies | 70,577 | 8,348 | 21,835 | 28,052 | 14,571 | 15,791 | -44% |
| Services | 1,883,684 | 804,390 | 1,079,494 | 1,053,174 | 770,470 | 975,103 | -7% |
| Other | 953,281 | 896,419 | 1,093,643 | 1,469,365 | 1,380,643 | 1,100,678 | -25% |
| Programs | 4,060,721 | 2,614,507 | 6,177,983 | 5,973,360 | 4,430,818 | 4,723,855 | -21% |
| Capital | 124,218 | 264,813 | 397,903 | 2,954,200 | 662,995 | 5,674,738 | 92% |
| Debt Service | - | 8,880 | 240,152 | 188,530 | 188,530 | 518,406 | 175% |
| Transfers | 1,395,749 | 1,639,786 | 3,064,677 | 4,136,431 | 3,083,461 | 3,770,272 | -9% |
| Contingency | 100,129 | 378,836 | 575,582 | - | 205,816 | - | --- |
| Total Department | 10,142,355 | 8,109,676 | 14,184,491 | 17,421,260 | 12,411,047 | 18,347,258 | 5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,035,003 | 878,304 | 1,091,643 | 1,245,862 | 1,220,357 | 1,138,699 | -9% |
| TIF District #1 | 2,681,401 | 1,327,625 | 2,514,251 | 4,439,192 | 3,003,937 | 3,313,857 | -25% |
| TIF District #2 | 77,998 | 171,470 | 279,281 | 355,085 | 167,382 | 383,402 | 8% |
| TIF District #3 | 68,509 | 160,596 | 333,722 | 705,119 | 464,795 | 418,694 | -41% |
| TIF District #4 | 1 | 312,537 | 2,071,462 | 2,181,876 | 2,139,914 | 2,278,592 | 4% |
| TIF District #5 | 2,113,127 | 11,963 | 44,272 | 14,122 | 15,313 | 61,864 | 338% |
| TIF District #6 | - | - | - | - | 17,886 | - | --- |
| Comm/Econ Dev | 1,300,203 | 1,604,316 | 2,260,252 | 2,081,275 | 1,422,820 | 1,797,245 | -14% |
| Riverboat Gaming | 1,001,004 | 835,000 | 554,734 | 545,000 | 545,000 | 1,238,745 | 127% |
| CDBG Grant | 1,192,371 | 1,406,355 | 1,670,289 | 1,840,506 | 1,406,792 | 1,345,546 | -27% |
| N'hood Stbl Prog | - | 637,900 | 2,041,017 | 579,079 | 612,868 | - | -100% |
| Schiebert Boat Dock | - | - | - | 2,065,000 | 211,752 | 1,925,000 | -7% |
| Rdgwd Business Park | - | - | - | - | - | 3,324,738 | NEW |
| RI Labor Day Parade | 12,113 | 15,756 | 11,108 | 12,667 | 11,424 | 12,250 | -3% |
| Lead Grant | 578,580 | 44,359 | 170,713 | 269,000 | 272,838 | - | -100% |
| Cap Improvement | - | 50,000 | - | - | - | - | --- |
| Debt Service | 813 | 175 | 241,022 | 189,619 | 189,145 | 192,236 | 1% |
| CDBG Loans | 68,657 | 198,529 | 145,714 | 59,933 | 69,394 | 59,317 | -1% |
| CED Loan | - | - | - | 100,400 | 20,000 | 150,300 | 50% |
| CIRLF Loan | (11,365) | 419,678 | 736,945 | 414,325 | 368,084 | 480,273 | 16% |
| MPF Endow Loans | 23,940 | 35,113 | 18,066 | 24,000 | 28,107 | 26,500 | 10% |
| Brownfield Loans | - | - | - | 300,200 | 223,240 | 200,000 | -33% |
| Total Expense | 10,142,355 | 8,109,676 | 14,184,491 | 17,422,260 | 12,411,047 | 18,347,258 | 5% |



ROCK ISLAND
ILLINOIS

CED Administration

Program Description:

Community and Economic Development Administration provides for the overall management and administration of departmental programs and activities which support identified City Council goals and priorities. The administrative cost center is responsible for overseeing the effective delivery of services related to economic development, planning, zoning, housing rehabilitation, historic preservation, grants management, inspections and working with external agencies that support the City's goals.

Program Objectives:

- Ensure that Council goals which are the responsibility of the CED Department are implemented.
- Represent the City's interests to various organizations and groups.
- Prepare/review reports to advise the City Manager and City Council on various policy decisions.
- Manage development activity to expand the tax base and increase job opportunities.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Council goals related to dept | 8 | 6 | 6 | 8 |
| 2. Meetings representing city | 75 | 60 | 60 | 60 |
| 3. Reports for Council action | 80 | 98 | 85 | 85 |
| 4. Active projects under management | 55 | 61 | 57 | 60 |
| Workload: | | | | |
| 1. Council goals related to dept | 8 | 6 | 6 | 8 |
| 2. Meetings attended represent city | 75 | 60 | 60 | 60 |
| 3. Reports for Council action | 80 | 98 | 85 | 85 |
| 4. Active projects under management | 55 | 61 | 57 | 60 |
| Productivity: | | | | |
| 1. Council goals related to dept | na | na | na | na |
| 2. Cost per meeting | \$ 50 | \$ 50 | \$ 50 | \$ 50 |
| 3. Cost per report prepared/reviewed | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| 4. Active projects under management | \$ 55 | \$ 60 | \$ 60 | \$ 60 |
| Effectiveness: | | | | |
| 1. % change in TIF EAV | 2.3% | 2.2% | 2.2% | 2.2% |
| 2. % change in sales tax revenue | -4.0% | 18.1% | 3.0% | 3.0% |
| 3. % development projects closed | 60.0 | 60.0 | 60.0 | 60.0 |
| 4. Admin cost as % of total budget | 1.1% | 0.7% | 0.7% | 0.9% |

Analysis:

The \$280 decrease in Supplies is based on projected reduction in usage. The increase in Services of 24% reflects an increase in the allocation of insurance premium costs. Transfer is from Gaming to the Labor Day Parade Fund.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) CED Director | 0.60 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Admin Secretary | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Total Staffing (fte) | 0.60 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 144,198 | 115,420 | 110,842 | 74,613 | 103,462 | 75,320 | 1% |
| Supplies | 1,446 | 1,222 | 1,316 | 930 | 1,142 | 650 | -30% |
| Services | 38,268 | 41,174 | 37,701 | 44,624 | 39,890 | 55,491 | 24% |
| Other | 2,802 | 4,318 | 1,947 | 2,702 | 2,086 | 2,475 | -8% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | 45,726 | 9,000 | NEW |
| Contingency | 23,535 | - | - | - | - | - | --- |
| Total Cost Center | 210,249 | 162,134 | 151,806 | 122,869 | 192,306 | 142,936 | 16% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 133,052 | 84,273 | 82,428 | 52,244 | 93,640 | 53,475 | 2% |
| Riverboat Gaming | - | - | - | - | - | 9,000 | NEW |
| CDBG | 65,084 | 62,105 | 58,270 | 57,958 | 87,242 | 68,211 | 18% |
| Labor Day Parade | 12,113 | 15,756 | 11,108 | 12,667 | 11,424 | 12,250 | -3% |
| Total Expense | 210,249 | 162,134 | 151,806 | 122,869 | 192,306 | 142,936 | 16% |

Economic Development

Program Description:

Manage and coordinate economic development and real estate activities in accordance with Council goals and with the overall objective of increasing the City's tax base, creating and retaining jobs in the community and increasing the level of economic activity.

Program Objectives:

- Administer loan and facade programs to create jobs and leverage private investment.
- Use Tax Increment Finance to foster new growth in designated areas of the community
- Implement Council priority regarding attraction of retail development.
- Support development agencies external to the City who support development goals.
- Respond to enterprises wishing to expand or locate in the community.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. CIRLF Loan Applications | 10 | 11 | 9 | 10 |
| 2. TIF District Projects | 15 | 17 | 19 | 20 |
| 3. Agencies Receiving Funding | 9 | 9 | 9 | 9 |
| 4. Business Leads/Info Requests | 8 | 15 | 20 | 20 |
| 5. Business Connection Calls | 15 | 12 | 12 | 30 |
| Workload: | | | | |
| 1. CIRLF Applications Approved | 10 | 11 | 9 | 10 |
| 2. TIF District Projects | 15 | 17 | 19 | 20 |
| 3. Agency Funding Requests | 9 | 9 | 9 | 9 |
| 4. Written Proposals Completed | 2 | - | - | - |
| 5. Business Connection Calls | 15 | 12 | 10 | 30 |
| Productivity: | | | | |
| 1. Cost Per Job CIRLF | \$ 7,341 | \$ 7,513 | \$ 8,039 | \$ 8,000 |
| 2. TIF Projects Completed | \$ 14 | \$ 15 | \$ 15 | \$ 18 |
| 3. Cost Per Payment Request | \$ 23 | \$ 25 | \$ 25 | \$ 25 |
| 4. Cost Per Proposal | \$ - | \$ - | \$ - | \$ - |
| 5. Cost of Business Connection | \$ 1,200 | \$ 960 | \$ 960 | \$ 1,440 |
| Effectiveness: | | | | |
| 1. Job Created/Retained | 74 | 52 | 37 | 55 |
| 2. Percent Increase in TIF Revenue | 7.4 | 2.2 | 3 | 3 |
| 3. Ratio Priv/Pub CIRLF Loans | 3 to 1 | 3 to 1 | 7 to 1 | 6 to 1 |
| 4. Percent Bus con Calls Complete | 85 | 80 | 80 | 90 |

Analysis:

Reduction in Personnel is due to the elimination of the Special Projects Manager position; reduction in Supplies is reduced office supplies to support one less staff position and general reduction in supplies usage; Services increase is due to budgeting for demolition activity in TIF districts and for Lincoln School; reduction in Other is the result of payouts on Jackson Square, Goldman and incubator projects that were made in prior year and not budgeted for FY13; increase in Capital is the Ridgewood Road Sustainable Business Park Project which includes EDA grant and city match; and increase in Debt Service are bond issue payments related to the City's match to EDA funds for the business park project.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Special Projects Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | (1.00) |
| (1) Land Dev Prog Coord | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| CED Director | 0.08 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Admin Secretary | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Hous Prog Officer | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.05 |
| Constr Officer | 0.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.05 |
| Plng/Redev Admin | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.28 | 0.28 |
| (1) Total Staffing (fte) | 2.18 | 2.50 | 2.50 | 2.50 | 2.50 | 1.88 | (0.62) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 237,488 | 223,880 | 229,229 | 277,232 | 264,899 | 208,188 | -25% |
| Supplies | 63,379 | 1,040 | 1,424 | 1,044 | 724 | 900 | -14% |
| Services | 1,651,397 | 664,748 | 533,937 | 480,401 | 452,970 | 793,216 | 65% |
| Other | 505,692 | 802,286 | 1,003,187 | 1,450,826 | 1,353,638 | 1,088,873 | -25% |
| Programs | 3,623,888 | 1,429,354 | 4,075,303 | 4,558,412 | 3,262,157 | 4,109,880 | -10% |
| Capital | 124,218 | 264,813 | 317,284 | 2,954,200 | 662,995 | 5,674,738 | 92% |
| Debt service | - | 8,880 | 240,152 | 188,530 | 188,530 | 518,406 | 175% |
| Transfers | 1,170,135 | 1,490,703 | 2,678,380 | 3,736,657 | 2,818,928 | 3,564,688 | -5% |
| Contingency | (11,168) | 142,260 | 231,100 | - | 44,461 | - | --- |
| Total Cost Center | 7,365,029 | 5,027,964 | 9,309,996 | 13,647,302 | 9,049,300 | 15,958,889 | 17% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 3,231 | 1,029 | 152,606 | 154,755 | 152,740 | 155,336 | 0% |
| TIF District #1 | 2,681,401 | 1,327,625 | 2,514,251 | 4,439,192 | 3,003,937 | 3,313,857 | -25% |
| TIF District #2 | 77,998 | 171,470 | 279,281 | 355,085 | 167,382 | 383,402 | 8% |
| TIF District #3 | 68,509 | 160,596 | 333,722 | 705,119 | 464,795 | 418,694 | -41% |
| TIF District #4 | 1 | 312,537 | 2,071,462 | 2,181,876 | 2,139,914 | 2,278,592 | 4% |
| TIF District #5 | 2,113,127 | 11,963 | 44,272 | 14,122 | 15,313 | 61,864 | 338% |
| TIF District #6 | - | - | - | - | 17,886 | - | --- |
| Comm / Econ Dev | 1,300,203 | 1,604,316 | 2,260,252 | 2,081,275 | 1,422,820 | 1,797,245 | -14% |
| Riverboat Gaming | 951,000 | 785,000 | 511,660 | 488,500 | 488,500 | 1,179,745 | 142% |
| CDB Grant | 156,171 | 148,462 | 146,457 | 133,834 | 135,686 | 71,107 | -47% |
| Schwiebert Boat Dock | - | - | - | 2,065,000 | 211,752 | 1,925,000 | -7% |
| Rdgwd Business Pk | - | - | - | - | - | 3,324,738 | NEW |
| Cap Improvements | - | 50,000 | - | - | - | - | --- |
| Debt service | 813 | 175 | 241,022 | 189,619 | 189,145 | 192,236 | 1% |
| CDBG Loans | - | - | - | - | - | - | --- |
| CED Loans | - | - | - | 100,400 | 20,000 | 150,300 | 50% |
| CIRLF Loans | (11,365) | 419,678 | 736,945 | 414,325 | 368,084 | 480,273 | 16% |
| MPF Endow Loans | 23,940 | 35,113 | 18,066 | 24,000 | 28,107 | 26,500 | 10% |
| Brownfield Loans | - | - | - | 300,200 | 223,240 | 200,000 | -33% |
| Total Expense | 7,365,029 | 5,027,964 | 9,309,996 | 13,647,302 | 9,049,300 | 15,958,889 | 17% |

Planning/Zoning/Historic Preservation

Program Description:

Coordinate and implement neighborhood and corridor plans including RiverVision, Schwiebert Riverfront Park, New Old Chicago, Downtown and other existing neighborhood plans. Continue to pursue our partnership with Augustana College and the College Hill District. Neighborhood Partners' Community Solutions, Knowledge Through Neighbors, School/Community, Leadership and Immigration Task Forces continue their initiatives. Staff will also support the Community Development Block Grant and Gaming Social Service Fund processes, historic preservation activities, the City's website and land use ordinance administration functions to promote orderly growth and development, enhance quality of life and preserve our architectural heritage.

Program Objectives:

- Effectively conduct the CDBG and Gaming Social Service fund processes.
- Fully support Preservation, Planning and Beautification Commission and Board of Zoning Appeals activities.
- Professionally process all requests for land use regulation.
- Continue to implement Neighborhood, Downtown and corridor Plans and Neighborhood Partners activities.
- Promote preservation education.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. CDBG & Gaming applications filed | 35 | 44 | 37 | 33 |
| 2. Land use applications filed | 59 | 49 | 65 | 62 |
| 3. Neighborhood plan strategies | 798 | 798 | 798 | 840 |
| 4. Preservation education scheduled | 5 | 4 | 4 | 4 |
| 5. Zoning complaints | 63 | 69 | 80 | 85 |
| Workload: | | | | |
| 1. CDBG/Gaming apps. Reviewed/recom. | 31 | 33 | 31 | 30 |
| 2. Land use applications processed | 59 | 49 | 65 | 62 |
| 3. Neighborhood strategies developed | 495 | 465 | 495 | 535 |
| 4. Preservation education completed | 5 | 4 | 4 | 4 |
| 5. Zoning complaints inspected | 63 | 69 | 80 | 85 |
| Productivity: | | | | |
| 1. CDBG funds received | \$ 1,167,221 | \$ 1,265,462 | \$ 1,059,015 | \$ 907,419 |
| 2. Avg. cost per land use case | \$ 901 | \$ 1,251 | \$ 856 | \$ 994 |
| 3. Avg. cost per zoning inspection | \$ 169 | \$ 92 | \$ 70 | \$ 73 |
| 4. Avg. cost per education program | \$ 74 | \$ 86 | \$ 42 | \$ 73 |
| Effectiveness: | | | | |
| 1. % CDBG & Gaming funds allocated | 100.0% | 100.0% | 100.0% | 100.0% |
| 2. % land use cases approved per staff | 90.0% | 93.0% | 100.0% | 95.0% |
| 3. % Nbhod plan strategies imp. | 62.0% | 65.0% | 65.0% | 65.0% |
| 4. % Preservation education completed | 100.0% | 100.0% | 100.0% | 100.0% |
| 5. Zoning complaints processed - 14 days | 100.0% | 100.0% | 100.0% | 100.0% |

Analysis:

Reduction in Supplies reflects cost saving measures. Services are down due to the NSP 1 grant being closed out. The 11th Street sign and landscaping program funds were eliminated due to lack of applications and interest. Transfers are down \$150,000 as the CDBG-R funds for King Center expansion were spent. CDBG reduction reflects City Council allocations and NSP funds have all been spent on the nonrenewable grant.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Plng/Redev Admin | 1.00 | 0.80 | 0.80 | 0.90 | 0.90 | 0.72 | (0.18) |
| (2) Urban Planner II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Grants/Website Coord | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Comp. Graphics Spec. Office Asst. II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Asst. III | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Intern | 0.43 | 0.46 | 0.72 | 0.72 | 0.72 | 0.00 | (0.72) |
| (6) Total Staffing (fte) | 6.43 | 6.26 | 6.52 | 6.62 | 6.62 | 5.72 | (0.90) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 401,024 | 425,494 | 450,567 | 462,182 | 492,903 | 452,689 | -2% |
| Supplies | 1,923 | 959 | 1,385 | 4,875 | 1,966 | 1,525 | -69% |
| Services | 14,867 | 15,107 | 13,706 | 165,213 | 24,342 | 12,917 | -92% |
| Other | 1,408 | 82,663 | 65,389 | 2,168 | 12,433 | 1,260 | -42% |
| Programs | - | - | - | 42,500 | - | - | -100% |
| Capital | - | - | 80,619 | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 172,381 | 95,729 | 339,819 | 339,819 | 158,852 | 142,967 | -58% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 591,603 | 619,952 | 951,485 | 1,016,757 | 690,497 | 611,358 | -40% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 277,709 | 293,727 | 305,461 | 280,963 | 296,250 | 298,208 | 6% |
| Comm Dev Block Grant | 313,894 | 326,225 | 560,153 | 716,167 | 363,184 | 313,150 | -56% |
| N'hood Stbl Program | - | - | 85,871 | 19,627 | 31,062 | - | -100% |
| Total Expense | 591,603 | 619,952 | 951,485 | 1,016,757 | 690,497 | 611,358 | -40% |

Neighborhood Redevelopment

Program Description:

Develop, market, deliver and monitor rehabilitation and home improvement programs designed to enhance the City's neighborhoods. These include all repayable and forgivable payment loans for rehabilitation programs emergency, roof, Targeted Rehab Loan, Lead, Rental Rehab and TIF Upper Story Housing programs. It also includes Neighborhood Partners costs, special programs for the NEW Old Chicago neighborhood and the CDBG and Neighborhood Stabilization Program Grants 1 & 2 agreements with the GROWTH Corporation.

Program Objectives:

- To annually reevaluate, monitor and market programs for maximum effectiveness.
- To identify new funding sources.
- To deliver loan programs rehabilitating entire structures and selected elements of homes.
- To deliver special rehab programs to neighborhoods.
- To deliver the Lead-Based Paint Program in cooperation with Moline (grant administrator)

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Program marketing requests | 5 | 5 | 4 | 4 |
| 2. Funding sources identified | 5 | 3 | 3 | 3 |
| 3. Full rehab applications filed | - | 1 | 1 | 2 |
| 4. Partial rehab applications filed | 87 | 73 | 61 | 70 |
| 5. Special program applications filed | 7 | 15 | 21 | 12 |
| Workload: | | | | |
| 1. Program marketing completed | 5 | 5 | 4 | 4 |
| 2. Funding applications submitted | 5 | 3 | 3 | 3 |
| 3. Full rehab applications processed | - | 1 | 1 | 2 |
| 4. Partial rehab applications funded | 80 | 62 | 52 | 68 |
| 5. Special program applications | 7 | 15 | 21 | 12 |
| Productivity: | | | | |
| 1. Avg. cost per marketing program | \$ 69 | | | |
| 2. Private matching \$\$ generated - rehab | \$ 142,317 | \$ 45,556 | \$ 362,790 | \$ 300,000 |
| 3. Avg. cost per full rehab | \$ - | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 4. Avg. cost per partial rehab | \$ 5,170 | \$ 4,794 | \$ 4,996 | \$ 5,585 |
| 5. Avg. cost per special program | \$ 9,489 | \$ 11,522 | \$ 11,312 | \$ 12,000 |
| Efficiency: | | | | |
| 1. Private / public funding ratio | 16.8% | 10.1% | 45.9% | 36.8% |
| 2. % nearby homes renovated | 5.0% | 5.0% | 5.0% | 5.0% |
| 3. Staff costs as % of program costs | 13.6% | 24.9% | 15.4% | 15.6% |
| 4. % of rehab completed on time | 95.0% | 98.0% | 95.0% | 95.0% |

Analysis:

Supplies and Program costs are down as the Lead-Based Paint and NSP grants have ended. Services are up reflecting vehicle amortization and maintenance costs that were in a different cost center last year. Transfers reflect Gaming funds for Social Service activities (carryover plus new). CDBG revenues have increased based on City Council allocations to roof and emergency programs. NSP and Lead Grants have been spent and are not renewable.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Plng / Redev Admin | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Urban Planner II | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Construction Officer | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| (1) Housing Prog. Officer | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| Lead Prog Coord | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Office Asst II | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Admin. Secretary | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Total Staffing (fte) | 2.90 | 1.90 | 1.90 | 1.90 | 1.90 | 1.90 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 178,642 | 138,621 | 124,193 | 129,376 | 135,700 | 132,364 | 2% |
| Supplies | 1,077 | 997 | 957 | 2,557 | 2,674 | 600 | -77% |
| Services | 27,082 | 30,723 | 26,173 | 20,754 | 19,962 | 24,752 | 19% |
| Other | 439,127 | 429 | 18,926 | 1,709 | 1,577 | 700 | -59% |
| Programs | 436,833 | 1,185,153 | 2,102,680 | 1,362,448 | 1,158,661 | 613,975 | -55% |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 53,233 | 53,354 | 46,478 | 59,955 | 59,955 | 53,617 | -11% |
| Contingency | 66,297 | 236,576 | 261,813 | - | 161,024 | - | --- |
| Total Cost Center | 1,202,291 | 1,645,853 | 2,581,220 | 1,576,799 | 1,539,554 | 826,008 | -48% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 44,260 | 54,058 | 43,270 | 58,467 | 45,113 | 51,845 | -11% |
| Riverboat Gaming | 50,004 | 50,000 | 43,074 | 56,500 | 56,500 | 50,000 | -12% |
| CDBG | 460,790 | 661,007 | 647,998 | 573,447 | 547,223 | 664,846 | 16% |
| Nbhood Stabilize ARRA | - | 637,900 | 1,530,451 | 559,452 | 548,486 | - | -100% |
| Lead Grant | 578,580 | 44,359 | 170,713 | 269,000 | 272,838 | - | -100% |
| CDBG Loan Program | 68,657 | 198,529 | 145,714 | 59,933 | 69,394 | 59,317 | -1% |
| Com/Econ Dev Loan | - | - | - | - | - | - | --- |
| Total Expense | 1,202,291 | 1,645,853 | 2,581,220 | 1,576,799 | 1,539,554 | 826,008 | -48% |

Inspection Services

Program Description:

The Inspections Services cost center issues permits for construction or remodeling of structures; maintains data and information concerning permits; enforces adopted building, electrical, mechanical and plumbing codes to ensure that buildings are safe for occupancy and use; conducts inspections of food service establishments and responds to health related complaints; reviews plans, consults with designers, builders and owners, and updates construction codes.

Program Objectives:

- Review plans and submittals for compliance with codes.
- Issue permits for construction and renovations.
- Perform building, electrical, mechanical and plumbing inspections as requested or required.
- Perform inspection of food service establishments per state and city codes.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Plan Reviews | 17 | 13 | 26 | 20 |
| 2. Building Permits Issued | 2,855 | 2,781 | 3,384 | 3,150 |
| 3. Other (Specialty) Permits Issued | 91 | 99 | 144 | 110 |
| 4. Food service permits issued | 314 | 296 | 291 | 315 |
| Workload: | | | | |
| 1. Value of Planned Work Review | \$ 22,067,442 | \$ 30,548,496 | \$ 46,294,396 | \$ 30,000,000 |
| 2. Construction inspections | 2,344 | 2,920 | 3,626 | 3,400 |
| 3. Other Building Insp/Site Visits | 43 | 44 | 42 | 40 |
| 4. Food service inspections | 357 | 371 | 437 | 450 |
| 5. Other Health Site Visits | 205 | 185 | 280 | 300 |
| Productivity: | | | | |
| 1. Unrecovered Cost Plan Reviews | \$ 2,044 | \$ 3,564 | \$ 2,058 | \$ 2,300 |
| 2. Cost per Const. Inspection | \$ 134 | \$ 129 | \$ 96 | \$ 118 |
| 3. Cost per other Bldg Insp/Site Visits | \$ 134 | \$ 129 | \$ 96 | \$ 97 |
| 4. Cost per food service inspection | \$ 134 | \$ 129 | \$ 96 | \$ 97 |
| 5. Cost per other health site visits | \$ 134 | \$ 129 | \$ 96 | \$ 97 |
| Effectiveness: | | | | |
| 1. Plans reviewed within 10 days | 70% | 75% | 90% | 85% |
| 2. Permits issued within 1 day | 95% | 94% | 95% | 96% |
| 3. Construction inspections 24 hours | 98% | 98% | 99% | 98% |
| 4. Health Re-inspections Required | 13% | 16% | 14% | 15% |

Analysis:

For FY 12-13 one Combination/Mechanical Inspector position will continue to not be staffed so as to reduce General Fund expenditures. Supplies, Services, and Other were first reduced by a combination of directed % cuts that had nowhere else to be taken. Services were further reduced by revising legal fee estimates, elimination of cell phones, elimination of employment services, consultant services, and reduced fleet maintenance cost estimates. Other was reduced further by cyclical reference material costs (not an annual cost). Programs in 2011/12 refers to the collection and disbursement of a bond (failed contractor) and was an abnormal event. It was zero cost to the City.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Building Official | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.95 | 0.10 |
| (2) Plum/Elec/Mech Housing Inspector | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Health Inspector | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Office Assistant III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Total Staffing (fte) | 5.85 | 5.85 | 4.85 | 4.85 | 4.85 | 4.95 | 0.10 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 395,495 | 357,848 | 341,526 | 345,650 | 334,777 | 369,852 | 7% |
| Supplies | 984 | 573 | 1,230 | 2,100 | 1,266 | 1,275 | -39% |
| Services | 139,428 | 32,689 | 24,528 | 55,122 | 41,719 | 31,317 | -43% |
| Other | 3,605 | 4,660 | 3,003 | 7,700 | 7,718 | 4,325 | -44% |
| Programs | 45,000 | - | - | 10,000 | 10,000 | - | -100% |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | 82,669 | - | 330 | - | --- |
| Total Cost Center | 584,512 | 395,770 | 452,956 | 420,572 | 395,810 | 406,769 | -3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 581,747 | 389,964 | 441,272 | 420,572 | 388,774 | 406,769 | -3% |
| CDBG | 2,765 | 5,806 | 5,664 | 11,428 | - | - | --- |
| Neighborhood Stblz | - | - | 6,020 | - | 7,037 | - | --- |
| Total Expense | 584,512 | 395,770 | 452,956 | 432,000 | 395,810 | 406,769 | -6% |

Rental Inspection Services

Program Description:

The Rental Inspections Services cost center programmatically inspects rental dwelling units and on a complaint basis when requested by tenants. The cost center initiates action to bring rental properties into compliance with city codes; prepares complaints for review by the Administrative Hearing Officer; collects and maintains data on number and condition of regulated rental properties, and enforces the Property Maintenance Code requirements for all properties in Rock Island. Rental Inspections is also responsible for investigating and taking action as required on complaints or observation of nuisances. Administration of boarding and demolition contracts falls under this cost center, as well as coordination of these contracts with other city departments.

Program Objectives:

- Register all regulated rental residential properties in the City of Rock Island.
- Schedule, coordinate, and conduct health and safety inspections of rental residential properties.
- Classify rental residential properties according to the condition of the property and issue licenses.
- Investigate complaints of property maintenance and nuisance violations.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Rental Property Applications | 166 | 153 | 182 | 170 |
| 2. Rental Complaints | 363 | 482 | 526 | 450 |
| 3. Property Maintenance Complaints | 181 | 636 | 633 | 600 |
| 4. Nuisance Complaints | 478 | 651 | 668 | 700 |
| 5. Weed/Grass Complaints | N/A | 935 | 645 | 650 |
| Workload: | | | | |
| 1. Initial Inspections (Random Exteriors) | 8 | 23 | 13 | 10 |
| 2. Compliance Inspections | Unable to track | Unable to track | Unable to track | Unable to track |
| 3. Property Maintenance Inspections | 1,244 | 1,157 | 1,247 | 1,300 |
| 4. Nuisance Inspections | 478 | 651 | 668 | 700 |
| 5. Weed/Grass Inspections | N/A | 935 | 645 | 650 |
| Productivity: | | | | |
| 1. Cost per rental inspection | \$ 193 | \$ 378 | \$ 335 | \$ 203 |
| 2. Cost per rental complaint | \$ 193 | \$ 378 | \$ 335 | \$ 203 |
| 3. Cost per property maint complaint | \$ 193 | \$ 378 | \$ 335 | \$ 203 |
| 4. Cost per nuisance complaint | \$ 97 | \$ 189 | \$ 168 | \$ 102 |
| 4. Cost per weed complaint | N/A | \$ 189 | \$ 168 | \$ 102 |
| Effectiveness: | | | | |
| 1. Rental/Sub-Compliance | unable to track | unable to track | unable to track | unable to track |
| 2. Property Maintenance / Sub-Compliance | unable to track | unable to track | unable to track | unable to track |
| 3. Nuisance Abated | 68% | 85% | 92% | 90% |
| 4. Properties Unfit | 86 | 65 | 55 | 50 |

Analysis:

This cost center's focus is residential rental licensing and inspection and enforcement of the property maintenance code, including nuisance and weed abatement. This cost center also manages the boarding contract and demolition programs. Rental Inspection Services budget has decreased greatly because the NSP funds for demolition (in Services) have been expended, as well as a reduction in legal services budget. Supplies are reduced because we were able to take advantage of some sales this year for non-perishable expendables (although we still need to replenish boarding materials). Other is reduced primarily because it is driven by cyclical needs to update reference materials (not an annual need). Most of the reductions affect 242 and NSP. The largest reduction for 101 is due to reductions in boarding and demolition costs.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Building Official | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.05 | (0.10) |
| (3) Housing Inspector | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (1) Nuisance Inspector | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Assistant II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Total Staffing (fte) | 4.15 | 4.15 | 5.15 | 5.15 | 5.15 | 5.05 | (0.10) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 240,016 | 232,434 | 276,865 | 330,095 | 342,003 | 330,002 | 0% |
| Supplies | 1,768 | 3,557 | 15,523 | 16,546 | 6,799 | 10,841 | -34% |
| Services | 12,642 | 19,949 | 443,449 | 287,060 | 191,588 | 57,410 | -80% |
| Other | 647 | 2,063 | 1,191 | 4,260 | 3,190 | 3,045 | -29% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 255,073 | 258,003 | 737,028 | 637,961 | 543,580 | 401,298 | -37% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 61,406 | 55,253 | 66,606 | 278,861 | 243,840 | 173,066 | -38% |
| CDBG | 193,667 | 202,750 | 251,747 | 359,100 | 273,457 | 228,232 | -36% |
| Neighborhood Stblz | - | - | 418,675 | 208,888 | 26,284 | - | -100% |
| Total Expense | 255,073 | 258,003 | 737,028 | 846,849 | 543,580 | 401,298 | -53% |



ROCK ISLAND ILLINOIS



MARTIN LUTHER KING COMMUNITY CENTER

Goals & Objectives

Complete strategic planning and establish resource development plan.

Seek resources to expand services commiserate with facility expansion.

Market the Center to increase usage and promote positive awareness of programs.

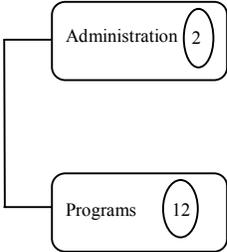
Remain a fiscally responsible organization.

Explore collaborative relationships with other organizations to enhance programs and other services.

Maintain comprehensive program services to youth utilizing input from residents and other human service organizations.

Maintain quality customer service and programs to community residents.

Coordinate efforts with other city departments in pursuing goals established by the City Council, and supported by the Board of Directors.



Analysis:

The Martin Luther King Center strives to maintain a positive community image, while strengthening organizational, agency, family and neighborhood relationships. The King Center places particular emphasis on youth services while providing programs in education, employment, advocacy, informational/referral for Rock Island residents and the Quad Cities. The Center also houses an alternative school program (Rock Island/Milan School District #41) serving at-risk youth.

The King Center is governed by the Martin Luther King, Jr. Center Board of Directors and the City Council, who develop goals, objectives, and policy for the Center. The King Center Director supervises the programs and activities of two (2) Human Services Specialists I positions, one (1) Human Services Specialist II position, and one (1) Office Assistant III. This core group of staff along with seasonal staff and assistance from community volunteers is responsible for the implementation and support of all sponsored programs.

The Administration cost center oversees scheduling of the facility for public use; budget and grant monitoring; information and referrals; public relations; program review; and maintenance of the facility. Volunteer assistance is solicited to aid in the delivery of services and programs. Financial activity is recorded in the King Center Fund (211) and the Activity Fund (901).

The MLK Center Board directs sponsored programs, which is a non-profit corporation. This cost center provides community development activities to residents, and is supported by local, State, Federal and private grant funds. Programs include information and referral; ATOD (Alcohol, Tobacco, and Other Drugs of Abuse) prevention programming; annual community events; after school activities, life skills, and recreation; youth development; vocational training for youth and adults; computer skills training for youth, seniors, and adults; tax preparation for qualified individual and families; and social and volunteer activities for senior citizens. Financial activity is recorded in the Activity Fund (901) and the DHS Fund (906).

Overall the King Center will reduce expenses by 52% in FY 13. While the majority is represented in completion of the renovation and expansion, significant decreases have been made in operational costs with the largest in supplies of \$53,885. The King Center board initiated these cuts as it continues to face reduction in Community Development Block Grant funding, a three year grant from the Department of Justice grant, and the Center has experienced reductions in United Way and state grants. As a result, the general fund request is increased from \$82,650 to \$177,517.

While this will affect services, the projection is that the impact will be minimal. The reduced funding will impact customer service and the amount of youth (20 less) served in the summer. The option of changing hours of service is being explored in order to serve the same amount of youth but for one less week in summer. The Center also was able to engage in partnerships to supplement and modify job duties.

The board will seek new resources to expand services to the community with emphasis on youth. The King Center has added the position of Facility Supervisor to address day-to-day operational matters in order to allow the Executive Director to focus more on fund development and program expansion. Further, the King Center will play a prominent role in the city's marketing plan in order to maximize revenue potential of the new Ida Robinson Banquet Room.

The King Center will continue to maintain longtime partnerships that bolster services including The Girl and Boy Scouts of America, The American Red Cross of the Quad Cities, Big Brother/Big Sisters, Community Health Care, Rock Island/Milan School District #41, etc...

The King Center continues to pursue diversification in its funding streams to ensure its financial viability. The King Center will implement a strategic plan that will address resource development to nourish to relationships established in the capital campaign. This will improve sustainability in order that the King Center can provide a variety of services to the community for the foreseeable future.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Asst. III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Human Services I | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| MLK Facility Supervisor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Human Services II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| After Schl Prgrm Asst | 0.56 | 0.56 | 0.56 | 0.00 | 0.00 | 0.00 | 0.00 |
| After School Tutor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| MLK Camp Cook | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.00 | (0.23) |
| MLK Camp Cook Asst | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 | (0.10) |
| MLK Camp Counselor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (9) MLK Youth Worker | 5.04 | 5.04 | 5.04 | 5.04 | 5.04 | 4.76 | (0.28) |
| (14) Total Staffing (fte) | 11.93 | 10.93 | 10.93 | 10.37 | 10.37 | 9.76 | (0.61) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 335,697 | 406,856 | 421,466 | 459,198 | 470,910 | 446,849 | -3% |
| Supplies | 51,925 | 52,352 | 44,863 | 75,585 | 46,330 | 21,700 | -71% |
| Services | 294,736 | 173,908 | 150,452 | 116,099 | 110,153 | 112,601 | -3% |
| Other | 26,284 | 32,768 | 17,871 | 44,150 | 34,312 | 23,400 | -47% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 214,070 | 2,955,948 | 839,210 | 332,878 | - | -100% |
| Debt service | 26,954 | 120,525 | 122,550 | 124,400 | 124,400 | 121,075 | -3% |
| Transfers | - | 170,525 | 438,000 | 96,282 | 96,282 | 121,075 | 26% |
| Contingency | - | - | 100 | 3,500 | - | - | -100% |
| Total Department | 735,596 | 1,171,004 | 4,151,250 | 1,758,424 | 1,215,265 | 846,700 | -52% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| King Center | 175,967 | 233,499 | 213,433 | 185,108 | 178,986 | 158,226 | -15% |
| Facility Improve | 98,344 | 244,431 | 2,982,170 | 839,210 | 334,551 | - | -100% |
| Gaming | - | 120,525 | - | - | - | 121,075 | NEW |
| Capital | - | - | - | - | - | - | --- |
| Debt service | 19,630 | 120,710 | 122,720 | 124,599 | 124,570 | 121,305 | -3% |
| Activity Fund | 216,134 | 280,865 | 267,738 | 363,951 | 341,586 | 277,464 | -24% |
| DHS Fund | 225,521 | 170,974 | 165,148 | 153,786 | 143,802 | 168,630 | 10% |
| Capital Contributions | 225,521 | 170,974 | 400,041 | 91,770 | 91,770 | - | --- |
| Total Expense | 961,117 | 1,341,978 | 4,151,250 | 1,758,424 | 1,215,265 | 846,700 | -52% |

King Center Administration

Program Description:

Administration is responsible for the overall management of all planned programs and community activities, as well as maintenance of the Center facility. Administration is primarily the responsibility of the Director, with support from staff. The department functions in relation to goals established by the City Council, and in coordination with other city departments.

Program Objectives:

- Maintain the financial viability of the Center by pursuing additional funding sources.
- Implement resource development/fund raising plan.
- Market the King Center to increase usage and program awareness.
- Explore collaborations with other organizations to enhance King Center programs.
- Coordinate efforts with city departments pursuing goals established by the City Council, and the Board of Directors.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized personnel | 1.10 | 1.10 | 1.10 | 1.10 |
| 2. Department budget | \$ 725,388.00 | \$ 3,726,755.00 | \$ 1,318,073.00 | \$ 489,557.00 |
| 3. Press release opportunities | 63 | 63 | 65 | 72 |
| 4. Tenant requests for maintenance | 10 | 5 | - | - |
| Workload: | | | | |
| 1. Activities hosted/participants | 24,103 | 25,063 | 24,102 | 26,000 |
| 2. Press releases developed | 63 | 63 | 65 | 72 |
| 3. Maintenance requests completed | 22 | 12 | 10 | 10 |
| Productivity: | | | | |
| 1. Avg cost per participant | \$ 13.11 | \$ 10.05 | \$ 12.09 | \$ 8.78 |
| 2. Avg cost per press release | \$ 6.35 | \$ 6.61 | \$ 6.83 | \$ 6.41 |
| Effectiveness: | | | | |
| 1. Admin as % of total budget | 52.0% | 52.0% | 52.0% | 51.0% |
| 2. Participant/ targeted populous ratio | 100.0% | 100.0% | 100.0% | 100.0% |
| 3. Cost per sq. ft. | \$ 17.42 | \$ 17.40 | \$ 17.40 | \$ 7.17 |

Analysis:

Administrative costs will decrease by 63% overall. The overall reason for such a significant decrease is the fact that the expansion project is completed. Personnel will increase by 14% (\$22,392) due to reallocation on cost centers to have a more accurate reflection of costs. Supplies will increase 175% (\$5,540) reflecting the increased size of the facility. Services will decrease 41% (\$39,968) only due to reallocating costs to other funds and eliminating a receptionist.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Director | 0.60 | 0.55 | 0.55 | 0.55 | 0.55 | 1.00 | 0.45 |
| Human Services I | 0.15 | 0.00 | 0.00 | 0.00 | 0.00 | 0.27 | 0.27 |
| (1) Office Asst. III | 0.35 | 0.60 | 0.60 | 0.60 | 0.60 | 0.93 | 0.33 |
| (2) Total Staffing (fte) | 1.10 | 1.15 | 1.15 | 1.15 | 1.15 | 2.20 | 1.05 |
| Expense by Object | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 107,509 | 86,976 | 89,766 | 155,830 | 161,577 | 178,222 | 14% |
| Supplies | 3,630 | 3,778 | 1,787 | 3,160 | 4,286 | 8,700 | 175% |
| Services | 160,268 | 127,707 | 117,299 | 98,553 | 87,030 | 58,585 | -41% |
| Other | 3,088 | 1,807 | 1,305 | 1,650 | 2,978 | 1,900 | 15% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 214,070 | 2,955,948 | 839,210 | 332,878 | - | -100% |
| Debt service | 26,954 | 120,525 | 122,550 | 124,400 | 124,400 | 121,075 | -3% |
| Transfers | - | 170,525 | 438,000 | 91,770 | 91,770 | 121,075 | 32% |
| Contingency | - | - | 100 | 3,500 | - | - | -100% |
| Total Cost Center | 301,449 | 725,388 | 3,726,755 | 1,318,073 | 804,919 | 489,557 | -63% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| King Center Fund | 175,967 | 233,499 | 213,433 | 185,108 | 178,986 | 158,226 | -15% |
| Facility Improv | 98,344 | 244,431 | 2,982,170 | 839,210 | 334,551 | - | -100% |
| Gaming | - | 120,525 | - | - | - | 121,075 | NEW |
| Capital Improv | - | - | - | - | - | - | --- |
| Debt service | 19,630 | 120,710 | 122,720 | 124,599 | 124,570 | 121,305 | -3% |
| Activity Fund | 7,508 | 6,223 | 8,391 | 69,383 | 74,781 | 88,951 | 28% |
| Dept of Human Svcs | - | - | - | 8,003 | 261 | - | --- |
| Capital Contributions | - | - | 400,041 | 91,770 | 91,770 | - | -100% |
| Total Expense | 301,449 | 725,388 | 3,726,755 | 1,318,073 | 804,919 | 489,557 | -63% |

Sponsored Programs

Program Description:

The King Center staff provides services and programs to the community under the direction of the Martin Luther King, Jr. Inc., non-profit corporation. This non-profit corporation is governed by a Board of Directors comprised of community residents, city staff, and business representatives, who help plan programs and monitor the policies for the corporation. Activities include youth development; social support for senior citizens; drug prevention; employment training and placement; tax preparation; and information and referral.

Program Objectives:

- Respond to the changing needs of the community, particularly youth.
- Maintain fiscal viability of programming.
- Coordinate Center activities with those provided by other agencies to reduce duplication and maximize resources.
- Develop program outlines to include goals, time lines, budgetary considerations and statistics.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Current funding sources | 15 | 15 | 17 | 14 |
| 2. New funding sources gained | 0 | 2 | 2 | -3 |
| 3. Applications for new admissions | 1,921 | 1,817 | 2,173 | 2,000 |
| 4. Programs to be reviewed | 12 | 12 | 11 | 11 |
| Workload: | | | | |
| 1. Renewal applications submitted | 7 | 6 | 6 | 6 |
| 2. New applications submitted | 2 | 2 | 3 | 5 |
| 3. Program reviews completed | 10 | 10 | 11 | 10 |
| 4. Number of participants (unduplicated) | 24,103 | 23,109 | 25,069 | 26,000 |
| Productivity: | | | | |
| 1. Avg cost per grant/funding source | \$ 179.62 | \$ 75.94 | \$ 203.76 | \$ 182.83 |
| 2. Avg cost per intake (admission) | \$ 13.76 | | | |
| 3. Avg cost per program review | \$ 34.96 | | | |
| 4. Avg cost per participant | \$ 13.11 | \$ 10.05 | \$ 12.09 | \$ 8.78 |
| Effectiveness: | | | | |
| 1. % of funding requests received | 100% | 100% | 90% | 100% |
| 2. % of program reviews completed | 100% | 100% | 100% | 0% |
| 3. % of new admissions accepted | 90% | 90% | 93% | 90% |
| 4. % of prog maintaining 85% attendance | 100% | 100% | 100% | 100% |
| 5. Staff costs as % of program costs | 65% | 66% | 66% | 60% |

Analysis:

The King Center projects an overall 19% decrease in the Sponsored Programs funds (901 & 906). Personnel is projected to decrease by reducing youth workers, eliminating cook and assistant cook services by contracting to an outside agency at no cost. The largest change will be in the services category with a 208% increase (\$36,470) by moving some personnel costs to employment services along with an increase in transportation costs and vehicle maintenance.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Director | 0.40 | 0.45 | 0.40 | 0.40 | 0.40 | 0.00 | (0.40) |
| Office Asst III | 0.65 | 0.40 | 0.40 | 0.40 | 0.40 | 0.07 | (0.33) |
| (2) Human Services I | 1.85 | 1.85 | 1.85 | 1.85 | 1.85 | 1.73 | (0.12) |
| (1) Human Services II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| After Schl Prgrm Asst | 0.56 | 0.56 | 0.56 | 0.00 | 0.00 | 0.00 | 0.00 |
| After School Tutor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| MLK Camp Cook | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.00 | (0.23) |
| MLK Camp Cook Asst | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 | (0.10) |
| MLK Camp Counselor | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (9) MLK Youth Worker | 5.04 | 5.04 | 5.04 | 5.04 | 5.04 | 4.76 | (0.28) |
| | | | | | | | |
| (12) Total Staffing (fte) | 9.83 | 9.63 | 9.58 | 9.02 | 9.02 | 7.56 | (1.46) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 228,188 | 319,880 | 331,700 | 303,368 | 309,332 | 268,627 | -11% |
| Supplies | 48,295 | 48,574 | 43,076 | 72,425 | 42,044 | 13,000 | -82% |
| Services | 134,468 | 46,201 | 33,153 | 17,546 | 23,123 | 54,016 | 208% |
| Other | 23,196 | 30,961 | 16,566 | 42,500 | 31,334 | 21,500 | -49% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | 4,512 | 4,512 | - | -100% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 434,147 | 445,616 | 424,495 | 440,351 | 410,346 | 357,143 | -19% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Activity Fund | 208,626 | 274,642 | 259,347 | 294,568 | 266,805 | 188,513 | -36% |
| DHS Fund | 225,521 | 170,974 | 165,148 | 145,783 | 143,541 | 168,630 | 16% |
| Total Expense | 434,147 | 445,616 | 424,495 | 440,351 | 410,346 | 357,143 | -19% |



ROCK ISLAND

ILLINOIS



POLICE DEPARTMENT

Goals & Objectives

Reduce Part I and Violent crime as reported in the Illinois Uniform Crime Report (UCR)

Continue to enhance community policing initiatives by developing additional community policing and crime prevention programs

Continue implementation of recommendations made by the Mayor's Safer Community Task Force

Citizen fear of crime often exceeds the actual risk of being victimized. The Department will be working to develop a strategy to address the perceived crime vs. real crime

To identify training needs for personnel and continue to remain compliant with the National Incident Management System (NIMS) requirements

Provide timely investigations of criminal incidents and professional response to internal and external complaints

Provide timely investigations of liquor license applications and liquor ordinance violations

Provide support to the District, especially during special events that effect business owners and citizens of the community

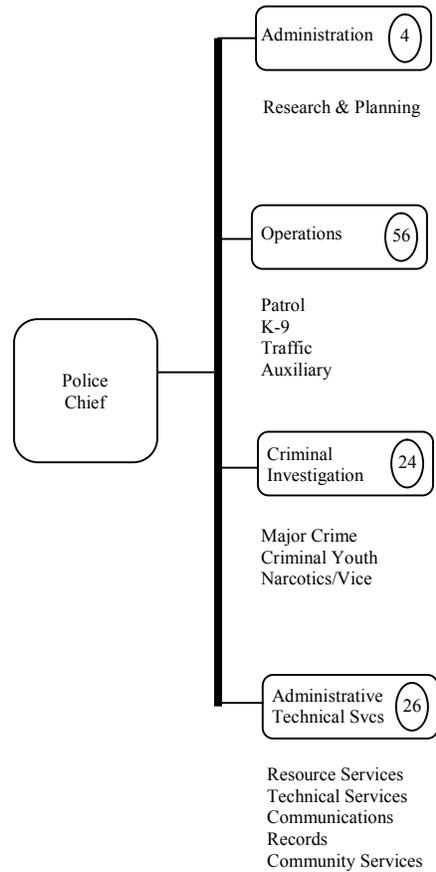
Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws

Increase the use of Bike and Foot Patrols to enhance our Community Policing efforts

To obtain Policy & Procedure accreditation through the ILACP

Continue implementation of recommendations made through the Police Facility Study

Continue support for the Lights and Siren program and the Explorer program



Continue to provide an officer the opportunity to attend local Block Club meetings, which will allow us to work more hand in hand with the citizens in their beats enhancing Community Policing efforts

Continue to promote the ride-along program

Analysis:

The Chief of Police is vested with the overall responsibility of supervising and managing the Police Department. The Chief, assisted by the Deputy Chief, Major Staff and an Administrative Secretary, develops and monitors internal policies and procedures to deliver public safety services to the citizens of our community. The Department was re-organized in FY 2008/09 and again in FY 2009/10. The major changes involved establishing an appointed Deputy Chief position, increasing the number of Lieutenants, assigning a Detective to the A.T.F. Task Force, and increasing the number of officers assigned to the Narcotics Unit. These changes have improved inter-departmental communications, enhanced career development opportunities and strengthened our pro-active crime prevention capabilities. Each Bureau continues to work together to enhance, expand and augment existing public safety programs with community policing and problem solving as their basis.

There have been no significant changes in services or operations. The focus of the police department has remained a reduction in Uniform Crime Statistics Part I and Violent Crimes, with an emphasis on enhancing community policing efforts and focusing continued resources towards violent / drug related crime.

The Department, working with the Quad City Gang Task Force, the Department of Alcohol Tobacco and Firearms, the Quad City Metropolitan Enforcement Group, the Rock Island County State's Attorney's office, and the Iowa/Illinois Quad Cities United States Attorney's office, continues to obtain indictments for criminals involved in serious and violent crimes. Targeted special operations involving the Department's Narcotics / Vice Division and the above listed agencies will be undertaken during this fiscal year to address gang and drug activities within specific identified areas and to enhance the quality of life issues within those same neighborhoods.

Some additional programs that are instrumental in the Department's community policing efforts include: a supervisor assigned as the Community Policing Liaison, the School Resource Officer (SRO) program, the Elderly Service Officer (ESO) program, the Housing Officer program, bicycle patrol, the Law Enforcement Explorer program, and the Lights and Sirens program. The Department continues to provide and support the "Lights and Sirens" course taught one semester per year at the Rock Island High School. The Explorer program that was established in FY 07-08 continues to grow and has reached 26 Explorers, an increase of four from the previous year. The Explorers are currently aged 15-21 and continue to receive training and provide support to the department.

Staffing levels for FY 12-13 will remain unchanged. Our full time employees number 110 persons with 83 sworn and 27 civilians after last year's budget cut of two civilian positions.

The department is moving forward with updating the rules, regulations, policies & procedures of the department. Upon updating the existing policies, the police department will seek an accreditation certificate through the Illinois Association of Chiefs of Police.

Revenues will see some changes in FY 12/13. Increases have been proposed in the area of recovered drug funds (224) generated from the seizures of money and or property through drug related arrests. The average over the last several years would support increasing the anticipated revenue.

There is an anticipated increase in the area of Off Duty Hourly fee, a \$1.00 per hour fee charged by the city for each off duty job that an officer works. Revenue was increased based upon the revenue average for the last few years.

The police department has proposed an increase of fines / fees for various ordinance violations. The increase was suggested based upon a review of the number of ordinance violations issued and the frequency of the violations occurrence. While comparative fine data was obtained from neighboring jurisdictions, the frequency of violations occurring in those jurisdictions is unknown.

The police department is projecting an increase in revenues for CORA violations for FY 12/13. This revenue source has remained stable for the last several years.

The police department is projecting an increase in recovered property / cash as the department will be holding an auction in FY 12/13. The auction includes property held in evidence that has not been reclaimed or has been deemed disposable by the court.

The police department is projecting an increase in revenue for vehicles seized under Article 36 forfeiture. Successful Article 36 forfeitures allow the seizing agency to keep the conveyances that are forfeited to be used in whatever manner the seizing agency deems appropriate. Should the agency choose to sell the conveyance, the agency receives 100% of the proceeds from that sale.

The police department is projecting a decrease in the amount of revenue collected for the crime laboratory analysis fee. The fine, if imposed by the court, is one of the last fines in the schedule of collections, therefore, the revenue initially anticipated has not been realized.

Overall, Grant funds continue to see a slight decrease yearly. The Elderly Services Officer Violent Crime Victims Grant was reduced by 10% this year, however, our program is considered a model program by grant coordinators and our program has seen less reduction than other grantees.

The U.S. Department of Justice JAG Grant, a grant obtained in conjunction with Moline and the Rock Island County Sheriff's Department, has seen a reduction of 20% in funding. The JAG Grant has steadily declined over the last several years.

The STEP Grant (Sustained Traffic Enforcement Program) overseen by the Illinois Department of Transportation has been fairly stable. Our program has not seen a significant decrease in the allotted funds compared to last fiscal year and has been an exemplary program that consistently meets or exceeds grant objectives.

The Bulletproof Vest Grant will remain unchanged for FY 12/13. This program pays for 50% of the costs for replacement vests up to a cap of \$5,080.00.

Expense by object has seen a 10% decrease in supplies due to the purchase of radio communication equipment (master base station), the purchase of a speed sentry sign for \$5,000.00, and the purchase of a \$5,000.00 for a shelving unit for homicide files. There was also a reduction in capital in the amount of \$100,000 for the space needs assessment completed in FY 11-12.

Expense by fund has seen a 100% reduction in gaming allocation for the purchase of the shelving system, a 17% reduction in the State Drug Fund from where \$100,000 was budgeted in FY 11-12 for the space needs analysis. The reduction was offset however by a scheduled overtime increases, diverting expenditures from the general fund. There has been a 155% increase in the DUI Fine Law Fund for the purchase of a new Intoxilyzer (\$5,875) and in-squad video system software upgrade (\$11,750).

Mission Statement

The Rock Island Police Department is committed to enhancing the quality of life in our community by working with the citizens to enforce laws, solve problems, build partnerships, and protect individual rights. We hold in great regard the trust our community bestows upon us and we take personal responsibility in nurturing and promoting that trust. Our members will always strive to set a positive example in the community by maintaining our own high ethical values.



ROCK ISLAND
ILLINOIS

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|-----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Deputy Chief | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Captain | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (6) Lieutenant | 3.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| (10) Sergeant | 12.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 0.00 |
| (11) Detective | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 11.00 | 0.00 |
| (54) Officer | 54.00 | 54.00 | 54.00 | 54.00 | 54.00 | 54.00 | 0.00 |
| (1) Admin. Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Comm. Supervisor | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (12) Telecom | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 0.00 |
| (1) Property Cust. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Pol. Criminalist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Off. Assistant III | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Booking Cust. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Off. Assistant II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (3) Cust. Svc. Asst. | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (2) Comm. Serv. Off. | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Court Liaison | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | | | | | | | |
| (110) Total Staffing (fte) | 112.00 | 112.00 | 112.00 | 110.00 | 110.00 | 110.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 9,433,379 | 9,746,040 | 8,612,432 | 10,588,118 | 10,398,612 | 10,809,611 | 2% |
| Supplies | 130,453 | 341,588 | 84,250 | 149,069 | 99,078 | 134,831 | -10% |
| Services | 1,151,229 | 1,135,123 | 1,187,807 | 1,330,479 | 1,194,253 | 1,382,778 | 4% |
| Other | 11,221 | 11,683 | 9,053 | 19,717 | 13,171 | 20,198 | 2% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 11,000 | 2,448 | 165,639 | 100,100 | 93,702 | - | -100% |
| Debt service | - | 308 | - | - | - | - | --- |
| Transfers | - | - | - | 5,000 | 5,000 | - | -100% |
| Contingency | - | 5 | 5 | - | 15 | - | --- |
| Total Department | 10,737,282 | 11,237,195 | 10,059,186 | 12,192,483 | 11,803,832 | 12,347,418 | 1% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 10,596,116 | 10,719,734 | 9,761,212 | 11,707,580 | 11,391,312 | 11,906,735 | 2% |
| Riverboat Gaming | - | - | - | 5,000 | 5,000 | - | -100% |
| State Drug | 53,294 | 171,524 | 183,447 | 335,010 | 290,540 | 277,308 | -17% |
| DUI Fine Law | 276 | 230,057 | 8,424 | 9,620 | 1,928 | 24,528 | 155% |
| Court Supervision | - | - | 28,673 | 19,701 | 19,701 | 44,000 | 123% |
| Crime Laboratory | - | - | - | 12,846 | 13,167 | - | -100% |
| US Dept of Justice | 22,263 | 72,766 | 36,747 | 48,968 | 39,008 | 38,957 | -20% |
| Federal Drug | 26,800 | 8,103 | 18,000 | 19,168 | 18,000 | 18,000 | -6% |
| Honor Guard | - | - | - | - | 87 | - | --- |
| DARE | 3,405 | 1,331 | 1,048 | 9,390 | 893 | 9,390 | 0% |
| Police Contribution | 4,747 | 3,444 | - | 5,700 | 6,032 | 5,000 | % |
| Elderly Service | 23,706 | 29,155 | 21,635 | 19,500 | 18,165 | 17,500 | -10% |
| Auxiliary | 3,675 | 1,081 | - | - | - | 6,000 | NEW |
| ESO Christmas | 3,000 | - | - | - | - | - | --- |
| Total Expense | 10,737,282 | 11,237,195 | 10,059,186 | 12,192,483 | 11,803,832 | 12,347,418 | 1% |

Police Administration

Program Description:

The Office of the Chief of Police includes the Deputy Chief of Police, Professional Standards, and Research and Planning. The Chief's office is responsible for the overall management and supervision of all personnel. The Chief is assisted by the Major Staff (Deputy Chief and Professional Standards' Agent) and his secretary who handle the daily operations of the Department. The Office of Professional Standards is responsible for the investigation of citizen complaints, alcoholic beverage investigations, review of internal complaints, investigation of miscellaneous license applications and the preparation of operation orders. The agent assigned to the Office of Professional Standards reports directly to the Chief of Police. The office of the Chief of Police also oversees research and budgeting.

Program Objectives:

- Investigate internal and external complaints.
- Investigate liquor license applications and violations.
- Prepare operations orders.
- Enhance community policing efforts.
- Reduce major and violent crime.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized Personnel | 112 | 110 | 110 | 110 |
| 2. Department Budget | \$ 11,494,258 | \$ 12,308,809 | \$ 12,201,212 | \$ 12,347,418 |
| 3. Complaints Filed | 73 | 102 | 68 | 76 |
| 4. Special Events Requested | 14 | 17 | 15 | 15 |
| Productivity: | | | | |
| 1. Complaints Investigated | 75 | 102 | 68 | 76 |
| 2. Special Event Operation Orders | 14 | 17 | 15 | 15 |
| 3. Administrative Reports Processed | 1,578 | 1,220 | 1,508 | 1,508 |
| Effectiveness: | | | | |
| 1. Admin. As % of Dept. Budget | 3.8% | 3.5% | 4.0% | 3.3% |
| 2. % of Complaints Sustained | 34.2% | 60.0% | 53.0% | 40.9% |
| 3. Department Cost Per Capita | \$ 289.64 | \$ 312.71 | \$ 312.71 | \$ 316.45 |
| 4. UCR Part I Crime Totals | 2,104 | 1,620 | 1,534 | 1,753 |
| 5. UCR Violent Crime Totals | 313 | 257 | 238 | 269 |

Analysis:

The overall objective of the Rock Island Police Department is community policing. The Chief of Police, his staff and all members of the department (both civilian and commissioned officers) work with community leaders, civic and neighborhood organizations, and other City departments to reduce crime, enhance the community policing philosophy and enhance the quality of life within Rock Island. Supplies for FY 12-13 shows a 33% decrease, which can be attributed to an decrease in office/supplies paper and office equipment. There has been a decrease in capital of 100% after the completion of a \$100,000 space/needs analysis, with the funding coming from the State Drug Fund.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Deputy Chief | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Lieutenant | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Sergeant | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Admin. Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Off. Assistant III | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (4) Total Staffing (fte) | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/12 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 377,893 | 447,680 | 532,469 | 481,130 | 499,468 | 508,874 | 6% |
| Supplies | 9,599 | 10,887 | 9,158 | 12,588 | 8,253 | 8,445 | -33% |
| Services | 312,916 | 302,590 | 293,678 | 358,433 | 355,428 | 354,842 | -1% |
| Other | 4,958 | 5,231 | 5,492 | 7,962 | 4,935 | 8,443 | 6% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | 100,000 | 93,602 | - | -100% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | 5 | - | 15 | - | --- |
| Total Cost Center | 705,366 | 766,388 | 840,802 | 960,113 | 961,701 | 880,604 | -8% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/12 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 705,366 | 766,388 | 840,802 | 860,113 | 868,012 | 880,604 | 2% |
| State Drug | - | - | - | 100,000 | 93,602 | - | -100% |
| Honor Guard | - | - | - | - | 87 | - | --- |
| Total Expense | 705,366 | 766,388 | 840,802 | 960,113 | 961,701 | 880,604 | -8% |

Patrol

Program Description:

The Field Operations Bureau, commonly referred to as the Patrol or Uniform Division, is the essence of the police mission, these uniformed Officers are the primary instrument through which the police mission is accomplished. The Patrol Officers are responsible for preserving the peace, responding to calls for service, conducting preliminary investigations, traffic control, accident investigations, crime prevention and court appearances to provide testimony in the prosecution of cases.

Program Objectives:

- To increase officer effectiveness and enhance our Community Policing efforts by addressing underlying neighborhood problems that give rise to incidents that consume patrol time.
- To strengthen our pro-active approach to combating violent crime by increasing the number of special operations at the bureau level.
- To improve preliminary investigations through training, improved supervision, personnel/time management and technology.
- Increase our Speakers Bureau Presentations to enhance our Community Policing efforts and increase awareness of crime prevention and efforts that can be undertaken by citizens to minimize their effect.
- Increase the use of Bike and Foot Patrols to enhance our Community Policing efforts.
- Enhance the role of the Traffic Division in the investigation of serious traffic accidents and in the enforcement of traffic laws.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. F.O.B. Calls for Service | 32,897 | 28,032 | 28,227 | 30,000 |
| 2. F.O.B. Police Service Activities | 88,900 | 78,957 | 88,243 | 88,280 |
| 3. Reported Crime | 3,802 | 3,051 | 2,892 | 3,000 |
| 4. Traffic/Radar Stops | 10,058 | 8,508 | 8,501 | 9,022 |
| 5. Speakers Bureau Presentation | 93 | 80 | 90 | 88 |
| Workload: | | | | |
| 1. F.O.B. Respond to Calls for Service | 32,897 | 28,032 | 28,227 | 34,118 |
| 2. F.O.B. Police Service Activities | 88,900 | 78,957 | 88,243 | 88,280 |
| 3. F.O.B. Felony/Misdemeanor Arrests | 3,069 | 2,903 | 2,456 | 2,809 |
| 4. Traffic Citations Issued | 7,105 | 5,990 | 6,185 | 6,427 |
| 5. Speakers Bureau Presentations | 93 | 80 | 90 | 88 |
| Productivity: | | | | |
| 1. Costs per Call for Service | \$ 24.24 | \$ 33.23 | \$ 33.57 | \$ 28.26 |
| 2. Costs per Police Service Activities | \$ 11.36 | \$ 14.95 | \$ 13.60 | \$ 13.84 |
| 3. Hrly cost Proactive/Prvntive Patrol | \$ 42.90 | \$ 50.12 | \$ 50.98 | \$ 51.87 |
| Effectiveness: | | | | |
| 1. Change Part I Violent Crime % (+/-) | -8% | -18% | -7% | 0% |
| 2. Change Part I UCR Offenses % (+/-) | -12% | -23% | -5% | 0% |
| 3. % offenses cleared by patrol arrest | 81% | 95% | 80% | 80% |
| 4. % traffic citations issued v. stops | 71% | 70% | 73% | 71% |
| 5. % Speakers Bureau Rqst Attended | 100% | 100% | 100% | 100% |

Analysis:

The budget for the Field Operations Bureau includes the costs to staff and maintain the department's Patrol Division, Traffic Division, Canine Unit, Bicycle Patrol Unit, and Emergency Response Team. Supplies have increased by 90% for the \$5,875.00 purchase of an Intoxilyzer EC/IR II and \$11,750.00 for a software upgrade for the in-car camera system. Services has increased by 15% due to an increase in fleet maintenance costs. The State Drug Fund expenditures have increased by 117% as a result of shifting \$26,000.00 in scheduled overtime from the General Fund and an increase in uniforms, leather goods, & food/animals. The DUI Fine Law Fund increased by 155% to cover the purchase of the intoxilyzer and software upgrade for the in-car camera system. The Court Supervision Fund increased 123% as \$44,000 for fleet maintenance expenditures was moved from the General Fund. The US Department of Justice Grant has been reduced by 20%. There is a 12% reduction in police contributions due to the elimination of \$700.00 that had been budgeted for bicycle helmets in FY 11-12. The Elderly Services Grant amount has been reduced 10% and the remaining Auxiliary Fund balance of \$6,000.00 is being used to support patrol activities (footwear and medical supplies).

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.95 | 0.95 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (3) Lieutenant | 2.85 | 2.85 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (6) Sergeant | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| (47) Officer | 49.00 | 49.00 | 47.00 | 47.00 | 47.00 | 47.00 | 0.00 |
| Cust. Serv Assistant | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (56) Total Staffing (fte) | 58.80 | 58.80 | 56.00 | 56.00 | 56.00 | 56.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 5,411,202 | 5,171,346 | 4,038,737 | 5,769,881 | 5,568,576 | 5,786,488 | 0% |
| Supplies | 10,745 | 235,568 | 26,751 | 19,382 | 10,095 | 36,764 | 90% |
| Services | 436,635 | 413,859 | 466,980 | 522,894 | 450,363 | 599,179 | 15% |
| Other | 4,212 | 2,929 | 277 | 5,360 | 6,310 | 5,300 | -1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 5,862,794 | 5,823,702 | 4,532,745 | 6,317,517 | 6,035,343 | 6,427,731 | 2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 5,808,947 | 5,500,908 | 4,405,808 | 6,183,593 | 5,927,988 | 6,225,566 | 1% |
| State Drug Prevention | - | 28,998 | 31,458 | 30,435 | 22,521 | 66,180 | 117% |
| DUI Fine Law | 276 | 230,057 | 8,424 | 9,620 | 1,928 | 24,528 | 155% |
| Court Supervision | - | - | 28,673 | 19,701 | 19,701 | 44,000 | 123% |
| US Dept of Justice | 22,118 | 31,140 | 36,747 | 48,968 | 39,008 | 38,957 | -20% |
| Police Contributions | 4,747 | 3,444 | - | 5,700 | 6,032 | 5,000 | -12% |
| Elderly Service | 23,706 | 29,155 | 21,635 | 19,500 | 18,165 | 17,500 | -10% |
| RI Auxiliary | - | - | - | - | - | 6,000 | NEW |
| ESO Christmas Tour | 3,000 | - | - | - | - | - | --- |
| Total Expense | 5,862,794 | 5,823,702 | 4,532,745 | 6,317,517 | 6,035,343 | 6,427,731 | 2% |

Auxiliary Police

Program Description:

This cost center is responsible for providing services to the department, such as perimeter security at major crime scenes, traffic/crowd control at parades, runs and other civic events. This cost center also insures that auxiliary officers receive in-service training consistent with department guidelines. The Auxiliary Police Officer rank is a volunteer community service position authorized by Illinois State Statute.

Program Objectives:

- Increase overall manpower of Auxiliary Division.
- Increase special event hours worked by Auxiliary personnel.
- Increase training hours for Auxiliary personnel.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Patrol hours required | 823 | - | - | - |
| 2. Special event hours scheduled | 271 | - | - | - |
| 3. Training hours scheduled | 397 | - | - | - |
| 4. Auxiliary personnel | 13 | - | - | - |
| Workload: | | | | |
| 1. Patrol hours worked | 823 | - | - | - |
| 2. Special event hours worked | 271 | - | - | - |
| 3. In-service training hours received | 397 | - | - | - |
| Productivity: | | | | |
| 1. Cost per hour | \$ 19.11 | \$ - | \$ - | \$ - |
| 2. Cost per auxiliary personnel | \$ 2,191.85 | \$ - | \$ - | \$ - |
| Effectiveness: | | | | |
| 1. Avg. patrol hours per member | 55 | - | - | - |
| 2. Avg. special event hrs per member | 18 | - | - | - |
| 3. Avg. training hours per member | 27 | - | - | - |

Analysis:

As part of the FY 10-11 budget reductions, the Auxiliary Police Unit was disbanded and removed from the budget.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.05 | 0.02 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.15 | 0.15 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (0) Total Staffing (fte) | 0.20 | 0.17 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 24,126 | 21,249 | 175 | - | - | - | --- |
| Supplies | 1,894 | 546 | - | - | - | - | --- |
| Services | 4,211 | - | - | - | - | - | --- |
| Other | - | 78 | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 30,231 | 21,873 | 175 | - | - | - | --- |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 26,556 | 20,792 | 175 | - | - | - | --- |
| Auxiliary | 3,675 | 1,081 | - | - | - | - | --- |
| Total Expense | 30,231 | 21,873 | 175 | - | - | - | --- |

Major Crime

Program Description:

The focus of this division is the follow-up investigation of part I and part II offenses, including drug and gang related crimes. One detective is assigned as liaison with A.T.F. to prosecute persons in conjunction with the U.S. Attorney's Office. As part of the continued community policing efforts, this division provides speakers to citizen groups and civic organizations and gives informative talks on a variety of topics that fall under the scope of criminal investigations. Furthermore, this division works closely with the Patrol Division to conduct pro-active, preventive activities to address neighborhood concerns. One Lieutenant, one Sergeant, seven Detectives, one Police Criminalist, and one Office Assistant III staff this cost center.

Program Objectives:

- Develop and utilize investigative methods to enhance investigation and prosecution of crimes.
- Work with A.T.F. to trace recovered firearms and prosecute persons in conjunction with the U.S. Attorney's Office.
- Integrate principles of C.O.P. and Problem Solving into the Criminal Investigations Bureau.
- Work with the Gang Task Force and the U.S. Attorney's Office to identify and prosecute known gang members.
- Work to identify criminal offenders through the recovery and processing of physical evidence.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Cases Assigned | 970 | 835 | 851 | 885 |
| 2. Burglaries Reported | 660 | 550 | 452 | 554 |
| 3. Firearms Seized / Recovered | 94 | 59 | 78 | 77 |
| 4. Crime Scenes Processed | 126 | 66 | 81 | 91 |
| 5. Latent Print Comparison Requests | 171 | 154 | 177 | 167 |
| Workload: | | | | |
| 1. Cases Completed | 832 | 813 | 755 | 800 |
| 2. Burglary Cases Assigned | 141 | 159 | 154 | 151 |
| 3. Firearm Trace Forms Sent To ATF | 60 | 42 | 98 | 67 |
| 4. Crime Scenes Processed | 126 | 66 | 81 | 91 |
| 5. Latent Print Comparisons Completed | 171 | 154 | 177 | 167 |
| Productivity: | | | | |
| 1. Cost / Case Assignment | \$ 717.23 | \$ 822.09 | \$ 785.38 | \$ 767.39 |
| 2. Overtime Cost / Case Assignment | \$ 24.70 | \$ 33.64 | \$ 54.70 | \$ 26.47 |
| 3. Cost of Trace Form Submissions | \$ 1,236.34 | \$ 936.43 | \$ 2,185.01 | \$ 1,140.45 |
| 4. Cost / Crime Scene Processed | \$ 569.00 | \$ 784.00 | \$ 634.00 | \$ 401.00 |
| 5. Cost / Print Compared | \$ 84.00 | \$ 66.00 | \$ 58.00 | \$ 47.00 |
| Effectiveness: | | | | |
| 1. % Cases Cleared other than M.S. | 92% | 94% | 95% | 93% |
| 2. % Burglary Cases Cleared | 11% | 13% | 13% | 12% |
| 3. % Firearm Traces Submitted | 65% | 71% | 126% | 87% |
| 4. % Crime Scenes Processed | 100% | 100% | 100% | 100% |
| 5. % Latent Prints Identified | 70% | 62% | 67% | 69% |

Analysis:

The 16% reduction in Supplies is due to the elimination of \$5,000 for shelving that was purchased in FY 11-12. The 10% reduction in Services reflects lower costs for fleet maintenance & legal services. The reduction in Capital is related to the completion of the AFIS / FATS purchase in FY11-12. The \$5,000 reduction in Transfers is the from elimination of the shelving purchase from gaming allocations (fund 223). The State Drug Fund expense has increased by 69% because of budgeting \$1,045 in office supplies, \$1,600.00 in office equipment, \$1,000 in legal services, & \$1,000 for equipment service contracts that were previously budgeted in the General Fund. The Crime Laboratory Fund budget was reduced as the anticipated revenues did not meet expectations in FY 11-12.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.40 | 0.40 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Lieutenant | 0.00 | 0.00 | 0.40 | 0.40 | 0.40 | 0.40 | 0.00 |
| (1) Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (7) Detective | 6.85 | 6.85 | 6.85 | 6.85 | 6.85 | 6.85 | 0.00 |
| (1) Police Criminalist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Office Assistant III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.95 | (0.05) |
| (11) Total Staffing (fte) | 10.25 | 10.25 | 10.25 | 10.25 | 10.25 | 10.20 | (0.05) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 952,571 | 1,100,133 | 1,109,160 | 1,081,561 | 1,119,734 | 1,122,564 | 4% |
| Supplies | 19,188 | 6,010 | 2,551 | 13,865 | 16,312 | 11,595 | -16% |
| Services | 54,172 | 57,826 | 59,144 | 62,821 | 40,201 | 56,696 | -10% |
| Other | 847 | 522 | 524 | 1,105 | 708 | 1,070 | -3% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 2,448 | 71,270 | 100 | 100 | - | -100% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | 5,000 | 5,000 | - | -100% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,026,778 | 1,166,939 | 1,242,649 | 1,164,452 | 1,182,055 | 1,191,925 | 2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,026,788 | 1,164,491 | 1,239,106 | 1,139,036 | 1,156,846 | 1,179,110 | 4% |
| Riverboat Gaming | - | - | - | 5,000 | 5,000 | - | -100% |
| State Drug | - | 2,448 | 3,543 | 7,570 | 7,042 | 12,815 | 69% |
| Crime Laboratory | - | - | - | 12,846 | 13,167 | - | -100% |
| Total Expense | 1,026,788 | 1,166,939 | 1,242,649 | 1,164,452 | 1,182,055 | 1,191,925 | 2% |

Narcotics/Vice

Program Description:

The focus of this division is to concentrate efforts on drug trafficking, vice activity, and related illegal activity. One Lieutenant, one Sergeant and Six Officers staff this cost center. The Sergeant and two Officers are assigned to the Department's Narc/Vice Division, one Officer is assigned to the Metropolitan Enforcement Group (MEG) and one Officer assigned to the Gang Task Force. Two additional officers were assigned to this unit as a special projects unit. They assist with investigations and enhance efforts in focusing on drug enforcement.

Program Objectives:

- Continue cooperative effort with the Metropolitan Enforcement Group and Gang Task Force.
- Work with the community to address narcotics and vice activities in their neighborhoods.
- Continue narcotics seizures through increased used of search warrants.
- Coordinate efforts in the Longview, Old Chicago, and Century Woods areas reference drug enforcement through special operations with the Patrol Division.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Cases Assigned | 363 | 387 | 393 | 381 |
| 2. Search Warrants Applied For | 92 | 85 | 75 | 84 |
| 3. Informant/Drug Purchase Costs | \$2,965 | \$2,820 | \$1,515 | \$2,433 |
| Workload: | | | | |
| 1. Cases Completed | 272 | 317 | 356 | 319 |
| 2. Search Warrants Served | 83 | 81 | 72 | 79 |
| 3. Drug Buys | 118 | 123 | 185 | 142 |
| Productivity: | | | | |
| 1. Cost Per Case Assignment | \$ 769.10 | \$ 721.41 | \$ 909.24 | \$ 999.08 |
| 2. Overtime Cost Per Case Assignment | \$ 75.74 | \$ 95.35 | \$ 144.32 | \$ 105.14 |
| 3. Purchase Cost Per Drug Buy | \$ 25.13 | \$ 22.93 | \$ 8.19 | \$ 18.75 |
| Effectiveness: | | | | |
| 1. % Cases Cleared | 74.9% | 81.9% | 90.6% | 83.6% |
| 2. % of Search Warrants Obtained | 90.2% | 95.3% | 96.0% | 93.8% |
| 3. Arrests Per Search Completed | 2.0 | 1.5 | 1.7 | 1.7 |

Analysis:

The 7% increase in Personnel and corresponding increase to the General Fund is due to an increase in overtime, pension, & health insurance costs.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.30 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.00 | 0.00 | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| (1) Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Detective | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (6) Officer | 4.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| Office Assistant III | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (7) Total Staffing (fte) | 5.30 | 7.30 | 7.30 | 7.30 | 7.30 | 7.30 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 514,452 | 773,824 | 595,475 | 791,256 | 821,839 | 846,540 | 7% |
| Supplies | 37,419 | 11,174 | 17,845 | 29,485 | 1,092 | 28,880 | -2% |
| Services | 43,605 | 44,288 | 45,259 | 49,697 | 48,476 | 51,897 | 4% |
| Other | - | - | - | 1,100 | 665 | 1,100 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 11,000 | - | 14,620 | - | - | - | --- |
| Debt service | - | 103 | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 606,476 | 829,389 | 673,199 | 871,538 | 872,072 | 928,417 | 7% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 526,382 | 734,921 | 560,552 | 760,330 | 757,411 | 812,492 | 7% |
| State Drug | 53,294 | 86,365 | 94,647 | 92,040 | 96,662 | 97,925 | 6% |
| Federal Drug | 26,800 | 8,103 | 18,000 | 19,168 | 18,000 | 18,000 | -6% |
| Total Expense | 606,476 | 829,389 | 673,199 | 871,538 | 872,072 | 928,417 | 7% |

Juvenile Investigation

Program Description:

The focus of this cost center is deterring juveniles from a career in crime. Early detection and counseling may prevent many young people from maintaining a harmful lifestyle. Both the High School Liaison Officer program and the School Resource Officer (SRO) are included in this division. Additionally, this division conducts the follow-up investigations on juvenile crime. One Lieutenant, one Sergeant, four Detectives, one Officer, and one Office Assistant III staff this cost center.

Program Objectives:

- Assist students in recognizing and resisting pressures to experiment with drugs and alcohol.
- Support activities recommended by the Youth Task Force.
- Work with other agencies to more effectively deal with criminal activity by and against juveniles.
- Work with school administration and staff to develop and present curriculum on topics that improve the safety and welfare of students in our community.
- Increase the referral of juveniles to Youth Service Bureau by utilizing the P.A.Q. (Prevention Attention Quick) program and Teen Court.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Cases Assigned | 682 | 573 | 648 | 634 |
| 2. Arrests/Apprehensions/Contacts | 800 | 617 | 678 | 698 |
| 3. Number of Students Enrolled | 4,339 | 4,339 | 4,335 | 4,338 |
| Workload: | | | | |
| 1. Cases Completed | 682 | 573 | 648 | 634 |
| 2. Juveniles Referred-court/YSB/etc. | 99 | 177 | 325 | 200 |
| 3. Number of Students Taught by SRO | 4,339 | 4,339 | 4,335 | 4,338 |
| Productivity: | | | | |
| 1. Cost Per Case Assignment | \$ 289.11 | \$ 344.11 | \$ 367.50 | \$ 328.96 |
| 2. Overtime Cost Per Assignment | \$ 15.18 | \$ 16.51 | \$ 17.92 | \$ 16.54 |
| 3. Cost Per Student Taught | \$ 22.71 | \$ 22.71 | \$ 19.92 | \$ 21.31 |
| Effectiveness: | | | | |
| 1. % Cases Cleared other than M.S. | 97% | 97% | 98% | 97% |
| 2. % Juveniles Referred-court/YSB/etc. | 12% | 29% | 48% | 30% |
| 3. % of Students Taught | 100.0% | 100.0% | 100.0% | 100% |

Analysis:

The 27% decrease in Supplies is due to the reduction of small office equipment and regular office equipment. The 18% decrease in Services is from a reduction in fleet maintenance expenditures along with a decrease in telephone services. In FY 11-12, the school resource officer salary / benefit was budgeted entirely in the State Drug Fund, however \$30,000 should have been budgeted from the General Fund, which has been corrected for this fiscal year.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.30 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.00 | 0.00 | 0.30 | 0.30 | 0.30 | 0.30 | 0.00 |
| (1) Sergeant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (4) Detective | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.15 | 0.15 |
| (1) Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Assistant III | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.05 | 0.05 |
| (6) Total Staffing (fte) | 7.30 | 7.30 | 7.30 | 6.30 | 6.30 | 6.50 | 0.20 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 609,369 | 706,073 | 703,817 | 734,498 | 701,707 | 722,089 | -2% |
| Supplies | 1,205 | 1,466 | 534 | 1,465 | 864 | 1,075 | -27% |
| Services | 27,207 | 26,177 | 28,995 | 35,362 | 18,726 | 29,041 | -18% |
| Other | 359 | 1,238 | 921 | 2,495 | 585 | 2,415 | -3% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 638,140 | 734,954 | 734,267 | 773,820 | 721,882 | 754,620 | -2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 634,735 | 679,910 | 679,420 | 663,880 | 654,692 | 667,388 | 1% |
| State Drug Fund | - | 53,713 | 53,799 | 100,550 | 66,297 | 77,842 | -23% |
| DARE | 3,405 | 1,331 | 1,048 | 9,390 | 893 | 9,390 | 0% |
| Total Expense | 638,140 | 734,954 | 734,267 | 773,820 | 721,882 | 754,620 | -2% |

Community Services

Program Description:

This cost center is responsible for controlling the animal population (stray dogs and cats) and insuring that dogs and cats are properly licensed and have received mandatory vaccinations, as well as removing derelict vehicles from public and private property as required by City Ordinances and State Statutes. This cost center is also responsible for picking up stray dogs, cats, etc. and monitoring the contracted towing services. Personnel also respond to animal complaints and to complaints of abandoned vehicles on public and private property.

Program Objectives:

- Reduce the number of dogs and cats running at large.
- Increase the number of citations issued for violations of the animal control ordinance.
- Provide removal of abandoned vehicles on public and private property.
- Increase the number of citations issued for violations of the abandoned vehicle ordinance.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Stray animal complaints | 1,328 | 1,428 | 1,253 | 1,336 |
| 2. Animal bite complaints | 82 | 80 | 88 | 83 |
| 3. Barking dog complaints | 252 | 261 | 230 | 248 |
| 4. Cruelty to animal complaints | 16 | 1 | 4 | 7 |
| 5. Abandoned vehicle complaints | 1,093 | 817 | 1,066 | 992 |
| Workload: | | | | |
| 1. Animals complaints processed | 2,537 | 2,475 | 2,152 | 2,388 |
| 2. Animals picked up | 905 | 750 | 778 | 811 |
| 3. Citations issued ref. animals | 248 | 151 | 242 | 214 |
| 4. Vehicles processed | 1,093 | 817 | 723 | 878 |
| 5. Vehicles towed | 86 | 40 | 34 | 53 |
| 6. Citations issued ref. vehicles | 173 | 148 | 157 | 159 |
| Productivity: | | | | |
| 1. Avg. cost of animal complaint | \$ 11.30 | \$ 9.81 | \$ 11.29 | \$ 9.97 |
| 2. Avg. cost of animal pickup | \$ 3.40 | \$ 2.97 | \$ 4.08 | \$ 3.39 |
| 3. Avg. cost for vehicle processed | \$ 50.63 | \$ 61.73 | \$ 69.76 | \$ 59.93 |
| 4. Avg. cost of vehicle tow | \$ 5.47 | \$ 3.02 | \$ 3.28 | \$ 3.64 |
| Effectiveness: | | | | |
| 1. % Animals adopted | 13.10% | 16.50% | 17.58% | 15.72% |
| 2. % Animals euthanized | 53.19% | 22.63% | 19.22% | 31.68% |
| 3. % Animals returned to owner | 36.28% | 10.61% | 9.97% | 18.95% |
| 4. % Citations issued ref. animals | 13.88% | 6.10% | 11.25% | 8.95% |
| 5. % Vehicles moved by owner | 89.19% | 95.10% | 64.07% | 83.79% |
| 6. % Citations issued ref. vehicles | 23.18% | 18.12% | 14.73% | 16.06% |

Analysis:

Processing of abandoned vehicles continues to be a high priority for all departments in police, but it is the primary responsibility of the Community Services division. Animal Control personnel have been trained in providing animal care and processing animal complaints. The Animal Control officer has also been cross-trained in abandoned vehicle procedures and assists in processing abandoned vehicles. An office chair was purchased in FY 11-12 as well as other supplies that will not need replacement in FY 12-13 thereby reducing supplies by 42%. Expenses for vehicles towed for criminal/traffic violations are down along with fleet maintenance costs thus reducing services by 42%.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.24 | 0.24 | 0.24 | 0.24 | 0.24 | 0.24 | 0.00 |
| Lieutenant | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Sergeant | 0.21 | 0.21 | 0.21 | 0.21 | 0.21 | 0.21 | 0.00 |
| (2) Com Svc Officer | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (2) Total Staffing (fte) | 3.45 | 3.45 | 3.45 | 2.45 | 2.45 | 2.45 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 188,583 | 192,331 | 176,933 | 171,857 | 173,551 | 175,267 | 2% |
| Supplies | 1,295 | 1,423 | 706 | 1,535 | 708 | 883 | -42% |
| Services | 30,713 | 31,689 | 20,362 | 41,657 | 25,882 | 24,197 | -42% |
| Other | 70 | 275 | 35 | 70 | 138 | 70 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 220,661 | 225,718 | 198,036 | 215,119 | 200,278 | 200,417 | -7% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 220,661 | 225,718 | 198,036 | 215,119 | 200,278 | 200,417 | -7% |
| Police Contributions | - | - | - | - | - | - | 0% |
| Total Expense | 220,661 | 225,718 | 198,036 | 215,119 | 200,278 | 200,417 | -7% |

Resource Services

Program Description:

This cost center includes the Court Liaison for the department and the Training Division. They are responsible for coordinating and scheduling officers for misdemeanor and felony criminal court, traffic court, academy training and in-service training. The Court Liaison is responsible for insuring that all misdemeanor complaints are filed with the State's Attorney's office. Another responsibility is tracking alcohol related traffic cases, reimbursement from DUI cases, and C.O.R.A.

Program Objectives:

- File misdemeanor complaints in a timely manner.
- Prepare trial notices/summons.
- Monitor State's Attorney referrals.
- Identify training opportunities for career advancement.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Misdemeanor arrests | 6,054 | 5,091 | 5,111 | 5,419 |
| 2. Ordinance tickets issued | 1,229 | 1,013 | 1,159 | 1,134 |
| 3. Traffic tickets issued | 7,106 | 5,739 | 6,201 | 6,349 |
| 4. Alarm responses | 871 | 889 | 766 | 842 |
| 5. Trial notifications requested | 6,184 | 5,484 | 5,503 | 5,724 |
| 6. Total Department members | 112 | 112 | 111 | 111 |
| 7. # SPVP & civilian volunteers | 20 | 1 | 1 | 1 |
| Workload: | | | | |
| 1. Misdemeanor arrests filed | 775 | 748 | 861 | 795 |
| 2. Ordinance arrests filed | 981 | 916 | 933 | 943 |
| 3. Traffic court cases handled | 7,014 | 5,627 | 6,074 | 6,238 |
| 4. Trial notifications prepared | 6,184 | 5,484 | 5,503 | 5,724 |
| 5. False alarms | 702 | 775 | 641 | 706 |
| 6. Scheduled training hours | 7,675 | 6,462 | 4,390 | 6,176 |
| 7. Total volunteer hours | 440 | 97 | 146 | 125 |
| Productivity: | | | | |
| 1. Avg. cost per misdemeanor arrest | \$ 15.67 | \$ 15.78 | \$ 13.27 | \$ 16.30 |
| 2. Avg. cost per ordinance arrest | \$ 18.57 | \$ 19.33 | \$ 18.37 | \$ 20.60 |
| 3. Avg. cost per traffic court case | \$ 4.33 | \$ 5.24 | \$ 4.70 | \$ 5.19 |
| 4. Avg. cost per false alarm citation | \$ 8.65 | \$ 7.62 | \$ 8.91 | \$ 9.18 |
| 5. Avg. cost per training hours | \$ 5.92 | \$ 8.98 | \$ 11.43 | \$ 8.19 |
| 6. Avg. hours per volunteer | 22 | 97 | 146 | 125 |
| Effectiveness: | | | | |
| 1. Misdemeanors filed vs. arrests | 13% | 15% | 17% | 15% |
| 2. Ordinance violations filed vs. arrests | 80% | 90% | 81% | 84% |
| 3. Traffic cases vs. arrests | 99% | 98% | 98% | 98% |
| 4. Alarm letters vs. responses | 81% | 87% | 84% | 84% |
| 5. Training as % of total budget | 0.468% | 0.597% | 0.588% | 0.500% |
| 6. Training hours per employee | 68.5 | 57.7 | 39.5 | 55.6 |
| 7. % total hours worked by volunteers | 0.19% | 0.04% | 0.06% | 0.05% |

Analysis:

Resource Services is responsible for continually monitoring the needs of the department and staying up-to-date on changes needed in training programs. Also included in this cost center is the Court Liaison position which serves as a liaison between the court, State's Attorney's office, MUNICES (Administrative Hearing Officer) and the Police Department. Expenditures from the State Drug Fund have increased by \$10,000.00 for professional development (training) and \$3,000.00 for monitors for the department's camera system as these costs were moved from the General Fund to this fund.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.24 | 0.24 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Lieutenant | 0.00 | 1.00 | 1.00 | 0.24 | 0.24 | 0.24 | 0.00 |
| (1) Sergeant | 0.29 | 1.00 | 1.00 | 0.29 | 0.29 | 0.29 | 0.00 |
| Officer | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Off Assistant III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Court Liaison | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (4) Total Staffing (fte) | 2.53 | 4.24 | 4.00 | 2.53 | 2.53 | 2.53 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 214,765 | 231,416 | 230,693 | 261,359 | 234,112 | 265,801 | 2% |
| Supplies | 29,265 | 26,290 | 23,263 | 35,880 | 42,968 | 33,535 | -7% |
| Services | 161,187 | 166,250 | 169,552 | 156,069 | 164,786 | 166,813 | 7% |
| Other | 400 | 450 | 1,429 | 450 | (679) | 450 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | 79,749 | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 405,617 | 424,406 | 504,686 | 453,758 | 441,187 | 466,599 | 3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 405,617 | 424,406 | 504,686 | 449,343 | 436,772 | 453,599 | 1% |
| State Drug | - | - | - | 4,415 | 4,415 | 13,000 | 194% |
| Total Expense | 405,617 | 424,406 | 504,686 | 453,758 | 441,187 | 466,599 | 3% |

Communications

Program Description:

This cost center is responsible for receiving, monitoring, transmitting and relaying calls for emergency services to appropriate public safety agencies. The communications center operates equipment which includes emergency and non-emergency telephones and multiple radios. It also maintains computerized records of all communication transactions. This cost center obtains and processes confidential records and related information used in criminal investigations and the everyday inquiries by patrol officers. Services also provided by the RICOMM supervisor include the repair and maintenance of the police department's portable radios and the collection and processing of records requested for release under the Freedom of Information Act

Program Objectives:

- Provide effective emergency communications.
- Respond to all emergency requests in an expeditious, courteous and professional manner.
- Maintain a high standard of conduct and ethics through continuous training.
- Dispatch/relay all non-emergency call/requests.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Enhanced 911 Calls | 31,437 | 31,255 | 31,541 | 31,411 |
| 2. Calls for service (police) | 33,468 | 29,659 | 28,277 | 30,451 |
| 3. Police service activities | 88,900 | 80,367 | 96,664 | 88,644 |
| 4. Fire/EMS calls | 6,048 | 6,047 | 6,487 | 6,194 |
| Workload: | | | | |
| 1. Total 911 calls | 31,437 | 31,255 | 31,541 | 31,411 |
| 2. Total CFS/PSA | 122,368 | 110,026 | 124,891 | 119,095 |
| 3. LEADS entries and inquiries | 191,843 | 190,949 | 188,936 | 190,871 |
| 4. CAD activities | 134,419 | 129,201 | 134,310 | 132,759 |
| Productivity: | | | | |
| 1. Cost per 911 call | \$ 7.41 | \$ 7.59 | \$ 7.97 | \$ 8.38 |
| 2. Cost per call for service | \$ 4.55 | \$ 5.23 | \$ 5.82 | \$ 5.65 |
| 3. Cost per LEADS entry/inquiry | \$ 1.35 | \$ 1.38 | \$ 1.48 | \$ 1.54 |
| 4. Cost per CAD activity | \$ 1.87 | \$ 1.97 | \$ 2.01 | \$ 2.13 |
| Effectiveness: | | | | |
| 1. Fire/EMS vs % of total calls | 19.24% | 19.35% | 20.57% | 19.72% |
| 2. Calls for service vs % of total | 21.76% | 20.99% | 18.04% | 20.27% |
| 3. Avg. entries/inquiries per telecom | 15,987 | 15,987 | 15,745 | 15,906 |
| 4. Avg. CAD activities per telecom | 11,202 | 10,796 | 11,192 | 11,063 |

Analysis:

The Communications Center processes and provides the appropriate response for various requests for service that are received by radio and telephone for both the Police and Fire departments. 911 calls have remained very consistent over the past several years. Calls for service have shown a slight decline but also appear to have remained relatively consistent year to year. In FY 11-12 the Communications Center was able to complete the FCC mandated narrow banding project, thereby reducing supplies by 67% for FY 12-13. All Fire and Police radios have been either replaced or reprogrammed to comply with this requirement which is currently scheduled to go into effect in 2013. Due's for SunGard HTE have been eliminated and are now paid by the 911 Board. Additionally, some overtime costs associated with drug operations have been shifted from the General Fund to the State Drug Fund for FY 12-13.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.16 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Sergeant | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.00 | 0.00 | 0.00 | 0.16 | 0.16 | 0.16 | 0.00 |
| (1) Comm. Supervisor | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (12) Telecommunicator | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 0.00 |
| (13) Total Staffing (fte) | 13.16 | 13.00 | 13.00 | 13.16 | 13.16 | 13.16 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 800,462 | 813,457 | 828,752 | 854,647 | 855,042 | 922,400 | 8% |
| Supplies | 12,066 | 45,773 | 781 | 29,515 | 14,753 | 9,770 | -67% |
| Services | 56,101 | 78,391 | 82,952 | 82,163 | 80,238 | 79,927 | -3% |
| Other | - | - | - | 225 | 105 | - | -100% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | 205 | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 868,629 | 937,826 | 912,485 | 966,550 | 950,137 | 1,012,097 | 5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 868,484 | 896,200 | 912,485 | 966,550 | 950,137 | 1,002,551 | 4% |
| State Drug | - | - | - | - | - | 9,546 | NEW |
| USDOJ Grant | 145 | 41,626 | - | - | - | - | --- |
| Total Expense | 868,629 | 937,826 | 912,485 | 966,550 | 950,137 | 1,012,097 | 5% |

Technical Services

Program Description:

This cost center is responsible for custody of all evidence obtained by the department. This involves the storage, retrieval, return, destruction or auction of evidence and property when appropriate. Additional evidence storage space has been developed in conjunction with Public Works. This cost center also includes the processing of state mandated records as required for compliance with state statutes. This includes various records and reports associated with arrests.

Program Objectives:

- Testify in court as expert witnesses.
- Maintain the integrity of evidence.
- Comply with State mandated reporting procedures.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Fingerprints taken | 858 | 633 | 731 | 741 |
| 2. Evidence recovered | 5,785 | 5,395 | 5,047 | 5,409 |
| 3. Cases w/ digital photos | 957 | 942 | 900 | 1,400 |
| Workload: | | | | |
| 1. Fingerprints filed | 858 | 633 | 731 | 741 |
| 2. Evidence processed | 5,785 | 5,395 | 5,047 | 5,409 |
| 3. Cases w/ digital photos printed | 210 | 942 | 900 | 1,400 |
| Productivity: | | | | |
| 1. Avg. cost of fingerprints taken | \$ 3.68 | \$ 5.71 | \$ 5.14 | \$ 5.20 |
| 2. Avg. cost of evidence processed | \$ 5.67 | \$ 7.17 | \$ 7.71 | \$ 7.60 |
| 3. Cost of printing photos from case | \$ 58.80 | \$ 59.64 | \$ 62.44 | \$ 60.29 |
| Effectiveness: | | | | |
| 1. % of sex offender fingerprints taken | 56.4% | 51.0% | 45.0% | 50.8% |
| 2. % of evidence returned to owner | 8.1% | 4.8% | 6.7% | 6.5% |
| 3. % of cases w/ photos printed | 22% | 23% | 25.0% | 15.0% |

Analysis:

The Technical Services division is responsible for processing arrest documents, fingerprint documents, and booking photographs (not processed through Central Booking). Responsibilities also include processing and tracking evidence. Supplies are down 19% due to the reduced demand for evidence related supplies for FY 12-13. There has also been a reduction in the cost of processing videos as well as telephone services reducing Services by 39%. Other expenses shows an increase of 100%, which is due to the State increasing fees under the Sex Offender Registration Act although this increase is offset by an increase in revenues from sex offender registrations.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.24 | 0.24 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.00 | 0.00 | 0.24 | 0.24 | 0.24 | 0.24 | 0.00 |
| Sergeant | 0.14 | 0.14 | 0.14 | 0.14 | 0.14 | 0.14 | 0.00 |
| Police Criminalist | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Prop Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Book Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Off Assistant II | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (2) Total Staffing (fte) | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 123,267 | 73,968 | 152,359 | 152,872 | 156,524 | 161,512 | 6% |
| Supplies | 4,676 | 2,451 | 2,641 | 4,804 | 4,033 | 3,884 | -19% |
| Services | 3,333 | 3,364 | 2,874 | 3,615 | 1,663 | 2,188 | -39% |
| Other | - | 365 | - | 400 | 30 | 800 | 100% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 131,276 | 80,148 | 157,874 | 161,691 | 162,250 | 168,384 | 4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 131,276 | 80,148 | 157,874 | 161,691 | 162,250 | 168,384 | 4% |
| Total Expense | 131,276 | 80,148 | 157,874 | 161,691 | 162,250 | 168,384 | 4% |

Records

Program Description:

This cost center is responsible for the management of records for the entire department and the assistance of citizens contacting the front desk either in person or by telephone. Duties involve receiving reports by telephone and entering them into the computerized records management system. This cost center is also responsible for maintaining a central repository of reports received from the reception desk and police officers, as well as the microfilming of documents and the filing of reports.

Program Objectives:

- Maintain the integrity of records.
- Respond to requests for records information.
- Maintain efficient management of traffic accident records.
- Provide responsive and courtesy service at the front desk.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Police reports digitized | 18,924 | 20,652 | 26,109 | 21,895 |
| 2. DUI cases | 397 | 344 | 462 | 401 |
| 3. Accident reports filed | 1,373 | 1,407 | 1,335 | 1,372 |
| Workload: | | | | |
| 1. Digitized police reports sorted | 18,924 | 20,652 | 26,109 | 21,895 |
| 2. DUI reimbursements filed | 397 | 344 | 462 | 401 |
| 3. Accident reports entered | 1,373 | 1,407 | 1,335 | 1,372 |
| 4. Volunteer hours worked | - | | 142 | 48 |
| Productivity: | | | | |
| 1. Avg. cost of sorting digitized report | \$ 0.58 | \$ 0.60 | \$ 0.56 | \$ 0.34 |
| 2. Avg. DUI reimbursement request | \$ 102.40 | \$ 100.79 | \$ 103.00 | \$ 102.06 |
| 3. Avg. cost per accident report | \$ 7.99 | \$ 8.79 | \$ 9.27 | \$ 10.98 |
| Effectiveness: | | | | |
| 1. % of digitized reports archived | 100.0% | 100.0% | 100.0% | 100.0% |
| 2. DUI reimbursement revenue rcvd | \$ 14,988 | \$ 15,693 | \$ 14,837 | \$ 15,173 |
| 3. Avg. accident rprts processed dly | 5.3 | 5.4 | 5.1 | 5.3 |

Analysis:

The Records division is responsible for managing requests for various reports from outside sources and members of the department. This cost center is also responsible for the computerized Records Management System. The digital conversion of police reports using Adobe PDF has reduced the number of images microfilmed and the need for volunteers to assist in this area. The three (3) Police Customer Service Assistants who work the front desk of the police department are also included in this cost center. An office chair and some miscellaneous hand tools that were budgeted in FY 11-12 will not need to be needed in FY 12-13 thus reducing Supplies costs by 100%.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Captain | 0.12 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Lieutenant | 0.00 | 0.12 | 0.12 | 0.12 | 0.12 | 0.12 | 0.00 |
| Sergeant | 0.36 | 0.36 | 0.36 | 0.36 | 0.36 | 0.36 | 0.00 |
| Officer | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Court Liaison | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Off Assistant III | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Off Assistant II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Book Custodian | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (3) Cust. Serv Assistant | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (5) Total Staffing (fte) | 5.48 | 5.48 | 5.48 | 5.48 | 5.48 | 5.48 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 216,689 | 214,563 | 243,862 | 289,057 | 268,061 | 298,076 | 3% |
| Supplies | 3,081 | - | - | 515 | - | - | -100% |
| Services | 4,286 | 4,937 | 3,579 | 3,018 | 3,819 | 3,248 | 8% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | 5 | - | - | - | - | --- |
| Total Cost Center | 224,056 | 219,505 | 247,441 | 292,590 | 271,880 | 301,324 | 3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 224,056 | 219,505 | 247,441 | 292,590 | 271,880 | 301,324 | 3% |
| Total Expense | 224,056 | 219,505 | 247,441 | 292,590 | 271,880 | 301,324 | 3% |



ROCK ISLAND

ILLINOIS



FIRE DEPARTMENT

Goals & Objectives

Provide competent, timely, professional response to calls for fire suppression, emergency medical service, technical rescue situations, and hazardous materials incidents.

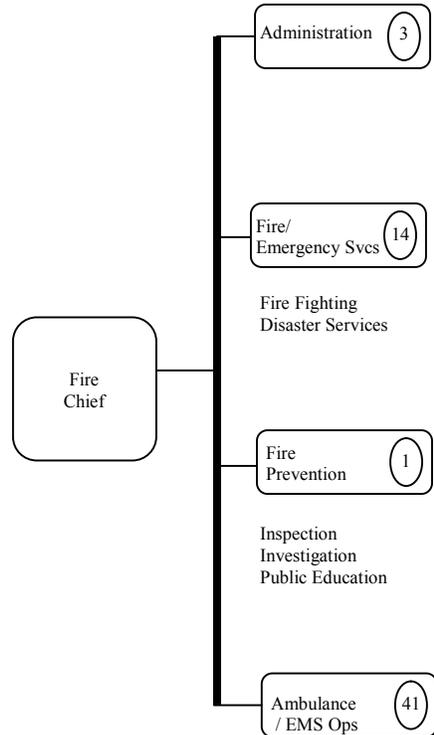
Develop and implement fire prevention and public education programs to increase public awareness, address hazardous situations and enhance fire safety in the home, schools, and workplace.

Investigate cause and origin of all fires, while aggressively investigating and prosecuting those responsible for arson fires.

Promote a positive and professional image through continued cooperative efforts with our neighboring departments, regional special operations teams and State training and response assets.

Provide Advanced Life Support (ALS) first response and ALS ambulance transport to the citizens and visitors in our community.

Continue cooperative planning, training and exercising of our area's disaster response plans, while incorporating the concepts mandated by the National Incident Management System (NIMS).



Analysis:

The Fire Department provides for the safety of the citizens and visitors to the City as well as fire protection of property valued at over one billion dollars. The department is divided into four areas of responsibilities that include the daily administration of the department, fire/emergency response services, EMS Operations which include; Advanced Life Support (ALS) first-response and ambulance transport, Hazardous Materials response and Technical Rescue response, and finally, Fire Prevention - which includes fire investigations, inspections and public education.

The Fire Chief is responsible for the daily operation of the department as well as policy decisions. The Administration Division is responsible for all personnel, payroll, budget, department labor negotiation activities, personnel training, and maintenance of buildings and grounds.

The Assistant Fire Chief is responsible for the daily operation of the Fire/Emergency Division as well as continued education and training of firefighting personnel. This division includes three battalions, each supervised by a Battalion Chief. The officers and firefighters on each battalion staff four fire stations, which house four fire engines, two ambulances, one light rescue vehicle and one command car. The Division provides for a continued efficient and effective workforce responding to structure/vehicle fires, technical rescue, hazardous materials response and other special operations type incidents, man-made or natural.

The Fire Prevention Division is under the direction of the Fire Marshal. He is responsible for enforcement of life safety codes, investigating the cause of all fires, and aggressively pursuing the prosecution of person(s) responsible for arson fires. Responsibilities also include providing fire and safety education to residents, schools and service organizations. Emphasis is placed on pro-active fire prevention education of building owners and occupants during fire inspections. The Hazardous Material Permit ordinance is administered through the Fire Marshal's office.

The Ambulance/EMS Division provides Advanced Life Support (ALS) first response as well as paramedic level treatment and transport to the residents of Rock Island and its visitors. Advanced life support services (Paramedic) are provided to the community by 51 paramedics with the assistance of 8 EMT's. Maintenance of certifications and training for EMS, Haz Mat and TRT team personnel are managed through the office of the Assistant Fire Chief and EMS Coordinator.

MABAS Division 43 continues to provide the cities of Rock Island, Moline, East Moline, RI Arsenal, Bettendorf and the Quad City Airport an opportunity to obtain and share resources for emergency incidents. The area-wide Hazardous Material and Technical Rescue Teams have become great assets to the community with little cost. Construction of an \$850,000 Regional Fire Training Facility on the Arsenal island was completed in 2006 and continues to evolve to meet the varied needs of area departments. MABAS 43 has assumed a leadership role in the State of Illinois Emergency Response Plan representing Western Illinois and Eastern Iowa.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Assistant Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (3) Battalion Chief | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (4) Captain | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| (8) Lieutenant | 11.00 | 11.00 | 11.00 | 8.00 | 8.00 | 8.00 | 0.00 |
| (1) EMS Coordinator | 1.00 | 1.00 | 1.00 | 0.35 | 0.35 | 1.00 | 0.65 |
| (39) Firefighter | 38.00 | 38.00 | 38.00 | 40.00 | 40.00 | 39.00 | (1.00) |
| (1) Admin. Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (59) Total Staffing (fte) | 61.00 | 61.00 | 61.00 | 59.35 | 59.35 | 59.00 | (0.35) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 5,827,584 | 6,207,608 | 4,623,685 | 6,719,471 | 6,644,766 | 6,807,965 | 1% |
| Supplies | 140,856 | 152,440 | 177,856 | 224,623 | 210,972 | 210,545 | -6% |
| Services | 605,817 | 611,363 | 626,214 | 739,782 | 703,528 | 730,306 | -1% |
| Other | 5,957 | 6,950 | 7,628 | 13,999 | 8,109 | 12,180 | -13% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | 25,018 | - | - | 17,000 | NEW |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 62,304 | - | 93,950 | 89,000 | 89,000 | 45,000 | -49% |
| Contingency | 974,686 | 1,535,579 | 1,662,725 | 1,645,000 | 1,413,025 | 1,650,000 | 0% |
| Total Department | 7,617,204 | 8,513,940 | 7,217,076 | 9,431,875 | 9,069,400 | 9,472,996 | 0% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 7,547,934 | 8,492,823 | 7,075,342 | 9,312,875 | 8,959,139 | 9,349,116 | 0% |
| Foreign Fire Tax | 6,966 | 21,117 | 47,784 | 30,000 | 21,261 | 61,880 | 106% |
| Riverboat Gaming | 15,804 | - | 93,950 | 89,000 | 89,000 | 45,000 | -49% |
| Capital Imp. | 46,500 | - | - | - | - | 17,000 | NEW |
| Total Expense | 7,617,204 | 8,513,940 | 7,217,076 | 9,431,875 | 9,069,400 | 9,472,996 | 0% |

Fire Administration

Program Description:

The cost center is comprised of the Fire Chief, Assistant Fire Chief, and Administrative Secretary. Administrative staff provides all operational units with administrative support required to carry out the mission of the fire department. This includes managerial support, training, clerical supervision and support, and customer services. Fire Administration is also charged with the coordination and collaboration with regional and state agencies involved in emergency preparedness, response, and recovery efforts,

Program Objectives:

- Provide staff and Council support, and daily management of overall fire department operations.
- Provide training and educational opportunities to all personnel.
- Maintain a regular schedule of buildings and grounds maintenance.
- Develop, maintain and implement Emergency Operations Plan for the City.
- Coordinate Rock Island Fire Department's participation in MABAS 43 and the State MABAS organization.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Authorized personnel | 61 | 60 | 60 | 59 |
| 2. Department budget | \$ 7,885,099 | \$ 7,217,076 | \$ 9,431,875 | \$ 9,472,996 |
| 3. # of fire stations | 4 | 4 | 4 | 4 |
| 4. Population to protect | 39,684 | 39,684 | 39,684 | 39,684 |
| 5. Property value to protect | \$ 1,398,295,764 | \$ 1,398,295,764 | \$ 1,429,919,799 | \$ 1,427,122,464 |
| | | | | |
| 1. Number of fire alarms | 1,420 | 1,482 | 1,531 | 1,570 |
| 2. Number of EMS alarms | 4,973 | 4,562 | 5,218 | 5,200 |
| 3. Fire training hours | 11,455 | 9,314 | 8,500 | 8,500 |
| | | | | |
| 1. Average cost per station | \$ 162,769 | \$ 148,986 | \$ 187,746 | \$ 192,870 |
| 2. Average cost per fire alarm | \$ 99.30 | \$ 89.07 | \$ 94.66 | \$ 95.02 |
| 3. Average cost per EMS alarm | \$ 28.35 | \$ 28.93 | \$ 27.78 | \$ 28.69 |
| 4. Average cost per training hour | \$ 12.31 | \$ 14.17 | \$ 17.05 | \$ 17.55 |
| | | | | |
| 1. % of Administration of total budget | 5.5% | 6.2% | 5.2% | 5.3% |
| 2. % of Stations of total budget | 7.7% | 8.4% | 8.1% | 8.3% |
| 3. Fire insurance rating | 4 | 4 | 4 | 4 |
| 4. Administrative cost per capita | \$ 28.25 | \$ 26.10 | \$ 31.30 | \$ 31.97 |
| 5. Department cost per capita | \$ 214.54 | \$ 181.86 | \$ 237.67 | \$ 238.71 |

Analysis:

The increase in Supplies represents where the Foreign Fire Tax Committee has allocated more money in this area to replace appliances, station supplies, lawn mowers, snow blowers and fitness equipment for all the fire stations totaling \$17,900. The decrease in Other is due to the cuts made in representation, magazines and promotions. The \$17,000 in Capital, which is new for FY 12-13, is for the engineering cost ref. the Central Fire Station's windows & entryways project. The Transfer from the Riverboat Gaming Fund is less than in FY 11-12. The stone fascia and tower roofs were repaired in FY 11-12. For FY 12-13 the \$45,000 transfer will cover the main roof repair at Fire Station # 2.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Assistant Fire Chief | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Battalion Chief | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.00 |
| (1) Admin Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Captain | 0.44 | 0.44 | 0.44 | 0.33 | 0.33 | 0.33 | 0.00 |
| Lieutenant | 1.21 | 1.21 | 1.21 | 1.10 | 1.10 | 1.10 | 0.00 |
| Firefighter | 4.18 | 4.18 | 4.18 | 4.18 | 4.18 | 4.18 | 0.00 |
| EMS Coordinator | 0.00 | 0.00 | 0.00 | 0.04 | 0.04 | 0.00 | (0.04) |
| | | | | | | | |
| (3) Total Staffing (fte) | 9.16 | 9.16 | 9.16 | 8.98 | 8.98 | 8.94 | (0.04) |

| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| Personnel | 840,050 | 935,696 | 788,102 | 1,013,094 | 1,010,797 | 1,040,059 | 3% |
| Supplies | 19,913 | 31,993 | 30,925 | 22,200 | 21,562 | 40,100 | 81% |
| Services | 140,854 | 151,398 | 234,606 | 211,971 | 146,108 | 221,199 | 4% |
| Other | 3,908 | 1,862 | 4,210 | 2,724 | 1,730 | 2,280 | -16% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | 17,000 | NEW |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 42,900 | - | 93,950 | 51,000 | 51,000 | 45,000 | -12% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,047,625 | 1,120,949 | 1,151,793 | 1,300,989 | 1,231,197 | 1,365,638 | 5% |

| Expense by Fund: | Actual 2007/08 | Actual 2008/09 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| General Fund | 997,759 | 1,099,870 | 1,035,907 | 1,242,064 | 1,170,060 | 1,268,758 | 2% |
| Foreign Fire Tax | 6,966 | 21,079 | 21,936 | 7,925 | 10,138 | 34,880 | 340% |
| Riverboat Gaming | - | - | 93,950 | 51,000 | 51,000 | 45,000 | -12% |
| Capital | 42,900 | - | - | - | - | 17,000 | NEW |
| Total Expense | 1,047,625 | 1,120,949 | 1,151,793 | 1,300,989 | 1,231,197 | 1,365,638 | 5% |

Fire/Emergency Services

Program Description:

Firefighting consists of three battalions, each under the direction of a Battalion Chief. They provide for the protection of life and/or property by minimizing the impact of fire, or other hazards/disasters that could affect the community and environment. Through continued training and education the personnel maintain an efficient, effective and timely emergency response.

Program Objectives:

- Reduce life and fire loss by a well trained and equipped suppression response.
- Maintain high caliber of trained personnel to respond to Hazardous Materials, Technical Rescue and other Special Operations incidents, both in Rock Island and as part of the MABAS 43 Regional Response Team.
- Perform pre-incident surveys of structures in the City.
- Continue to promote safe operating practices and programs.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Total fire alarms | 1,420 | 1,482 | 1,531 | 1,570 |
| 2. Population/sq. miles served | 39,684/ 17 | 39,684 / 17 | 39,684 / 17 | 39,684 / 17 |
| 3. Actual property value protected | \$ 1,398,295,764 | \$ 1,398,295,764 | \$ 1,429,919,799 | \$ 1,427,122,464 |
| Workload: | | | | |
| 1. Avg number of personnel responding | 7.25 | 7.50 | 7.48 | 7.41 |
| 2. Avg man/hours per alarm | 2.86 | 2.66 | 2.78 | 2.76 |
| 3. Avg training hours per man | 205 | 173 | 170 | 183 |
| Productivity: | | | | |
| 1. Avg cost per fire alarm | \$ 118.00 | \$ 83.00 | \$ 128.00 | \$ 138.00 |
| 2. Avg cost per man/hour | \$ 41.00 | \$ 31.00 | \$ 46.00 | \$ 50.00 |
| 3. Avg training cost per man | \$ 8,405.00 | \$ 5,363.00 | \$ 7,820.00 | \$ 9,153.00 |
| Effectiveness: | | | | |
| 1. Fire loss per capita | \$ 34.91 | \$ 177.07 | \$ 40.67 | \$ 41.00 |
| 2. FF cost per capita | \$ 75.29 | \$ 50.57 | \$ 73.90 | \$ 72.71 |
| 3. Fire deaths/injuries - civilians | 1/0 | 0/0 | 0/0 | 0/0 |
| 4. Fire deaths/injuries - personnel | 0/1 | 0/2 | 0/1 | 0/1 |

Analysis:

The decrease in the Supplies for firefighting is attributed to the reduction in tools and equipment in FY 12-13. Services shows a decrease of \$65,580 due to the amortization of smaller fire apparatus for future purchases and the elimination of narrowband radio equipment per FCC regulation that was completed in FY 11-12. Other has a decrease of 16% due to a reduction in dues for the Fire Service Instructor certification.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (3) Captain | 1.52 | 1.52 | 1.52 | 1.14 | 1.14 | 1.14 | 0.00 |
| (4) Lieutenant | 4.18 | 4.18 | 4.18 | 3.80 | 3.80 | 3.80 | 0.00 |
| (6) Firefighter | 14.44 | 14.44 | 14.44 | 14.44 | 14.44 | 14.44 | 0.00 |
| (1) Battalion Chief | 1.14 | 1.14 | 1.14 | 1.14 | 1.14 | 1.14 | 0.00 |
| EMS Coordinator | 0.00 | 0.00 | 0.00 | 0.13 | 0.13 | 0.00 | (0.13) |
| (14) Total Staffing (fte) | 21.28 | 21.28 | 21.28 | 20.65 | 20.65 | 20.52 | (0.13) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 2,332,189 | 2,346,035 | 1,656,141 | 2,492,433 | 2,381,253 | 2,513,933 | 1% |
| Supplies | 30,927 | 17,168 | 49,371 | 59,099 | 44,046 | 56,795 | -4% |
| Services | 298,656 | 289,893 | 274,890 | 376,823 | 436,755 | 311,243 | -17% |
| Other | 1,086 | 1,296 | 1,277 | 4,350 | 3,025 | 3,650 | -16% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | 25,018 | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 19,404 | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 2,682,262 | 2,654,392 | 2,006,697 | 2,932,705 | 2,865,080 | 2,885,621 | -2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 2,662,858 | 2,654,354 | 1,980,849 | 2,910,630 | 2,853,956 | 2,858,621 | -2% |
| Foreign Fire Tax | - | 38 | 25,848 | 22,075 | 11,124 | 27,000 | 22% |
| Gaming | 15,804 | - | - | - | - | - | --- |
| Capital Improvement | 3,600 | - | - | - | - | - | --- |
| Total Expense | 2,682,262 | 2,654,392 | 2,006,697 | 2,932,705 | 2,865,080 | 2,885,621 | -2% |

Fire Prevention

Program Description:

This cost center, under the direction of the Fire Marshal, is responsible for fire prevention through inspection of all commercial structures to identify and eliminate potential fire hazards and to ensure that minimum life safety standards are met. This cost center is also responsible for investigating all fires in the City and prosecutes acts of arson through the court system by coordinating efforts with Fire, Police, Building Inspections, Legal and the States Attorney. Public education also falls under this cost center. Included in this programming is the "Lights and Sirens" curriculum at Rock Island High School.

Program Objectives:

- Provide a pro-active inspection program and maintain records/reports of all fire inspections.
- Continue to expand public education programs to reach all target audiences in our community.
- Conduct origin and cause investigations in a timely and accurate manner and subsequent criminal investigations of all arson cases.
- Maintain all records concerning hazardous materials in compliance with federal guidelines.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Structures inspected | 1,550 | 1,398 | 1,425 | 1,450 |
| 2. Fire investigations | 34 | 39 | 40 | 40 |
| 3. Public ed. Programs requested | 111 | 105 | 110 | 110 |
| Workload: | | | | |
| 2. Inspections made | 1,550 | 1,398 | 1,425 | 1,450 |
| 3. Violations written | 221 | 142 | 150 | 150 |
| 4. Fire investigations conducted | 34 | 39 | 40 | 40 |
| 5. People contacted | 7,850 | 10,620 | 11,000 | 12,000 |
| Productivity: | | | | |
| 1. Average cost per inspection | \$ 326.68 | \$ 271.24 | \$ 390.59 | \$ 388.06 |
| 3. Average cost per fire investigation | \$ 2,127.56 | \$ 1,388.97 | \$ 1,987.80 | \$ 2,009.60 |
| 4. Average cost per person contacted | \$ 18.43 | \$ 10.20 | \$ 14.46 | \$ 13.40 |
| Effectiveness: | | | | |
| 1. % of violations corrected | 94% | 95% | 95% | 95% |
| 2. % of investigations closed | 85% | 92% | 90% | 90% |
| 3. % of public ed. Programs completed | 100% | 100% | 100% | 100% |

Analysis:

The decrease in Supplies reflects the centralization of supplies in the Administration Cost Center and the purchase of a new camera in last year's budget. Other has a decrease in fleet maintenance, along with a reduction in dues and cell phone costs.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Fire Marshal | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Battalion Chief | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.00 |
| Captain | 0.44 | 0.44 | 0.44 | 0.33 | 0.33 | 0.33 | 0.00 |
| EMS Coordinator | 0.00 | 0.00 | 0.00 | 0.04 | 0.04 | 0.00 | (0.04) |
| Lieutenant | 1.21 | 1.21 | 1.21 | 1.10 | 1.10 | 1.10 | 0.00 |
| Firefighter | 4.18 | 4.18 | 4.18 | 4.18 | 4.18 | 4.18 | 0.00 |
| | | | | | | | |
| (1) Total Staffing (fte) | 7.16 | 7.16 | 7.16 | 6.98 | 6.98 | 6.94 | (0.04) |
| Expense by Object | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 648,174 | 712,159 | 533,567 | 782,850 | 776,838 | 793,729 | 1% |
| Supplies | 346 | 1,218 | 169 | 1,500 | 841 | - | -100% |
| Services | 7,206 | 6,439 | 6,667 | 7,695 | 4,381 | 7,362 | -4% |
| Other | 345 | 3,556 | 1,298 | 3,075 | 2,305 | 2,750 | -11% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | 0% |
| Transfers | - | - | - | - | - | - | 0% |
| Contingency | - | - | - | - | - | - | 0% |
| Total Cost Center | 656,071 | 723,372 | 541,701 | 795,120 | 784,366 | 803,841 | 1% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 656,071 | 723,372 | 541,701 | 795,120 | 784,366 | 803,841 | 1% |
| Foreign Fire Tax | - | - | - | - | - | - | --- |
| Total Expense | 656,071 | 723,372 | 541,701 | 795,120 | 784,366 | 803,841 | 1% |

Ambulance

Program Description:

The Ambulance Service cost center is under the direction of the Fire Chief and the EMS Coordinator. The primary function is to deliver emergency medical services (advanced life support level) and to provide administrative support to the emergency medical system. This program has been enhanced to include paramedic-level first response, as well as ALS transport. The EMS Coordinator provides continued paramedic training and coordinates paramedic services with local hospitals.

Program Objectives:

- Deliver the highest quality emergency medical service to the public.
- Maintain emergency medical service at the EMT-P (paramedic) level.
- Maintain certification for all EMT-B and EMT-P personnel.
- Provide continued education of new techniques and procedures for emergency care.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Total EMS calls for service | 4,973 | 4,562 | 5,218 | 5,200 |
| 2. EMT re-certification hours required | 180 | 180 | 180 | 180 |
| 3. EMT-P re-certification hours required | 1,530 | 1,530 | 1,530 | 1,530 |
| Productivity: | | | | |
| 1. Avg number of personnel responding | 4 | 4 | 4 | 4 |
| 2. Avg man/hours per call | 2.25 | 2.56 | 2.30 | 2.30 |
| 3. EMT certification hours completed | 230 | 203 | 200 | 200 |
| 4. EMT-P certification hours completed | 2,340 | 2,036 | 2,000 | 2,000 |
| Effectiveness: | | | | |
| 1. Cost per EMS call | \$ 131.00 | \$ 130.00 | \$ 144.00 | \$ 149.00 |
| 2. Cost per man/hour | \$ 58.00 | \$ 51.00 | \$ 63.00 | \$ 65.00 |
| 3. Cost for EMS re-certification | \$ 149,060.00 | \$ 114,189.00 | \$ 138,600.00 | \$ 143,000.00 |
| Effectiveness: | | | | |
| 1. Ambulance service cost per capita | \$ 101.00 | \$ 88.00 | \$ 109.00 | \$ 112.00 |
| 2. Average response time | 3:37 | 3:43 | 3:50 | 3:50 |

Analysis:

The decrease in Supplies reflects the budgeted purchase of three new hydraulic cots in FY 11-12 that will not be budgeted for in FY 12-13. The increase in Services represents the increase in amortization of three new ambulances for FY 12-13.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) EMS Coordinator | 1.00 | 1.00 | 1.00 | 0.14 | 0.14 | 1.00 | 0.86 |
| (1) Captain | 1.60 | 1.60 | 1.60 | 2.20 | 2.20 | 2.20 | 0.00 |
| (4) Lieutenant | 4.40 | 4.40 | 4.40 | 4.00 | 4.00 | 3.00 | (1.00) |
| (33) Firefighter | 15.20 | 15.20 | 15.20 | 15.20 | 15.20 | 15.20 | 0.00 |
| (2) Battalion Chief | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 0.00 |
| (41) Total Staffing (fte) | 23.40 | 23.40 | 23.40 | 22.74 | 22.74 | 22.60 | (0.14) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 2,007,171 | 2,213,718 | 1,645,875 | 2,431,094 | 2,475,878 | 2,460,244 | 1% |
| Supplies | 89,670 | 102,061 | 97,391 | 141,824 | 144,523 | 113,650 | -20% |
| Services | 159,101 | 163,633 | 110,051 | 143,293 | 116,283 | 190,502 | 33% |
| Other | 618 | 236 | 843 | 3,850 | 1,048 | 3,500 | -9% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | 38,000 | 38,000 | - | -100% |
| Contingency | 974,686 | 1,535,579 | 1,662,725 | 1,645,000 | 1,413,025 | 1,650,000 | 0% |
| Total Cost Center | 3,231,246 | 4,015,227 | 3,516,885 | 4,403,061 | 4,188,757 | 4,417,896 | 0% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 3,231,246 | 4,015,227 | 3,516,885 | 4,365,061 | 4,150,757 | 4,417,896 | 1% |
| Foreign Fire Tax | - | - | - | - | - | - | --- |
| Riverboat Gaming | - | - | - | 38,000 | 38,000 | - | -100% |
| Capital | - | - | - | - | - | - | --- |
| Total Expense | 3,231,246 | 4,015,227 | 3,516,885 | 4,403,061 | 4,188,757 | 4,417,896 | 0% |

Police & Fire Commission

Program Description:

The Police and Fire Commission is composed of three members appointed by the Mayor and confirmed by the City Council. The commission is established under state statute and city ordinance and is regulated by a set of guidelines developed by statute and rules developed by the local commissioners. The Board of Fire and Police Commissioners are responsible for the screening, hiring, and promoting of police officers and fire fighters.

Program Objectives:

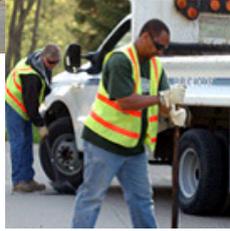
- To screen and hire the most qualified personnel to fill police and fire vacancies.
- To promote the most qualified personnel to positions of authority within the emergency services.
- To act as an independent objective tribunal to review disciplinary matters.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Number of applications received | 166 | 174 | 150 | 150 |
| 2. No. employees seeking promotion | 28 | 38 | 22 | 22 |
| 3. Disciplinary hearings requested | 1 | - | 1 | 1 |
| Workload: | | | | |
| 1. Applicants taking physical agility | 35 | 74 | 85 | 89 |
| 2. Applicants taking written exam | 25 | 68 | 57 | 67 |
| 3. Employees taking promotional exams | 28 | 38 | 38 | 37 |
| 4. Disciplinary hearings held | - | - | 1 | 1 |
| Productivity: | | | | |
| 1. Cost per applicant tested | \$ 88.96 | \$ 53.95 | \$ 89.69 | \$ 89.69 |
| 2. Cost per employee tested | \$ 90.89 | \$ 198.91 | \$ 202.46 | \$ 210.50 |
| 3. Cost per legal representation | \$ 2,500.00 | \$ 2,119.00 | \$ 965.00 | \$ 965.00 |
| Effectiveness: | | | | |
| 1. % of applicant on eligibility list | 37.10% | 24.30% | 25.00% | 25.00% |
| 2. % of employees promoted | 2.30% | 9.90% | 7.30% | 6.40% |
| 3. % of hearings per employee | 0.58% | 0.00% | 0.00% | 0.57% |

Analysis:

The overall objective of the Board of Fire and Police Commissioners is to oversee examinations for membership in the fire and police departments and, in conjunction with the chiefs of each department, make promotions within the departments. The Board also reviews charges brought against any fire fighter or police officer of the city and determines what punishment is appropriate when charges are proven. The Board functions as an appeal board to review any appeals of suspensions imposed by the chief of either the fire or police departments. For FY 12-13, no supplies are budgeted for this cost center.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| None | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (0) Total Staffing (fte) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | - | - | - | - | - | - | --- |
| Supplies | 20 | - | 20 | 35 | - | - | -100% |
| Services | 16,863 | 5,752 | 14,432 | 14,750 | 4,672 | 14,750 | 0% |
| Other | 375 | 595 | 375 | 550 | 375 | 550 | 0% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 17,258 | 6,347 | 14,827 | 15,335 | 5,047 | 15,300 | 0% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 17,258 | 6,347 | 14,827 | 15,335 | 5,047 | 15,300 | 0% |
| Total Expense | 17,258 | 6,347 | 14,827 | 15,335 | 5,047 | 15,300 | 0% |



ROCK ISLAND ILLINOIS



PUBLIC WORKS DEPARTMENT

Goals & Objectives

Cost-effective production and reliable distribution of high quality drinking water.

Cost-effective and environmentally sound collection and treatment of wastewater.

Effective maintenance of the City infrastructure including roadways, water treatment and distribution systems, wastewater collection and treatment systems and the Sunset Marina.

Support the positive quality of life in Rock Island's neighborhoods by providing refuse collection, yard waste collection, curbside recycling, a drop-off recycling center, a refuse drop-off center, snow removal and weed control services.

Support the efficient and safe operation of the municipal fleets of Rock Island and other nearby local government agencies through effective preventative maintenance and timely repair in the Fleet Services Garage.

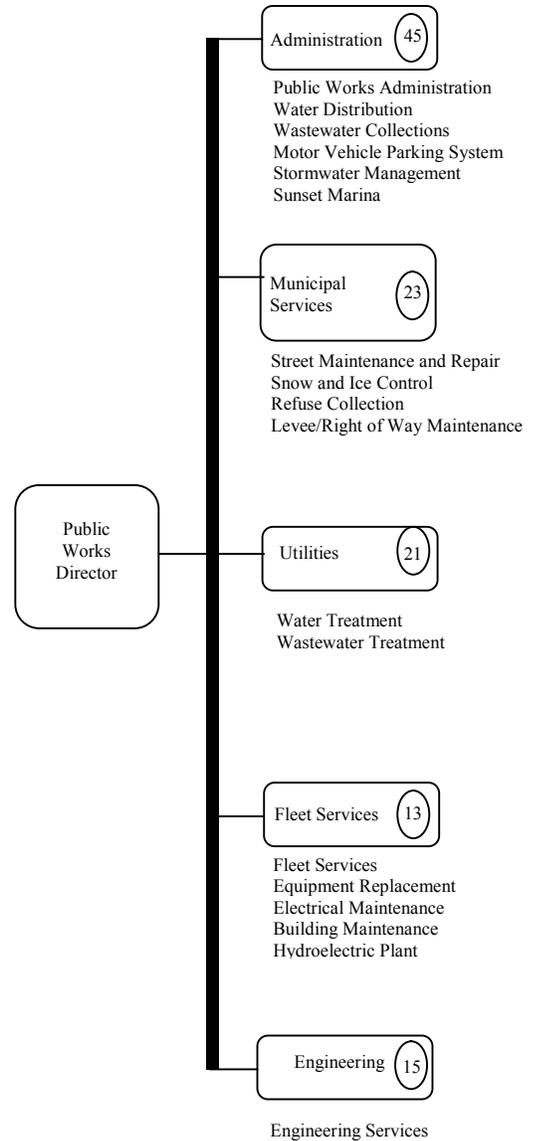
Support traffic safety through the activities of the Traffic Engineering Committee and effective maintenance of the traffic signal lights and street lights in the City.

Provide the professional design, inspection and project management services needed to complete the annual capital improvement program with minimal public inconvenience.

Provide long range planning for all public works activities including the Five Year Capital Improvement Plan.

Conduct an effective Stormwater Management Program.

Cost-effective production of hydroelectric power



Analysis:

The Public Works Department provides utilities and services that support the quality of life in Rock Island. The major activities include drinking water production and distribution, wastewater collection and treatment, traffic signal and street light maintenance, residential refuse and yard waste collection, recycling, street maintenance, snow removal, the Motor Vehicle Parking System, stormwater management, environmental management, electricity production from the hydroelectric plant and the Sunset Marina. The department also provides internal services for other departments such as fleet services, building maintenance and engineering services.

The department activities are defined in 18 cost centers organized into 5 divisions: Public Works Administration, Municipal Services, Utilities, Fleet Services and Engineering. The Public Works Director or a division manager oversees each division. The department has 112 full time employees plus 5 engineering interns and numerous contract workers during the prime construction and maintenance season.

Public Works Administration Division

This division is responsible for providing all department clerical, administrative and planning functions plus direct oversight of the motor vehicle parking system, stormwater management, environmental management, water distribution system maintenance, sewer and stormwater collection system maintenance and utility management (water, wastewater and stormwater). The work is performed under the direction of the Public Works Director. The division has 44 full time employees plus several seasonal and part-time workers. The major planning goals of the division include preparation of the Five Year Capital Improvement Plan and annual department operating budget.

Municipal Services Division

This division is responsible for providing several high profile services such as street maintenance, snow removal, refuse collection, yard waste collection, recycling, Mississippi River flood protection and public right-of-way maintenance. In addition, the operation of the Geographic Information system (GIS) is part the division activities. The division has 23 full time employees plus several seasonal workers during the construction season. The Street Maintenance Superintendent/Technical Services Manager oversees division activities.

Utilities Division

21 full time employees are assigned to the Utilities Division. They are responsible for the operation and maintenance of the two wastewater treatment plants and the water treatment plant. The Utilities Superintendent oversees the division operations. The implementation of the federally mandated Combined Sewer Long Term Control Plan continues in FY 12-13. Construction of the new wet weather treatment plant at an estimated cost of \$45M has begun. All the combined sewer system projects must be completed by early 2018 at a total cost of over \$70M.

Fleet Services Division

This division has 13 full time employees who are responsible for the operation and maintenance of the City fleet, buildings (except fire stations, Parks Department buildings and libraries), traffic signal lights, street lights, the Rock Island Hydroelectric Plant and radio systems. The division also provides contract fleet maintenance services for several nearby government agencies. The Fleet Services Director manages the work of this division.

Engineering Division

The City Engineer oversees the work of 11 full time employees plus 4 part-time Engineering Interns in this division. The Engineering Division provides a full range of survey, preliminary planning, design, construction observation and project management services for capital improvements and major contract maintenance programs.

The FY 12-13 component of the Five Year Capital Improvement Plan calls for the investment of about \$32.3M in the City infrastructure including...

- 24th Street between 5th and 9th Avenue – replace the watermain, replace part of the sewermain and resurface the pavement
- 5th Street between 18th and 25th Avenue – resurface the pavement
- 44th Street between 41st Avenue and Blackhawk Road – reconstruct the pavement and upgrade the stormwater management system
- 37th Avenue east of 44th Street - reconstruct the pavement and upgrade the stormwater management system
- 35th Street between 14th and 18th Avenue - replace the watermain and resurface the pavement
- 42nd Street between 29th Avenue and the golf course - replace the watermain and resurface the pavement
- 44th Street between 29th Avenue and the golf course - resurface the pavement
- 13th Avenue between 1st and 2nd Street - reconstruct the pavement and upgrade the stormwater management system
- 1st Avenue west of Sylvan Slough Naturalized Park – extend the roadway from the park into the Quad City Industrial Center
- 3rd Avenue between 24th and 25th Street - reconstruct the pavement and upgrade the stormwater management system
- 15th Avenue between 33rd and 38th Street - resurface the pavement
- 16th Avenue between 33rd and 38th Street - resurface the pavement
- Transient Marina – install docks for transient boaters at Schwiebert Riverfront Park
- Ridgewood Road Sustainable Business Park – install streets, watermains, sewer mains and stormwater management facilities in a 30 acre business park
- Reservoir Water Tower – rehabilitate and paint the water tower at the Water Treatment Plant
- Neighborhood Water System Improvements – begin upgrading the water system in the neighborhood bounded by 20th Street, 23rd Street, 12th Avenue and 9th Avenue
- Continue construction of the Mill Street Wastewater Treatment Plant expansion

Refer to the Five Year Capital Improvement Plan for more information about these projects and others planned for FY 12-13 and beyond.

The goals of the Public Works Department reflect a day-to-day commitment to providing high quality utilities and services to Rock Island residents and developing effective plans to meet future public works challenges.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budgeted 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|-----------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|------------------------------|-----------------------------|--------------------|
| (1) Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) City Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Fleet Serv Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Utilities Supt | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| (3) Assist City Engineer | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (1) Electric Maint Supv | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Street Maint Supv | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Utilities Maint Supv | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Water Dist Supv | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) WWater Treat Supv | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Water Treat Supv | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Marina Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Chemist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (3) Engineering Tech II | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (4) Engineering Tech I | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| (2) Asst to the PW Dir | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | (1.00) |
| (1) Laboratory Tech | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Lead Auto Mechanic | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | (1.00) |
| (1) Lead Electrician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (4) Maint Crew Leader | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| (2) Maint Electrician | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| (3) Maint Mechanic | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (5) Auto Mechanic II | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 5.00 | 1.00 |
| (1) Auto Body Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Building Maint Eng | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (9) Equipment Operator | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 | 9.00 | 0.00 |
| (7) Refuse Collector | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 |
| (5) Maint Worker II | 6.00 | 7.00 | 6.00 | 6.00 | 6.00 | 5.00 | (1.00) |
| (1) Marina Yard Worker | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) WW Treat Operator | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 5.00 | (2.00) |
| (2) Sludge Treat. Oper. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 2.00 |
| (6) Water Treat Operator | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| (14) Maint Worker I | 16.00 | 15.00 | 14.00 | 14.00 | 14.00 | 14.00 | 0.00 |
| (1) Water Meter Repair | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Water Service Rep | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Auto Parts Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Water Meter Reader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Auto Mechanic I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (6) Office Assistant III | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| (1) Office Assistant I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Parking Enf Attnd II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Parking Enf Attnd I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Tech. Service Mgr. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Tech. Service Assist. | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 5.00 | (1.00) |
| (1) Geographic Info. Spec. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| (1) Stormwater Engineer | 1.00 | 0.00 | 0.40 | 0.40 | 0.40 | 0.40 | 0.00 |
| (4) Engineering Interns | 1.73 | 1.73 | 1.39 | 1.39 | 1.39 | 1.38 | (0.01) |
| (117) Total Staffing (fte) | 117.73 | 116.73 | 113.79 | 113.79 | 113.79 | 113.78 | (0.01) |

| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| Personnel | 8,413,101 | 8,490,084 | 8,516,853 | 8,768,799 | 8,446,618 | 8,985,993 | 2% |
| Supplies | 3,085,169 | 2,992,726 | 3,054,789 | 3,427,139 | 3,003,126 | 3,657,580 | 7% |
| Services | 9,785,870 | 8,466,692 | 10,174,217 | 12,580,832 | 9,263,260 | 11,914,053 | -5% |
| Other | 106,400 | 110,457 | 121,540 | 100,341 | 127,429 | 106,651 | 6% |
| Programs | 40,541 | 47,501 | 27,769 | 94,697 | 30,835 | 70,200 | -26% |
| Capital | 1,856,609 | 5,759,286 | 7,888,219 | 28,986,710 | 15,109,522 | 24,422,081 | -16% |
| Debt service | 1,568,805 | 2,672,994 | 2,754,790 | 3,342,545 | 3,310,539 | 3,225,784 | -3% |
| Transfers | 5,703,367 | 5,691,840 | 13,775,860 | 8,186,095 | 8,319,887 | 8,223,591 | 0% |
| Contingency | 2,033,312 | 2,643,960 | 1,998,256 | 2,158,101 | 1,871,505 | 2,189,371 | 1% |
| Total Department | 32,593,174 | 36,875,540 | 48,312,293 | 67,645,259 | 49,482,721 | 62,795,304 | -7% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 8,179,011 | 7,449,450 | 7,481,920 | 8,400,780 | 7,250,884 | 8,434,339 | 0% |
| Public Benefit | 848,520 | 818,468 | 872,405 | - | - | - | --- |
| TIF District #1 | 20,567 | - | - | - | - | - | --- |
| Motor Fuel Tax | 1,417,146 | 1,923,542 | 1,000,000 | 1,250,043 | 1,132,954 | 1,122,335 | -10% |
| Riverboat Gaming | 2,653,512 | 1,627,405 | 2,609,888 | 4,137,665 | 5,216,147 | 4,141,530 | 0% |
| Capital | 2,271,523 | 1,330,011 | 3,976,781 | 7,205,113 | 4,319,347 | 5,867,271 | -19% |
| Debt Service | 863,851 | 834,988 | 819,226 | 910,964 | 918,509 | 810,199 | -11% |
| Water Oper & Maint | 5,426,437 | 6,327,432 | 8,372,718 | 6,187,111 | 6,409,085 | 6,692,314 | 8% |
| Water Capital | - | - | 53,140 | 1,007,600 | 849,295 | 1,156,000 | 15% |
| WW Oper & Maint | 3,924,758 | 8,202,889 | 11,967,243 | 26,023,260 | 13,586,046 | 25,232,543 | -3% |
| Stormwater Utility | 1,655,012 | 1,530,482 | 1,645,430 | 1,926,374 | 1,547,506 | 1,735,745 | -10% |
| Wastewater Capital | - | - | 2,332,006 | 2,712,672 | 2,736,391 | - | -100% |
| Sunset Marina | 868,089 | 973,379 | 762,326 | 887,523 | 826,842 | 878,912 | -1% |
| Fleet Services | 3,067,572 | 3,868,968 | 4,776,073 | 4,418,454 | 3,139,544 | 4,186,633 | -5% |
| Fleet Amortization | - | - | - | 944,690 | - | 832,081 | -12% |
| Engineering | 1,157,816 | 1,283,115 | 1,263,808 | 1,351,056 | 1,278,939 | 1,417,044 | 5% |
| Hydropower Plant | 239,360 | 705,411 | 379,329 | 281,954 | 271,233 | 288,358 | 2% |
| Total Expense | 32,593,174 | 36,875,540 | 48,312,293 | 67,645,259 | 49,482,721 | 62,795,304 | -7% |

Public Works Administration

Program Description:

Public Works Administration provides the general supervision, planning, and management of the Public Works Department. The major responsibilities include street maintenance, solid waste collection, production and distribution of drinking water, collection and treatment of wastewater, stormwater management, municipal engineering, fleet maintenance, electrical maintenance, right-of-way maintenance, flood levee maintenance and the Sunset Marina.

Program Objectives:

- Prompt and professional responses to special action requests and traffic engineering requests.
- Coordinate preparation and administer the annual operating budget for the department.
- Prepare the annual edition of the Five Year Capital Improvement Plan.
- Effective long term planning and leadership for Public Works issues.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized full-time employees | 114 | 112 | 112 | 112 |
| 2. Department Budget (millions) | 36.9 | 48.3 | 67.7 | 62.1 |
| 3. Value of all projects in the adopted 5 Year Capital Improvement Plan | \$85M | \$76M | \$88M | \$108M |
| Workload: | | | | |
| 1. Special Action Req. processed | 6,913 | 6,671 | 7,000 | 7,000 |
| 2. Traffic Engineering requests | 55 | 49 | 46 | 50 |
| 3. Prepare Annual CIP | 1 | 1 | 1 | 1 |
| Productivity: | | | | |
| 1. Cost per Special Action request | \$ 6.62 | \$ 6.75 | \$ 6.89 | \$ 7.03 |
| 2. Cost per Traffic Eng. request | \$ 45.68 | \$ 46.59 | \$ 47.52 | \$ 48.47 |
| 3. Admin Ops w/out depreciation | \$ 2,850,289 | \$ 2,703,131 | \$ 3,011,270 | \$ 3,039,898 |
| Effectiveness: | | | | |
| 1. Avg SAR response time (days) | 12 | 13 | 13 | 13 |
| 2. %Traffic Eng response/30 days | 100% | 100% | 100% | 100% |
| 3. Admin Overhead | 7.7% | 5.6% | 4.5% | 4.9% |
| 5. Operating Bdgt cost per capita | \$ 493 | \$ 536 | \$ 610 | \$ 602 |

Analysis:

There are no operational changes planned for Public Works Administration. The Capital expenditure is the cost of replacing the fleet fuel management system. The current system is no longer supported by the vendor.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Public Works Dir | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Assist to the PW Dir | 1.00 | 2.75 | 2.75 | 2.75 | 2.75 | 1.75 | (1.00) |
| Office Manager | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Office Assistant I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (6) Office Assistant III | 6.00 | 5.80 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| Water Dist Supv | 0.25 | 0.25 | 0.25 | 0.00 | 0.00 | 0.00 | 0.00 |
| Parking Enf I | 0.00 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.00 |
| Parking Enf II | 0.60 | 0.60 | 0.60 | 0.75 | 0.75 | 0.25 | (0.50) |
| Utility Maint Supv | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| (1) Street Maint Supv | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Utility Supt | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Wwater Treat Supv | 0.40 | 0.40 | 0.00 | 0.40 | 0.40 | 0.40 | 0.00 |
| Water Treat Supv | 0.00 | 0.00 | 0.10 | 0.40 | 0.40 | 0.60 | 0.20 |
| (1) Fleet Serv Director | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 | 0.00 |
| (1) Electrical Maint Supv | 0.60 | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 | 0.00 |
| Marina Manager | 0.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) City Engineer | 0.54 | 0.54 | 0.55 | 0.59 | 0.59 | 0.59 | 0.00 |
| Assist City Engineer | 0.92 | 0.95 | 1.37 | 0.99 | 0.99 | 0.99 | 0.00 |
| Engineering Tech I | 0.68 | 0.70 | 0.70 | 0.69 | 0.69 | 0.69 | 0.00 |
| Engineering Tech II | 0.71 | 0.71 | 0.71 | 0.74 | 0.74 | 0.74 | 0.00 |
| (1) Tech Services Mgr | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| (1) Tech Services Assist | 0.40 | 0.40 | 0.40 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Stormwater Eng | 1.00 | 1.00 | 0.00 | 0.40 | 0.40 | 0.40 | 0.00 |
| Intern | 0.00 | 0.00 | 0.00 | 0.35 | 0.35 | 0.00 | (0.35) |
| | | | | | | | |
| (18) Total Staffing (fte) | 20.70 | 20.65 | 19.98 | 21.11 | 21.11 | 20.46 | (0.65) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 1,797,285 | 1,785,682 | 1,699,679 | 1,809,096 | 1,702,641 | 1,875,731 | 4% |
| Supplies | 33,243 | 24,091 | 27,910 | 47,171 | 51,832 | 44,817 | -5% |
| Services | 903,983 | 937,959 | 858,405 | 1,064,997 | 1,052,756 | 1,024,421 | -4% |
| Other | 100,132 | 100,970 | 114,708 | 87,306 | 115,679 | 92,229 | 6% |
| Programs | 1,813 | 1,587 | 2,429 | 2,700 | 1,623 | 2,700 | 0% |
| Capital | 6,900 | 4,600 | 49,077 | - | - | 20,000 | NEW |
| Debt service | 650,909 | 1,676,586 | 1,785,201 | 2,291,961 | 2,233,583 | 2,262,680 | -1% |
| Transfers | 2,167,843 | 3,245,967 | 10,263,567 | 4,048,430 | 3,103,740 | 4,101,591 | 1% |
| Contingency | 1,909,314 | 2,497,058 | 1,951,010 | 2,036,615 | 1,871,505 | 2,142,939 | 5% |
| Total Cost Center | 7,571,422 | 10,274,500 | 16,751,986 | 11,388,276 | 10,133,358 | 11,567,108 | 2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,322,722 | 1,303,173 | 1,215,494 | 1,319,061 | 1,379,003 | 1,279,004 | -3% |
| TIF District #1 | 20,567 | - | - | - | - | - | --- |
| Motor Fuel Tax | 200,000 | 1,000,000 | 1,000,000 | 1,099,013 | 1,099,013 | 1,122,335 | 2% |
| Riverboat Gaming | - | - | - | - | - | 19,530 | NEW |
| Water Oper & Mnt | 1,856,314 | 2,471,405 | 4,475,761 | 2,481,525 | 2,486,462 | 2,654,181 | 7% |
| Wastewater Oper | 1,749,059 | 2,748,996 | 7,328,973 | 2,668,656 | 2,568,229 | 2,706,291 | 1% |
| Stormwater Utility | 666,831 | 655,814 | 707,517 | 674,249 | 602,748 | 682,701 | 1% |
| Sunset Marina | 340,423 | 456,606 | 408,958 | 455,346 | 432,501 | 444,712 | -2% |
| Fleet Services | 889,491 | 1,066,419 | 1,033,163 | 1,089,424 | 991,839 | 1,165,465 | 7% |
| Fleet Amortization | - | - | - | 944,690 | - | 832,081 | -12% |
| Engineering | 462,992 | 478,315 | 508,632 | 576,061 | 495,532 | 567,453 | -1% |
| Hydropower Plant | 63,023 | 93,772 | 73,488 | 80,251 | 78,031 | 93,355 | 16% |
| Total Expense | 7,571,422 | 10,274,500 | 16,751,986 | 11,388,276 | 10,133,358 | 11,567,108 | 2% |

Building Maintenance

Program Description:

Provide building maintenance services for City Hall, the Police Station, the Martin Luther King Center and the Public Works Department buildings.

Program Objectives:

- Plan and coordinate all operation and maintenance activities.
- Coordinate the open market purchase contracts for natural gas used at major City facilities.
- Administer the janitorial services contract.
- Administer the janitorial supplies bid.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized staff | 1 | 1 | 1 | 1 |
| 2. Facilities to maintain | 21 | 22 | 22 | 22 |
| Workload: | | | | |
| 1. Space to maintain (sq ft) | 191,206 | 196,566 | 200,566 | 200,566 |
| 2. Janitorial contract coverage (sq ft) | 78,006 | 83,366 | 87,366 | 87,366 |
| Productivity: | | | | |
| 1. Janitorial contract cost per sq ft | \$ 1.11 | \$ 17.46 | \$ 16.21 | \$ 16.21 |
| Effectiveness: | | | | |
| 1. Building customer complaints | 65 | 22 | 30 | 50 |

Analysis:

There are no operational changes planned for the cost center. The Personnel category is lower due to an adjustment of payroll allocations to more accurately reflect the distribution of the workload. The Supplies category is lower because of a reduced need for maintenance supplies. The Services category is lower due to the completion of a City Hall architectural study and a reduction in the budget for natural gas to more accurately reflect actual consumption.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Bldg Maint Eng | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Maint Worker I | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Maint Worker II | 0.50 | 1.25 | 1.40 | 0.30 | 0.30 | 0.00 | (0.30) |
| Marina Yard Worker | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| Fleet Serv Director | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| Electrical Maint Supv | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.00 |
| | | | | | | | |
| (1) Total Staffing (fte) | 1.20 | 1.95 | 2.10 | 2.00 | 2.00 | 1.70 | (0.30) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 95,503 | 87,319 | 102,524 | 129,992 | 116,940 | 112,049 | -14% |
| Supplies | 28,288 | 21,227 | 28,535 | 28,587 | 27,495 | 23,700 | -17% |
| Services | 729,001 | 249,211 | 208,538 | 327,816 | 219,159 | 228,442 | -30% |
| Other | 30 | 75 | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 227,496 | - | 5,775 | 25,000 | 89,200 | - | -100% |
| Other | - | - | - | - | 275 | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,080,318 | 357,832 | 345,372 | 511,395 | 453,070 | 364,191 | -29% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 561,837 | 337,951 | 334,871 | 422,195 | 360,870 | 364,191 | -14% |
| Gaming | 202,500 | - | 5,775 | 25,000 | 89,200 | - | -100% |
| Capital | 315,981 | 19,881 | 4,726 | 64,200 | 3,000 | - | -100% |
| Wastewater Oper | - | - | - | - | - | - | --- |
| Total Expense | 1,080,318 | 357,832 | 345,372 | 511,395 | 453,070 | 364,191 | -29% |

Engineering Services

Program Description:

Provide accurate cost estimates and preliminary layouts for projects being considered for inclusion in the Five-Year Capital Improvement Plan (CIP). Provide accurate, professional plans, specifications, and inspections on construction projects.

Program Objectives:

- Provide preliminary cost estimates within plus or minus 20% of the actual bid price.
- Provide cost effective, timely maintenance engineering services to other divisions.
- Provide cost effective, timely design engineering services for the annual Capital Improvement Plan.
- Keep total cost of project change orders to no more than 10% of the original contract amount.
- Provide prompt inspection of driveways, curb cuts, and sidewalks to minimize inconvenience to residents and businesses.
- Measure utility cuts in a timely manner so they can be repaired within 30 calendar days.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Contracts in progress | 42 | 66 | 56 | 42 |
| 2. Value of Contracts | \$ 15,611,191 | \$ 36,161,614 | \$ 54,386,769 | \$ 66,599,592 |
| 3. Utility cuts requests | 239 | 164 | 243 | 200 |
| Workload: | | | | |
| 1. Hrs/preliminary cost estimates | 349 | 507 | 413 | 400 |
| 2. Hrs/design and survey | 1,197 | 3,417 | 3,384 | 3,277 |
| 3. Hrs/inspection | 1,366 | 8,561 | 7,689 | 7,800 |
| 4. Excavation permits issued | 183 | 193 | 219 | 175 |
| 5. Concrete permits issued | 70 | 74 | 60 | 70 |
| 6. Grading & Drainage permits | 47 | 38 | 26 | 40 |
| 7. Inspection by Consultants (hrs) | 3,088 | 1,426 | 2,439 | 3,500 |
| Productivity: | | | | |
| 1. Change orders as % of contract | -5.6% | 7.9% | 6.2% | 10.0% |
| 2. In-house design/survey % const | 5.3% | 5.8% | 5.9% | 8.0% |
| 3. Consult. design/survey % const. | 8.6% | 8.3% | 8.7% | 8.0% |
| 4. In-house inspection % constr. | 5.9% | 8.0% | 7.4% | 9.0% |
| 5. Consultant inspection % const. | 6.0% | 10.6% | 8.4% | 9.0% |
| Effectiveness: | | | | |
| 1. Bids opened on schedule | 90.3% | 92.5% | 95.3% | 95.0% |
| 2. Preliminary estimate vs bid price | -5.7% | -12.0% | -19.80% | ±20% |
| 3. Utility cut inspection w/24 hours | 35.0% | 42.0% | 60.0% | 100.0% |

Analysis:

There are no operational changes planned for Engineering Services. The Supplies category is higher because of the replacement of a sewer televising camera and cable.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| City Engineer | 0.46 | 0.46 | 0.45 | 0.41 | 0.41 | 0.41 | 0.00 |
| (3) Assist City Engineer | 2.08 | 2.05 | 1.63 | 2.01 | 2.01 | 2.01 | 0.00 |
| (4) Engineering Tech I | 3.32 | 3.30 | 3.30 | 3.31 | 3.31 | 3.31 | 0.00 |
| (3) Engineering Tech II | 2.24 | 2.29 | 2.29 | 2.26 | 2.26 | 2.26 | 0.00 |
| Tech Service Mgr | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.00 |
| Tech Service Assist | 1.10 | 1.10 | 1.10 | 1.20 | 1.20 | 0.20 | (1.00) |
| (1) GIS | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| (4) Engineering Interns | 1.73 | 1.73 | 1.79 | 1.04 | 1.04 | 1.38 | 0.34 |
| (15) Total Staffing (fte) | 9.25 | 9.25 | 8.82 | 9.24 | 9.24 | 10.62 | 0.34 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 640,128 | 689,148 | 658,704 | 703,159 | 699,476 | 744,849 | 6% |
| Supplies | 10,218 | 7,866 | 5,952 | 6,505 | 6,199 | 35,159 | 440% |
| Services | 44,478 | 48,327 | 70,765 | 65,331 | 58,216 | 69,583 | 7% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 59,459 | 19,755 | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 694,824 | 804,800 | 755,176 | 774,995 | 763,891 | 849,591 | 10% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | - | - | - | - | - | - | --- |
| Engineering Fund | 694,824 | 804,800 | 755,176 | 774,995 | 763,891 | 849,591 | 10% |
| Total Expense | 694,824 | 804,800 | 755,176 | 774,995 | 763,891 | 849,591 | 10% |

Street Maintenance and Repair

Program Description:

The activities in this cost center include preventative maintenance, repairs and capital improvements to the street system in order to maintain system quality and prolong pavement life.

Program Objectives:

- Sweep the downtown and one-way streets each week from March through November and sweep all residential areas at least twice
- Repaint all center lines and lane lines and two-thirds of the intersections that have lane markings
- Repair or replace damaged STOP and YIELD signs within 24 hours after notification. Repair or replace all other damaged signs within 7 days after notification.
- Remove and replace 8,000 square yards of asphalt pavement.
- Remove and replace 7,000 square yards of concrete pavement.
- Seal 100,000 feet of pavement cracks and joints.
- Seat coat 4 lane miles (28,000 square yards) of unimproved streets.
- Microsurface 25 lane miles (125,000 square yards) of Rock Island asphalt streets.
- Reconstruct 400 square yards of brick streets.

Service Indicators:

| | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Painted center lines (feet) | 350,000 | 350,000 | 350,000 | 350,000 |
| 2. Painted curb (feet) | 110,000 | 110,000 | 110,000 | 110,000 |
| 3. Intersections with lane markings | 156 | 156 | 156 | 156 |
| 4. Street name and regulatory signs | 12,175 | 12,190 | 12,200 | 12,210 |
| 5. Miles of Streets | 166.0 | 166.0 | 166.0 | 166.0 |
| Workload: | | | | |
| 1. Street Sweeping (curb miles) | 1,761 | 2,115 | 1,800 | 1,800 |
| 2. Center/lane lines painted (feet) | 294,649 | 179,017 | 244,698 | 250,000 |
| 3. Intersections painted | 105 | 113 | 68 | 105 |
| 4. Street signs replaced/repainted | 550 | 431 | 650 | 600 |
| 5. Concrete pvmt replaced (sq yds) | 2,190 | 2,097 | 7,908 | 7,000 |
| 6. Asphalt pvmt replaced (sq yds) | 6,508 | 5,080 | 7,450 | 8,000 |
| 7. Microsurfacing (sq yds) | 126,055 | 92,697 | 31,148 | 125,000 |
| 8. Curbs painted (feet) | 26,786 | 51,942 | 45,007 | 35,000 |
| Productivity: | | | | |
| 1. Cost per mile swept | \$ 57.26 | \$ 49.31 | \$ 55.00 | \$ 58.00 |
| 2. Cost for line painting (\$ per foot) | \$ 0.17 | \$ 0.13 | \$ 0.16 | \$ 0.17 |
| 3. Sq yd concrete patch | \$ 81.91 | \$ 78.68 | \$ 94.88 | \$ 90.00 |
| 4. Sq yd asphalt patch | \$ 23.99 | \$ 20.97 | \$ 21.14 | \$ 23.00 |
| 5. Sq yd microsurface | \$ 1.50 | \$ 1.37 | \$ 2.38 | \$ 1.75 |
| 6. Brick streets (sq yds) | \$ 129.48 | \$ 180.17 | \$ 159.03 | \$ 160.00 |
| 7. Joint sealing (lin ft) | \$ 2.17 | \$ 1.58 | \$ 1.91 | \$ 2.00 |
| Effectiveness: | | | | |
| 1. % sweeping objectives achieved | 85% | 85% | 75% | 100% |
| 2. % sign objectives achieved | 100% | 100% | 100% | 100% |
| 3. Sweeping requests received | 67 | 59 | 65 | 65 |
| 4. Sign requests received | 129 | 136 | 130 | 130 |

Analysis:

There are no operational changes planned for Street Maintenance and Repair. The Personnel category increased due to labor cost increases and increased commitment to street maintenance operations. The Supplies category increased due to increased maintenance activity and increased material costs. The fluctuation in Services, Capital, Debt Service and Transfers is caused by the mixture of street reconstructions (Capital) versus street resurfacings (Services) and the annual variance in funding sources. See the Capital Improvement section for a list of the planned street improvement projects.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint Crew Leader | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| (3) Maint Worker I | 3.50 | 3.15 | 2.50 | 2.24 | 2.24 | 2.87 | 0.63 |
| Maint Worker II | 0.51 | 0.35 | 0.35 | 0.35 | 0.35 | 0.35 | 0.00 |
| (5) Equipment Operator | 4.04 | 3.77 | 3.77 | 4.15 | 4.15 | 4.15 | 0.00 |
| | | | | | | | |
| (9) Total Staffing (fte) | 9.00 | 8.22 | 7.57 | 7.69 | 7.69 | 8.32 | 0.63 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 525,525 | 520,825 | 553,089 | 574,362 | 531,931 | 629,364 | 10% |
| Supplies | 171,557 | 329,786 | 308,261 | 383,147 | 297,172 | 421,017 | 10% |
| Services | 3,090,455 | 2,198,433 | 4,558,768 | 5,525,289 | 3,307,391 | 5,585,915 | 1% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | 1,053,218 | 1,102,647 | 582,930 | 3,282,066 | 2,261,672 | 1,873,000 | -43% |
| Debt service | 857,824 | 820,261 | 795,560 | 880,501 | 896,994 | 790,599 | -10% |
| Transfers | 3,308,028 | 2,384,043 | 3,460,240 | 3,847,627 | 4,861,909 | 4,000,962 | 4% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 9,006,607 | 7,355,995 | 10,258,848 | 14,492,992 | 12,157,069 | 13,300,857 | -8% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,815,011 | 2,039,342 | 2,104,784 | 2,567,458 | 2,099,438 | 2,807,425 | 9% |
| Public Benefit | 848,520 | 818,468 | 872,405 | - | - | - | --- |
| Motor Fuel Tax | 1,217,146 | 923,542 | - | 151,030 | 33,941 | - | -100% |
| Gaming | 2,451,012 | 1,565,575 | 2,557,835 | 3,847,627 | 4,861,909 | 4,000,962 | 4% |
| Capital | 1,811,067 | 1,174,080 | 3,904,598 | 7,015,913 | 4,243,272 | 5,682,271 | -19% |
| Debt | 863,851 | 834,988 | 819,226 | 910,964 | 918,509 | 810,199 | -11% |
| Total Expense | 9,006,607 | 7,355,995 | 10,258,848 | 14,492,992 | 12,157,069 | 13,300,857 | -8% |

Snow & Ice Control

Program Description:

This cost center's primary responsibility is to provide for the safe movement of vehicles and pedestrians by the timely removal of snow and ice from city streets, city owned parking lots, sidewalks adjacent to City owned buildings and the Great River Plaza.

Program Objectives:

- Clear hills, primary streets, and secondary streets adjacent to schools after all snow storms.
- If the total snowfall exceeds two (2) inches, residential streets are cleared after primary and secondary streets are completed.
- Clear parking facilities, sidewalks adjacent to parking facilities and the Great River Plaza.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Lane miles of streets | 380 | 380 | 380 | 380 |
| 2. Parking Lots/Ramps | 13 | 13 | 13 | 13 |
| 3. Number of storms | 18 | 16 | 11 | 20 |
| Workload: | | | | |
| 1. Snow/Ice Storms less than 2" | 13 | 10 | 7 | 13 |
| 2. Snow/Ice Storm between 2" & 6" | 5 | 4 | 3 | 6 |
| 3. Snow/Ice Storm greater than 6" | - | 2 | 1 | 1 |
| 4. Total snowfall (inches) | 28.0 | 46.6 | 20.0 | 35.0 |
| 5. Tons of salt spread | 4,200 | 4,000 | 3,000 | 4,000 |
| Productivity: | | | | |
| 1. Avg. cost of storm less than 2" | \$ 18,153 | \$ 15,235 | \$ 17,000 | \$ 18,000 |
| 2. Avg. cost of storm 2" to 6" | \$ 64,222 | \$ 52,645 | \$ 55,000 | \$ 58,000 |
| 3. Avg. cost storm greater than 6" | not applicable | \$97,706 | \$ 90,000 | \$ 95,000 |
| 4. Man-hours/inch (storm over 2") | 82 | 71 | 80 | 80 |
| Effectiveness: | | | | |
| 1. Streets cleared by deadline: | 100% | 100% | 100% | 100% |
| 2. Average time (hrs) to clear streets for a storm less than 2" | not applicable | 4.4 | 5.0 | 5.0 |
| 3. Average time (hrs) to clear streets for a storm between 2" and 6" | not applicable | 10.4 | 12.0 | 12.0 |
| 4. Average time (hrs) to clear streets for a storm greater than 6" | not applicable | 26.5 | 28.0 | 28.0 |
| 5. % parking/sidewalks done by 8 a.m. | 100% | 100% | 100% | 100% |
| 6. Avg. complaints/storm over 2" | 3 | 4 | 5 | 5 |
| 7. Avg. complaints/storm under 2" | 2 | 2 | 2 | 2 |
| Snowfall less than 2" - 12 hour goal; Snowfall between 2" to 6" - 24 hour goal; Snowfall over 6" - 48 hour goal | | | | |

Analysis:

There are no operational changes planned for this cost center. The Supplies category is higher because of an increased budget for road salt. There is actually no significant change in anticipated quantity or unit price, the FY11-12 budget was lower because of a carryover inventory of salt from FY10-11.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Maint Crew Leader | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| Equipment Operator | 0.28 | 0.31 | 0.31 | 0.31 | 0.31 | 0.31 | 0.00 |
| Maint Worker I | 0.27 | 0.23 | 0.19 | 0.19 | 0.19 | 0.19 | 0.00 |
| Maint Worker II | 0.08 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| | | | | | | | |
| (0) Total Staffing (fte) | 0.73 | 0.68 | 0.64 | 0.64 | 0.64 | 0.64 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 151,994 | 128,644 | 162,385 | 143,231 | 67,954 | 139,989 | -2% |
| Supplies | 534,254 | 328,055 | 344,259 | 292,706 | 226,702 | 351,825 | 20% |
| Services | 248,891 | 230,747 | 305,014 | 344,429 | 242,487 | 319,418 | -7% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 935,139 | 687,446 | 811,658 | 780,366 | 537,143 | 811,232 | 4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 935,139 | 687,446 | 811,658 | 780,366 | 537,143 | 811,232 | 4% |
| Total Expense | 935,139 | 687,446 | 811,658 | 780,366 | 537,143 | 811,232 | 4% |

Refuse Collection

Program Description:

The activities in this cost center include the weekly collection/disposal of residential refuse, the subscription service for the collection of yardwaste, the Special Pickup Service, the Recycling Drop-Off Center at the intersection of 24th Street with 16th Avenue, the subscription service for curbside recycling and Refuse/Yardwaste Drop-Off Center at Millennium Waste.

Program Objectives:

- Provide cost effective weekly collection and disposal of household refuse.
- Operate a yardwaste subscription service during the growing season.
- Provide an appointment based Special Pick-Up Service for bulky refuse
- Provide a Recycling Drop-Off Center
- Operate a refuse/bulky item/yardwaste drop off center on Saturdays
- Operate a subscription service for curbside recycling

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Regular waste customers | 14,117 | 14,118 | 14,120 | 14,120 |
| 2. Recycling centers | 1 | 1 | 1 | 1 |
| Workload: | | | | |
| 1. Reg waste collected (tons/year) | 17,750 | 15,778 | 15,600 | 15,600 |
| 2. Yardwaste collected (tons/year) | 1,230 | 1,253 | 1,250 | 1,250 |
| 3. Recycling Center (tons/year) | 518 | 354 | 375 | 390 |
| 4. Curbside Recycling (tons/year) | 550 | 593 | 624 | 650 |
| Productivity: | | | | |
| 1. Cost/ton weekly collected | \$ 47.94 | \$ 47.55 | \$ 43.31 | \$ 46.00 |
| 2. Cost/ton yardwaste collected | \$ 166.53 | \$ 144.66 | \$ 132.08 | \$ 135.00 |
| 3. Cost/ton recycling materials | \$ 121.45 | \$ 141.85 | \$ 120.25 | \$ 120.00 |
| Effectiveness: | | | | |
| 1. Mthly cost per hsehold for wkly coll | \$ 7.52 | \$ 7.48 | \$ 7.25 | \$ 7.30 |
| 2. Avg complaints per week | 9.5 | 9.8 | 9.0 | 9.0 |
| 3. Portion Landfilled | 88.5% | 87.8% | 87.4% | 87.2% |
| 4. Portion Composted | 6.2% | 6.9% | 7.0% | 7.0% |
| 5. Portion Recycled | 5.3% | 5.3% | 5.6% | 5.8% |

Analysis:

There are no operational changes planned in Refuse Collection. The Services category is lower due to a reduced budget for landfill and recycling charges.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (7) Refuse Collector | 6.91 | 6.91 | 5.91 | 6.91 | 6.91 | 6.91 | 0.00 |
| Refuse Laborer | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Maint Worker I | 0.04 | 0.04 | 1.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| Maint Worker II | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Equipment Operator | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.00 |
| (1) Maint Crew Leader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (8) Total Staffing (fte) | 8.02 | 8.02 | 8.02 | 8.02 | 8.02 | 8.02 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 486,445 | 537,464 | 496,559 | 556,845 | 526,040 | 582,485 | 5% |
| Supplies | 32,634 | 114,319 | 72,375 | 83,588 | 76,809 | 87,400 | 5% |
| Services | 997,830 | 1,023,217 | 1,058,527 | 1,070,578 | 841,636 | 964,420 | -10% |
| Other | - | 50 | - | - | - | - | ---- |
| Programs | - | - | - | - | - | - | ---- |
| Capital | - | - | - | - | - | - | ---- |
| Debt service | - | - | - | - | - | - | ---- |
| Transfers | - | - | - | - | - | - | ---- |
| Contingency | - | 25,065 | - | - | - | - | ---- |
| Total Cost Center | 1,516,909 | 1,700,115 | 1,627,461 | 1,711,011 | 1,444,485 | 1,634,305 | -4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,516,909 | 1,700,115 | 1,627,461 | 1,711,011 | 1,444,485 | 1,634,305 | -4% |
| Total Expense | 1,516,909 | 1,700,115 | 1,627,461 | 1,711,011 | 1,444,485 | 1,634,305 | -4% |

Levee/R.O.W. Maintenance

Program Description:

Provide protection from Mississippi River flooding by operating and maintaining the Mississippi River levee system and promote a positive image for the city by maintaining roadsides, the Great River Plaza, and other public lands.

Program Objectives:

- Conduct a cost effective preventative maintenance and inspection program for the Mississippi River levee system to insure its reliability in case of a flood.
- Support the public use of the Great River Plaza for festivals, shopping, and other activities through an aggressive preventative maintenance and cleaning program.
- Mow City right-of-ways, City owned properties as needed, and conduct an effective Weed Control Program for private properties that violate the Weed Control Ordinance.
- Trim and remove boulevard trees to maintain a healthy urban forest and reduce city liability from tree damage.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Great River Plaza (sq yds) | 1,075 | 1,075 | 1,075 | 1,075 |
| 2. City property mowed (acres) | 400 | 400 | 399 | 399 |
| 3. Private property mowed (#) | 311 | 402 | 431 | 425 |
| 4. Acres sprayed for weed control | 56.5 | 56.5 | 56.5 | 56.5 |
| 5. Boulevard trees | 17,220 | 17,222 | 17,219 | 17,225 |
| Workload: | | | | |
| 1. City prop mowed/season(acres) | 2,400 | 2,400 | 2,394 | 2,394 |
| 2. Priv prop mowed/season(#) | 311 | 402 | 431 | 425 |
| 3. Weed spraying contract (acres) | 56.5 | 56.5 | 56.5 | 56.5 |
| 4. Trees trimmed by city crews | 49 | 27 | 40 | 40 |
| Productivity: | | | | |
| 1. Avg cost/acre mowed/city crews | \$ 34 | \$ 32 | \$ 30 | \$ 32 |
| 2. Avg cost/acre weed spraying | \$ 139 | \$ 125 | \$ 112 | \$ 115 |
| 3. Ave cost/trees trimmed | \$ 137 | \$ 62 | \$ 65 | \$ 68 |
| Effectiveness: | | | | |
| 1. % maint. objectives achieved | 100% | 100% | 100% | 100% |
| 2. % tree trimming requests done | 100% | 100% | 100% | 100% |

Analysis:

There are no operational changes planned for Levee/ROW Maintenance. The Supplies category is higher due to the increased budget for flood fighting supplies. The Services category is lower because of a reduced demand for ditch grading and a reduced budget for flood fighting equipment rental. The Transfers category is higher because of additional support from Gaming Funds.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint Crew Leader | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.60 | (0.35) |
| (3) Equipment Operator | 3.02 | 2.44 | 2.44 | 2.44 | 2.44 | 2.72 | 0.28 |
| Refuse Collector | 0.09 | 0.09 | 0.09 | 0.09 | 0.09 | 0.09 | 0.00 |
| Refuse Laborer | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Maint Worker I | 2.81 | 2.23 | 1.92 | 1.83 | 1.83 | 1.90 | 0.07 |
| Maint Worker II | 0.91 | 0.61 | 0.61 | 0.61 | 0.61 | 0.61 | 0.00 |
| Office Assist. III | 0.00 | 0.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (6) Total Staffing (fte) | 7.78 | 6.52 | 6.01 | 5.92 | 5.92 | 5.92 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 522,636 | 420,327 | 440,360 | 427,936 | 391,069 | 438,971 | 3% |
| Supplies | 19,477 | 10,580 | 138,995 | 14,890 | 22,470 | 28,240 | 90% |
| Services | 913,450 | 300,432 | 349,709 | 490,989 | 485,694 | 401,920 | -18% |
| Other | (410) | (497) | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | 52,001 | - | (52,000) | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | 61,830 | 46,278 | 105,038 | 105,038 | 121,038 | 15% |
| Other | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,507,154 | 792,672 | 923,342 | 1,038,853 | 1,004,271 | 990,169 | -5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 1,309,801 | 686,612 | 689,823 | 804,631 | 746,696 | 757,212 | -6% |
| Gaming | - | 61,830 | 46,278 | 105,038 | 105,038 | 121,038 | 15% |
| Capital | 52,001 | - | (52,000) | - | - | - | --- |
| Stormwater Utility | 145,352 | 44,230 | 239,241 | 129,184 | 152,536 | 111,919 | -13% |
| Total Expense | 1,507,154 | 792,672 | 923,342 | 1,038,853 | 1,004,271 | 990,169 | -5% |

Motor Vehicle Parking System

Program Description:

This cost center includes the day-to-day operation of the motor vehicle parking system including enforcement of the City parking control ordinances and maintenance of the parking ramp, surface parking lots and on-street parking. The costs associated with parking system administration are included in Public Works Administration.

Program Objectives:

- Maintain parking lots and parking building.
- Maintain parking bollards.
- Maintain parking signs and meters to improve driver understanding of restrictions and enhance enforcement activities.
- Provide enforcement to insure proper usage of parking facilities.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Parking lot/ramp spaces | 1,352 | 1,352 | 1,352 | 1,352 |
| 2. On-street parking | 1,375 | 1,375 | 1,375 | 1,375 |
| 3. Parking meters | 92 | 92 | 92 | 92 |
| Workload: | | | | |
| 1. Tickets issued (total) | 7,354 | 6,207 | 6,100 | 6,400 |
| 2. Parking mtrs cleaned/repared | 111 | 114 | 115 | 115 |
| 3. Contested tickets investigated | 245 | 249 | 250 | 250 |
| Productivity: | | | | |
| 1. Cost per ticket issued | \$ 10.41 | \$ 10.62 | \$ 10.83 | \$ 11.05 |
| 2. Avg tickets monthly | 613 | 517 | 508 | 533 |
| 3. Avg cost/meter maintenance | \$ 10.85 | \$ 11.07 | \$ 11.29 | \$ 11.52 |
| Effectiveness: | | | | |
| 1. % tickets contested | 3.3% | 4.0% | 3.5% | 3.5% |
| 2. % contested tickets voided | 42.4% | 34.9% | 40.0% | 40.0% |
| 3. % tickets collected | 72% | 71% | 72% | 72% |

Analysis:

The in-house system for managing parking ticket records, the collection of delinquent fines and accounting for parking ticket payments was replaced by a contract service in FY 11-12. This change reduces the administrative workload of the two Parking Enforcement Attendants and allows them to spend additional time (~1,040 hours per year) on enforcement duties. The Personnel category reflects this transfer of time from the Administration Cost Center to this cost center. The Services category is lower because of the completion of Parking Ramp maintenance contracts. The Capital category reflects the cost of the construction of the Jackson Square parking lot (paid by the Downtown Tax Increment Fund).

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Parking Enf Attnd I | 1.00 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| (1) Parking Enf Attnd II | 0.40 | 0.40 | 0.40 | 0.25 | 0.25 | 0.75 | 0.50 |
| Maint. Worker I | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Equipment Operator | 0.13 | 0.13 | 0.13 | 0.13 | 0.13 | 0.13 | 0.00 |
| Water Service Rep | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.00 |
| Maint. Worker II | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Total Staffing (fte) | 1.58 | 1.53 | 1.53 | 1.38 | 1.38 | 1.88 | 0.50 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 68,172 | 67,459 | 71,092 | 63,242 | 67,688 | 102,303 | 62% |
| Supplies | 1,513 | 2,423 | 1,918 | 2,800 | 1,371 | 2,800 | 0% |
| Services | 31,786 | 136,216 | 151,557 | 255,761 | 102,955 | 33,662 | -87% |
| Other | - | 100 | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | 92,474 | 243 | - | - | - | 185,000 | NEW |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Other | - | - | 75 | 35 | - | 35 | 0% |
| Total Cost Center | 193,945 | 206,441 | 224,642 | 321,838 | 172,014 | 323,800 | 1% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 101,471 | 108,288 | 105,185 | 196,838 | 98,939 | 138,800 | -29% |
| Capital | 92,474 | 98,153 | 119,457 | 125,000 | 73,074 | 185,000 | 48% |
| Total Expense | 193,945 | 206,441 | 224,642 | 321,838 | 172,014 | 323,800 | 1% |

Water Treatment

Program Description:

Provide an adequate supply of high quality drinking water by purifying the Mississippi River water. Conduct chemical and biological testing to insure compliance with all Illinois Environmental Protection Agency regulations. Provide preventative maintenance and repairs of plant equipment.

Program Objectives:

- Meet Illinois and US Environmental Protection Agency drinking water quality standards.
- Conduct chemical and biological testing of the drinking water to maximize treatment efficiency
- Dispose of water treatment solids in a cost efficient, IEPA approved manner.
- Maximize disinfection strategies to eliminate potential microbial content.
- Perform preventative maintenance to minimize unscheduled repairs.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: (mgd = million gallons per day) | | | | |
| 1. Water treatment capacity (mgd) | 12.0 | 12.0 | 12.0 | 12.0 |
| 2. Storage capacity (mg) | 10.85 | 10.85 | 10.85 | 10.85 |
| 3. Maximum finished water turbidity | 0.30 | 0.30 | 0.30 | 0.30 |
| (turbidity is a measure of water clarity) | | | | |
| Workload: | | | | |
| 1. Water treated (mgd) | 5.30 | 5.50 | 5.90 | 5.90 |
| 2. Sludge removed (mgd) | 0.19 | 0.15 | 0.19 | 0.19 |
| 3. Filter backwash water used (mgd) | 0.10 | 0.14 | 0.18 | 0.18 |
| 4. Lab tests | 27,300 | 30,300 | 30,700 | 31,000 |
| Productivity: | | | | |
| 1. Treatment cost per million gallons | \$ 1,071 | \$ 913 | \$ 866 | \$ 855 |
| 2. Labor hours per million gallons | 11.9 | 11.9 | 11.2 | 11.5 |
| 3. Cost per lab test | \$ 4.42 | \$ 4.13 | \$ 4.26 | \$ 4.31 |
| Effectiveness: | | | | |
| 1. Finished water turbidity (avg.) | 0.14 | 0.15 | 0.14 | 0.14 |
| 2. % time for unscheduled repair | 25.0% | 25.0% | 28.0% | 30.0% |
| 3. Taste and odor complaints | 1 | 5 | 7 | 6 |
| 4. Fluoride concentration (avg.) | 1.15 | 1.07 | 1.12 | 1.10 |
| 5. Disinfection byproducts (TTHM/HAA) | 43/37 | 57/41 | 62/48 | 54/42 |
| 6. Bacteriological samples (total/positive) | 496/2 | 493/1 | 496/1 | 496/1 |
| (TTHM max = 80 µg/L, HAA max = 60 µg/L) (Recommended Fluoride range = 0.90 mg/L - 1.20 mg/L) | | | | |

Analysis:

There are no operational changes planned for Water Treatment. The Supplies category is higher due to increases in the costs of water treatment chemicals. The Capital expenditure is an engineering evaluation to upcoming changes in water production standards that can be satisfied with the current filter process.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Water Treat Supv | 1.00 | 1.00 | 0.90 | 0.60 | 0.60 | 0.00 | (0.60) |
| (1) Chemist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Lab Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Maint Mechanic | 1.90 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (6) Water Treat Oper | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 0.00 |
| Marina Worker | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| Maint Worker I | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| Tech Serv. Assit. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.15 | 0.15 |
| Water Treat. Supv. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.40 | 0.40 |
| | | | | | | | |
| (11) Total Staffing (fte) | 10.98 | 11.08 | 10.98 | 10.68 | 10.68 | 10.63 | (0.05) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 826,614 | 855,562 | 902,621 | 878,508 | 787,473 | 831,118 | -5% |
| Supplies | 558,717 | 658,577 | 550,980 | 609,237 | 517,659 | 681,256 | 12% |
| Services | 390,911 | 551,286 | 387,828 | 350,376 | 348,195 | 333,202 | -5% |
| Other | 709 | 681 | 327 | 850 | 815 | 750 | -12% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 89,074 | 2,395 | 30,000 | - | 75,000 | 150% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,776,951 | 2,155,180 | 1,844,151 | 1,868,971 | 1,654,142 | 1,921,326 | 3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Water Oper & Mnt | 1,776,951 | 2,151,857 | 1,844,151 | 1,868,971 | 1,654,142 | 1,921,326 | 3% |
| Wastewater Oper | - | 3,323 | - | - | - | - | --- |
| Total Expense | 1,776,951 | 2,155,180 | 1,844,151 | 1,868,971 | 1,654,142 | 1,921,326 | 3% |

Water Distribution

Program Description:

Provide cost effective, timely preventative maintenance and prompt emergency repairs to the water distribution system so that customers have an adequate fire protection system (fire hydrants), accurate consumption records (water meters) and a reliable source of drinking water.

Program Objectives:

- Respond promptly to requests for special service.
- Provide sound fire protection system (fire hydrants) for use by the Rock Island Fire Department.
- Provide accurate water consumption information through the provision, maintenance and periodic reading of water meters at every customer location.
- Minimize the number of service interruptions through the use of a well planned and effectively conducted preventative maintenance program.
- Minimize the duration of customer service interruptions by providing prompt, around the clock, emergency repairs of the distribution system.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Miles water main | 228 | 228 | 228 | 228 |
| 2. Fire hydrants | 1,928 | 1,929 | 1,929 | 1,929 |
| 3. Control Valves | 4,315 | 4,322 | 4,322 | 4,330 |
| 4. Active Metered Accounts | 14,473 | 14,718 | 14,718 | 14,750 |
| Workload: | | | | |
| 1. Service calls/utility locates | 3,510 | 2,751 | 4,009 | 3,200 |
| 2. Hydrants inspected/painted | 4,321/485 | 4,573/618 | 5,943/432 | 5,900/600 |
| 3. Control valves exercised | 34 | 40 | 38 | 50 |
| 4. Meters installed/repaired | 307/195 | 387/19 | 206/17 | 250/250 |
| Productivity: | | | | |
| 1. Avg cost per service call | \$ 13.00 | \$ 20.00 | \$ 14.00 | \$ 16.00 |
| 2. Ave cost per main break | \$ 2,469.00 | \$ 2,684.00 | \$ 2,600.00 | \$ 2,800.00 |
| 3. Avg cost per meter installed | \$ 94.00 | \$ 78.00 | \$ 101.00 | \$ 105.00 |
| Effectiveness: | | | | |
| 1. Main breaks | 77 | 74 | 63 | 75 |
| 2. Avg time interrupt/mainbreak (hr) | 4.6 | 4.5 | 4.0 | 4.5 |
| 3. Avg time/valve inspection (hr) | 1.9 | 2.0 | 1.8 | 1.5 |

Analysis:

There are no operational changes planned for water distribution. The Supplies category is higher due to the replacement of two handheld meter reading computers and higher demand for water distribution repair parts. The Services category is lower due to the completion of the Neighborhood Water Distribution Study. See the capital improvements section for a list of the projects planned for FY12-13. Contingency is lower due to a reduction in depreciation.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Water Dist. Supv | 0.75 | 0.75 | 0.75 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Water Service Rep | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.00 |
| (1) Water Meter Rep | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Water Meter Reader | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Maint Crew Leader | 1.00 | 1.00 | 1.00 | 0.50 | 0.50 | 0.85 | 0.35 |
| (3) Maint. Worker II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| (5) Maint. Worker I | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 | 5.00 | (1.00) |
| (1) Equipment Oper | 1.03 | 1.33 | 1.33 | 1.33 | 1.33 | 1.05 | (0.28) |
| Tech Services Assist. | 0.25 | 0.25 | 0.25 | 0.40 | 0.40 | 0.40 | 0.00 |
| (1) Utility Maint. Supv. | 0.00 | 0.00 | 0.00 | 0.50 | 0.50 | 0.50 | 0.00 |
| | | | | | | | |
| (14) Total Staffing (fte) | 13.98 | 14.28 | 14.28 | 13.68 | 13.68 | 13.75 | 0.07 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 937,660 | 923,006 | 953,895 | 968,199 | 925,127 | 1,030,834 | 6% |
| Supplies | 125,416 | 148,700 | 168,659 | 156,391 | 152,406 | 187,985 | 20% |
| Services | 410,242 | 478,919 | 324,601 | 563,951 | 544,009 | 502,068 | -11% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | 356,255 | 176,526 | 709,356 | 1,182,600 | 1,626,284 | 1,591,000 | 35% |
| Other | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | 19,071 | 20,574 | 17,420 | 20,574 | - | 17,420 | -15% |
| Total Cost Center | 1,848,644 | 1,747,725 | 2,173,931 | 2,891,715 | 3,247,826 | 3,329,307 | 15% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | - | - | - | - | - | - | --- |
| Gaming | - | - | - | - | - | - | --- |
| Water Oper & Mnt | 1,793,172 | 1,704,170 | 2,052,806 | 1,836,615 | 2,263,251 | 2,116,807 | 15% |
| Water Capital | - | - | 53,140 | 1,007,600 | 849,295 | 1,156,000 | 15% |
| Wastewater Oper | 55,472 | 43,555 | 67,985 | 47,500 | 135,280 | 56,500 | 19% |
| Total Expense | 1,848,644 | 1,747,725 | 2,173,931 | 2,891,715 | 3,247,826 | 3,329,307 | 15% |

Wastewater Collections

Program Description:

Provide cost effective preventative maintenance programs and prompt emergency services to maximize the operational efficiency and reliability of the wastewater collection system (sanitary sewers, combined sewers, sewer manholes, sewer cleanouts and sewer pumping stations).

Program Objectives:

- Prompt response to requests for service calls.
- Minimize customer service interruptions through a preventative maintenance program.
- Minimize the duration of service interruptions and the amount of private property damage from sewer system failures by providing prompt emergency repairs.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Sanitary and combined sewers | 185 | 185 | 185 | 185 |
| 2. Cleanouts and manholes | 3,000 | 3,003 | 3,003 | 3,010 |
| Workload: | | | | |
| 1. Sewer televising (ft) | 13,950 | 13,176 | 13,500 | 13,500 |
| 2. Sewer cleaning (ft) | 518,458 | 134,511 | 276,500 | 350,000 |
| 3. Sewer manholes cleaned | 4 | 114 | 22 | 50 |
| 4. Sewer manholes repaired | 27 | 20 | 21 | 20 |
| Productivity: | | | | |
| 1. Cost for sewer televising (ft) | \$ 0.62 | \$ 0.65 | \$ 0.69 | \$ 0.72 |
| 2. Cost for sewer cleaning (ft) | \$ 0.10 | \$ 0.33 | \$ 0.45 | \$ 0.50 |
| 3. Cost per manhole cleaned | \$ 80 | \$ 100 | \$ 95 | \$ 85 |
| 4. Cost per manhole repaired | \$ 361 | \$ 697 | \$ 883 | \$ 950 |
| Effectiveness: | | | | |
| 1. Sewer backup & odor complaints | 154/11 | 116/13 | 132/12 | 120/10 |
| 2. Manhole complaints | 20 | 24 | 15 | 15 |

Analysis:

There are no changes planned for wastewater collections. The Personnel category is lower due to the reallocation of labor costs among cost centers. The Supplies category is lower because of a reduced budget for maintenance supplies and tools. The Contingency category reflects an increase in the depreciation allowance. Refer to the capital improvements section for a list of the planned projects.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint. Worker II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.50 | (0.50) |
| (2) Maint. Worker I | 1.38 | 1.35 | 1.35 | 1.70 | 1.70 | 1.50 | (0.20) |
| (1) Tech Service Assist | 0.52 | 0.52 | 0.52 | 0.72 | 0.72 | 0.77 | 0.05 |
| Equipment Oper | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Maint. Crew Leader | 0.00 | 0.00 | 0.00 | 0.25 | 0.25 | 0.25 | 0.00 |
| | | | | | | | |
| (4) Total Staffing (fte) | 2.90 | 2.87 | 2.87 | 3.67 | 3.67 | 3.02 | (0.65) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 188,686 | 197,577 | 207,887 | 259,646 | 232,438 | 226,651 | -13% |
| Supplies | 18,290 | 21,400 | 22,470 | 32,130 | 34,918 | 26,725 | -17% |
| Services | 447,833 | 391,689 | 558,872 | 827,300 | 709,523 | 820,330 | -1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 226,991 | 1,602,476 | 396,822 | 78,000 | 94,376 | 350,000 | 349% |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | 5,742 | 26,109 | 29,012 | 26,109 | - | 29,012 | 11% |
| Total Cost Center | 887,542 | 2,239,251 | 1,215,063 | 1,223,185 | 1,071,255 | 1,452,718 | 19% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | - | - | - | - | - | - | --- |
| Water Oper & Mnt | - | - | - | - | - | - | --- |
| Wastewater Oper | 887,542 | 2,239,251 | 1,215,063 | 1,223,185 | 1,071,255 | 1,452,718 | 19% |
| Total Expense | 887,542 | 2,239,251 | 1,215,063 | 1,223,185 | 1,071,255 | 1,452,718 | 19% |

Wastewater Treatment

Program Description:

Provide cost effective and environmentally sound wastewater treatment at the Mill Street Wastewater Treatment Plant and the Southwest Wastewater Treatment Plant. Conduct chemical and biological testing to insure compliance with Illinois Environmental Protection Agency regulations. Perform preventative and emergency maintenance of plant equipment.

Program Objectives:

- Meet Illinois Environmental Protection Agency effluent standards at both wastewater plants.
- Conduct chemical and biological testing of the treatment process to maximize treatment efficiencies.
- Dispose of wastewater solids in a cost efficient manner.
- Perform preventative maintenance to minimize unscheduled repairs.
- Continue the Combined Sewer Overflow Long Term Control Plan implementation.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: (mgd = million gallons per day) | | | | |
| 1. Mill Street Plant capacity (mgd) | 16.00 | 16.00 | 16.00 | 16.00 |
| 2. Southwest Plant capacity (mgd) | 1.50 | 1.50 | 1.50 | 1.50 |
| Workflow: | | | | |
| 1. Mill St wastewater treated(mgd) | 11.11 | 10.71 | 10.16 | 11.00 |
| 2. SW wastewater treated (mgd) | 0.48 | 0.43 | 0.35 | 0.40 |
| 3. Laboratory tests performed | 11,016 | 9,741 | 9,718 | 9,740 |
| Productivity: | | | | |
| 1. Cost per million gallons treated | \$ 426.00 | \$ 348.61 | \$ 461.96 | \$ 380.35 |
| 2. Man hrs/million gallons treated | 5.2 | 5.0 | 5.3 | 5.0 |
| 3. Cost per laboratory test | \$ 6.07 | \$ 7.38 | \$ 6.97 | \$ 7.09 |
| Effectiveness: | | | | |
| 1. % time for unscheduled repairs | 40% | 45% | 45% | 45% |
| 2. % effluent quality achieved | 100% | 100% | 100% | 100% |
| 3. Mill ST Plant CBOD monthly avg mg/l | 3.8 | 3.9 | 3.6 | 3.5 |
| 4. Mill ST Plant Solids monthly avg mg/l | 8.7 | 7.6 | 7.6 | 7.5 |
| 5. SW Plant CBOD monthly avg mg/l | 2.0 | 1.6 | 1.5 | 1.5 |
| 6. SW Plant Solids monthly avg mg/l | 0.8 | 1.2 | 1.4 | 1.3 |
| Permit Limits - (Mill St CBOD = 20.0 mg/L, Mill St Solids = 25.0 mg/L) Permit Limits - (SW CBOD = 10.0 mg/L, SW Solids = 12.0 mg/L) | | | | |
| CBOD = Carbonaceous biochemical oxygen demand; measurement of organic matter | | | | |

Analysis:

Two Wastewater Treatment Operator II positions were converted to two Sludge Treatment Operator positions in FY12 to make more effective use of labor resources. The Supplies category increased to purchase parts for the rehabilitation of primary treatment basins #1 and #2 at the Mill Street Wastewater Treatment Plant. The Services category increased to contract for more outside laboratory services, additional waste disposal of sludge removed from in one of the aeration units at the Southwest Wastewater Treatment Plant so that it can be rebuilt, tuckpointing and roof repairs at the Store/Treat Basins, modifications to the lift station motor control centers at the marina and Blackhawk Park and connection of the Southwest Wastewater Treatment Plant alarms to the Mill Street Wastewater Treatment Plant SCADA system. See the Capital Improvements section for a list of capital improvement projects.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (5) Wwater Treat Opr II | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 5.00 | (2.00) |
| (1) Maint Mechanic | 0.90 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Chemist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Maint Worker I | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| Marina Yard Worker | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.00 |
| (1) Wwater Treat Supv | 0.60 | 0.60 | 0.00 | 0.60 | 0.60 | 0.60 | 0.00 |
| (2) Sludge TPO | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 2.00 |
| (10) Total Staffing (fte) | 9.58 | 9.68 | 9.08 | 9.68 | 9.68 | 9.68 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 720,003 | 753,995 | 788,014 | 825,557 | 848,657 | 844,242 | 2% |
| Supplies | 117,423 | 125,262 | 79,985 | 102,892 | 81,439 | 196,379 | 91% |
| Services | 395,259 | 775,135 | 523,460 | 398,788 | 451,335 | 493,413 | 24% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 1,512,835 | 4,295,769 | 23,469,354 | 11,127,190 | 19,483,000 | -17% |
| Debt service | - | - | - | - | 8,296 | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,232,685 | 3,167,227 | 5,687,228 | 24,796,591 | 12,516,917 | 21,017,034 | -15% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | - | - | - | - | - | - | --- |
| Water Oper & Mnt | - | - | - | - | - | - | --- |
| Wastewater Oper | 1,232,685 | 3,167,227 | 3,355,222 | 22,083,919 | 9,780,526 | 21,017,034 | -5% |
| Wastewater Capital | - | - | 2,332,006 | 2,712,672 | 2,736,391 | - | -100% |
| Total Expense | 1,232,685 | 3,167,227 | 5,687,228 | 24,796,591 | 12,516,917 | 21,017,034 | -15% |

Stormwater Management

Program Description:

Provide cost effective preventative maintenance programs and prompt emergency services to maximize the operational efficiency and reliability of the storm water collection system.

Program Objectives:

- Respond promptly to requests for service calls.
- Minimize customer inconvenience from storms through a preventative maintenance program.
- Administer the Rain Gardens for Rock Island Program and the Rock Island Drainage Assistance Program.
- Minimize the inconvenience and amount of private property damage by providing prompt emergency repairs.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Storm sewers (miles) | 115 | 115 | 115 | 115 |
| 2. Stormwater catchbasins | 4,947 | 4,947 | 4,947 | 4,947 |
| 3. Stormwater manholes | 1,836 | 1,836 | 1,836 | 1,836 |
| 4. Stormwater outfalls | 703 | 703 | 703 | 703 |
| 5. New rain gardens built (#/yr) | 37 | 18 | 24 | 32 |
| 6. New rain gardens built (sq ft/yr) | 10,071 | 5,585 | 7,302 | 11,200 |
| 7. Rain barrels distributed/yr | 6 | 3 | 10 | 10 |
| 8. Total rain barrels distributed | 31 | 34 | 44 | 54 |
| 9. Total rain gardens built (#) | 192 | 210 | 234 | 266 |
| 10. Total rain gardens built (sq ft) | 67,926 | 73,510 | 80,813 | 92,013 |
| 11. RI Drainage Asst. Program (#) | 1 | 1 | 0 | 1 |
| Workload: | | | | |
| 1. Storm sewer televising (ft) | 42,062 | 57,076 | 53,000 | 53,000 |
| 2. Storm sewer cleaning (ft) | 2,320 | 1,385 | 1,908 | 2,100 |
| 3. Catchbasins cleaned | 6,631 | 6,777 | 6,000 | 6,500 |
| 4. Catchbasins repaired | 51 | 69 | 67 | 75 |
| 5. Catchbasin replaced/contractor | 12 | 6 | 6 | 10 |
| Productivity: | | | | |
| 1. Storm sewer cleaning (ft) | \$ 0.52 | \$ 0.80 | \$ 0.60 | \$ 0.75 |
| 2. \$/catchbasin cleaned | \$ 3.67 | \$ 5.47 | \$ 10.50 | \$ 10.50 |
| 3. \$/catchbasin/manhole repaired | \$ 642.00 | \$ 884.00 | \$ 760.00 | \$ 800.00 |
| Effectiveness: | | | | |
| 1. Stormwater complaints | 137 | 149 | 140 | 140 |

Analysis:

There are no operational changes planned for Storm Water Management. The Services category is lower because there is less maintenance contract carryover from the previous fiscal year. The Programs category is lower because there are no Rain Gardens Program carryover funds from the previous fiscal year.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Maint Worker II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.07 | 0.07 |
| (1) Maint Worker I | 1.10 | 1.10 | 1.29 | 1.10 | 1.10 | 1.60 | 0.50 |
| Marina Yard Worker | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.00 |
| Marina Manager | 0.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Office Assistant III | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (3) Tech Services Assist | 3.73 | 3.73 | 3.73 | 2.68 | 2.68 | 2.48 | (0.20) |
| Equipment Operator | 0.38 | 0.95 | 0.76 | 0.57 | 0.57 | 0.00 | (0.57) |
| Asst. to the PW Dir. | 0.00 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | (0.25) |
| Maint. Crew Leader | 0.00 | 0.00 | 0.00 | 0.25 | 0.25 | 0.25 | 0.00 |
| Water Treat. Supv. | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.25 | 0.25 |
| (5) Total Staffing (fte) | 6.56 | 7.13 | 7.13 | 5.95 | 5.95 | 5.75 | (0.20) |

| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| Personnel | 362,574 | 440,730 | 455,215 | 387,015 | 410,970 | 384,002 | -1% |
| Supplies | 12,133 | 12,892 | 27,098 | 24,073 | 19,986 | 26,145 | 9% |
| Services | 372,978 | 255,932 | 179,530 | 619,856 | 305,980 | 463,478 | -25% |
| Other | - | - | - | - | - | - | --- |
| Programs | 38,728 | 45,914 | 25,340 | 91,997 | 29,212 | 67,500 | -27% |
| Capital | 54,966 | 73,762 | 9,285 | - | - | - | --- |
| Debt service | 1,450 | 1,745 | 2,204 | - | 2,420 | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 842,829 | 830,975 | 698,672 | 1,122,941 | 768,568 | 941,125 | -16% |

| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------|
| Gaming | - | - | - | - | - | - | --- |
| Wastewater Oper | - | 537 | - | - | 35 | - | --- |
| Stormwater Utility | 842,829 | 830,438 | 698,672 | 1,122,941 | 768,533 | 941,125 | -16% |
| Total Expense | 842,829 | 830,975 | 698,672 | 1,122,941 | 768,568 | 941,125 | -16% |

Hydroelectric Plant

Program Description:

Generate electricity at the Rock Island Hydroelectric Plant on the Rock River near 11th Street to be used at major city facilities.

Program Objectives:

- Provide low cost renewable energy for city facilities.
- Effectively maintain the Rock Island Hydroelectric Plant
- Maintain the boat safety signs and boat barriers at the Sears Dam and the Steel Dam.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Maximum (rated) capacity in kilowatts (kw) | 600 | 1,200 | 1,200 | 1,200 |
| 2. Target production in kilowatt-hours (kwh); 43.7% of max output | 2,297,000 | 4,594,000 | 4,594,000 | 4,594,000 |
| Workload: | | | | |
| 1. Actual electricity produced (kwh) ¹ | 2,190,000 | 2,916,550 | 3,700,000 | 4,594,000 |
| 2. Electricity sent to City facilities (kwh) ¹ | 210,000 | 2,787,977 | 3,026,167 | 4,135,000 |
| 3. Electricity sold to MidAmerican Energy Co (kwh) ¹ | - | - | 408,316 | 459,000 |
| 4. Renewable Energy Certificates ("Green Tags") sold | - | 147 | 85 | - |
| 5. Plant maintenance (hrs) | 2,372 | 1,443 | 970 | 1,000 |
| Productivity: | | | | |
| 1. Cost per kilowatt-hour | \$ 0.0500 | \$ 0.0500 | \$ 0.0500 | \$ 0.0510 |
| 2. Green Tag sale price | \$ 15.00 | \$ 15.00 | \$ 15.00 | N/A |
| Effectiveness: | | | | |
| 1. Portion of electricity used by City owned facilities (12,120,000 kwh) provided by Hydroelectric Plant | 17.3% | 23.0% | 25.0% | 34% |
| 2. Plant production (% of target) | 95.0% | 63.0% | 81.0% | 100.0% |

Note 1: The difference between total production and total sales reflects adjustment factors related to MidAmerican Energy Company distribution system losses.

Analysis:

The plant was purchased in June 2008 and the expansion was completed in 2010. FY 11-12 was the first full year of production by the expanded plant. The Personnel category is lower because no full time equivalents are assigned to plant maintenance. Maintenance activities are provided by Fleet Services workers and billed to plant as a maintenance service. The Supplies category is lower because an inventory of routine maintenance supplies has been developed. The Services category is lower because the upgrade of the SCADA (Supervisory, Control and Data Acquisition) System is complete. The Capital category reflects the replacement of the overhead door into the plant.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Maint. Mechanic | 0.20 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Maint. Worker II | 0.05 | 0.00 | 0.15 | 0.15 | 0.15 | 0.00 | (0.15) |
| Eng. Tech II | 0.05 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (0) Total Staffing (fte) | 0.30 | 0.30 | 0.15 | 0.15 | 0.15 | 0.00 | (0.15) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 21,591 | 7,454 | 9,229 | 11,167 | 4,568 | 316 | -97% |
| Supplies | 32,146 | 27,601 | 14,194 | 10,650 | 6,199 | 8,865 | -17% |
| Services | 63,927 | 73,707 | 13,340 | 9,803 | 13,022 | 7,317 | -25% |
| Other | 52 | 4,618 | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | (1) | 323,857 | 97,253 | - | - | 6,000 | NEW |
| Debt service | 58,622 | 174,402 | 171,825 | 170,083 | 169,246 | 172,505 | 1% |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 176,337 | 611,639 | 305,841 | 201,703 | 193,035 | 195,003 | -3% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Hydropower Plant | 176,337 | 611,639 | 305,841 | 201,703 | 193,035 | 195,003 | -3% |
| Total Expense | 176,337 | 611,639 | 305,841 | 201,703 | 193,035 | 195,003 | -3% |

Fleet Services

Program Description:

This cost center provides services in the areas of parts inventory, preventative maintenance, scheduled and unscheduled repairs, and body shop services for the City's fleet and other governmental agencies that contract with the City for these services. The primary goal is high quality services at rates below the private sector. (Note: Flat rate is the automotive industry acceptable time allowed to perform specific repairs or operations. Productivity exceeding 100% means that the work is being done faster than the industry standard.)

Program Objectives:

- Provide high quality equipment maintenance and repair services at rates below the private sector.
- Locate and repair potential problems before major breakdowns occur, ensuring that downtime and equipment operating costs are kept to a minimum.
- Provide high quality body shop services resulting in extended service life for the City fleet.
- Maintain an accurate parts inventory system ensuring that the necessary parts are in stock.
- Keep total fleet downtime to 5% or less.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. City vehicles/equipment | 380 | 378 | 378 | 378 |
| 2. Outside agencies vehicles/equip. | 69 | 72 | 72 | 72 |
| 3. Standard parts inventoried | 162,220 | 128,204 | 134,581 | 132,600 |
| Workload: | | | | |
| 1. Scheduled repairs | 4,494 | 4,905 | 5,200 | 5,500 |
| 2. Preventative maintenance | 1,030 | 927 | 800 | 600 |
| 3. Unexpected breakdowns | 1,744 | 2,233 | 1,960 | 1,850 |
| 4. Body shop repairs | 218 | 231 | 200 | 220 |
| 5. Inventory transactions | 13,200 | 11,839 | 12,409 | 12,000 |
| Productivity: | | | | |
| 1. Garage productivity/flat rate jobs | 133% | 136% | 136% | 130% |
| 2. Body Shop productivity/flat rate jobs | 132% | 134% | 132% | 130% |
| 3. Cost per inventory transaction | \$ 38.65 | \$ 38.11 | \$ 41.35 | \$ 38.00 |
| Effectiveness: | | | | |
| 1. Fleet downtime | 6.9% | 7.0% | 6.8% | 5.0% |
| 2. Unexpected breakdowns | 37.0% | 46.0% | 40.0% | 35.0% |
| 3. Inventory accuracy | 98.0% | 97.5% | 98.0% | 98.0% |
| 4. Private garages avg. labor rate | \$ 81.24 | \$ 84.35 | \$ 85.10 | \$ 87.00 |
| 5. Fleet Services garage avg. labor rate | \$ 46.40 | \$ 60.40 | \$ 62.00 | \$ 60.00 |

Analysis:

There are no operational changes planned for Fleet Services. The Supplies category is lower because of a reduced budget for repair parts and lubricants. The Services category is lower because of elimination of a contract employee who was backfilling an automotive mechanic position while the regular employee was deployed. The Other category is higher because of an increased amount needed for vehicle inspections by outside agencies. The Capital expenditure is the purchase of a 10-ton bearing press.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Auto Mechanic I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Auto Mechanic II | 4.00 | 4.00 | 4.00 | 4.05 | 4.05 | 5.00 | 0.95 |
| (1) Lead Auto Mechanic | 2.00 | 2.00 | 2.00 | 1.95 | 1.95 | 1.00 | (0.95) |
| (1) Auto Body Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Electric Maint Supv | 0.20 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.00 |
| (1) Parts Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | | | | | | | |
| (9) Total Staffing (fte) | 9.20 | 9.15 | 9.15 | 9.15 | 9.15 | 9.15 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 767,080 | 768,729 | 739,321 | 745,041 | 749,800 | 746,150 | 0% |
| Supplies | 1,145,939 | 941,287 | 1,082,386 | 1,418,677 | 1,254,954 | 1,296,825 | -9% |
| Services | 150,305 | 238,976 | 153,506 | 138,169 | 128,757 | 124,462 | -10% |
| Other | 1,767 | 1,973 | 2,918 | 7,650 | 6,294 | 8,650 | 13% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | 13,000 | NEW |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 2,065,091 | 1,950,965 | 1,978,131 | 2,309,537 | 2,139,805 | 2,189,087 | -5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Fleet Services | 2,065,091 | 1,950,965 | 1,978,131 | 2,309,537 | 2,139,805 | 2,189,087 | -5% |
| Total Expense | 2,065,091 | 1,950,965 | 1,978,131 | 2,309,537 | 2,139,805 | 2,189,087 | -5% |

Equipment Replacement

Program Description:

The activities budgeted in this cost center provide detailed records of vehicle history and the data needed to plan fleet equipment and radio replacements. All fleet purchases are made from this cost center and are funded by monthly amortization charges paid by user departments for the vehicles they use. The financial health of the fleet is monitored by means of an annual update of the twenty-year equipment replacement schedule. The operating cost of equipment scheduled for replacement is reviewed to determine whether the equipment lives can be extended another year.

Program Objectives:

- Review and update the twenty year equipment replacement schedule.
- Analyze the scheduled purchases to determine if the service life can be extended.
- Prepare detailed specifications for purchases.
- Analyze all bids and submit purchase recommendations.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Equip purchase/budgeted value | \$ 105,124 | \$ 1,927,349 | \$ 473,886 | \$ 772,824 |
| Workload: | | | | |
| 1. Equipment specs to write | 4 | 10 | 1 | 8 |
| 2. # pieces of equip. to purchase | 5 | 34 | 3 | 23 |
| Productivity: | | | | |
| 1. Average purchase price/vehicle | \$ 21,025 | \$ 56,687 | \$ 157,962 | \$ 33,601 |
| Effectiveness: | | | | |
| 1. % budgeted items to bid | 100% | 100% | 100% | 100% |
| 2. % bid items at or below budget | 100% | 60% | 100% | 100% |

Analysis:

The scheduled purchases are 14 snow plows (PW), 14 salt spreaders (PW), 1 backhoe (Parks), 1 large lawn tractor (PW), 1 zero-turn lawn tractor (PW), 1 5-ton stake side trailer (PW), 1 Emergency Response Team van (Police), 1 5-ton trailer (PW) and 3 ambulances (Fire).

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| No Staffing | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (0) Total Staffing (fte) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | - | - | - | - | - | - | --- |
| Supplies | - | - | - | - | - | - | --- |
| Services | - | - | - | - | - | - | --- |
| Other | 99,185 | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | 13,805 | 776,782 | 1,764,779 | 944,690 | - | 832,081 | -12% |
| Debt services | - | - | - | - | - | - | --- |
| Transfers | - | - | - | 150,000 | 150,000 | - | -100% |
| Contingency | - | 74,802 | - | 74,803 | - | - | -100% |
| Total Cost Center | 112,990 | 851,584 | 1,764,779 | 1,169,493 | 150,000 | 832,081 | -29% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | - | - | - | 150,000 | 150,000 | - | -100% |
| Stormwater | - | - | - | - | - | - | --- |
| Fleet Services | 112,990 | 851,584 | 1,764,779 | 1,019,493 | - | 832,081 | -18% |
| Total Expense | 112,990 | 851,584 | 1,764,779 | 1,169,493 | 150,000 | 832,081 | -29% |

Electrical Maintenance

Program Description:

The activities budgeted in this cost center provide preventative and unscheduled electrical maintenance for City owned traffic signals, street lights, facilities, mobile radios, and accessories. The primary goal is quality and cost efficient electrical maintenance services for the City of Rock Island and other government agencies that contract with the City for these services.

Program Objectives:

- Provide high quality electrical maintenance services at rates below the private sector.
- Provide quality preventative maintenance programs ensuring that downtime and repair costs are kept to a minimum.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Traffic signaled intersections | 64 | 64 | 64 | 64 |
| 2. Warning lights | 16 | 18 | 18 | 18 |
| 3. Street lights | 1,204 | 1,204 | 1,204 | 1,204 |
| 4. Mobile radios | 214 | 214 | 214 | 120 |
| 5. Buildings and facilities | 16 | 22 | 22 | 22 |
| Workload: | | | | |
| 1. Traffic signals maint. Hrs. | 879 | 823 | 864 | 900 |
| 2. Street lights maint. Hrs. | 855 | 1,034 | 1,230 | 1,752 |
| 3. Radios maint. Hrs. | 377 | 409 | 700 | 0 |
| 4. Bldg/facility maint. Hrs. | 1,972 | 1,110 | 1,216 | 1,500 |
| Productivity: | | | | |
| 1. Avg cost per signaled intersection | \$ 672 | \$ 666 | \$ 487 | \$ 550 |
| 2. Avg cost per street light | \$ 89 | \$ 76 | \$ 72 | \$ 100 |
| 3. Avg cost per radio | \$ 108 | \$ 113 | \$ 145 | N/A |
| 4. Avg cost per bldg/facility | \$ 6,204 | \$ 2,545 | \$ 3,140 | \$ 3,500 |
| Effectiveness: | | | | |
| 1. Avg repair hours/intersection | 13.8 | 14.0 | 10.0 | 14.0 |
| 2. Avg repair hours/light | 0.7 | 0.9 | 0.7 | 1.5 |
| 3. Avg repair hours/radio | 1.8 | 1.9 | 3.0 | 0.0 |
| 4. Avg repair hours/facility | 123.0 | 51.0 | 56.0 | 60.0 |
| 5. Private sector avg. labor rate | \$70.00 | \$74.00 | \$74.00 | \$70.00 |
| 6. Electrical Maint. avg. labor rate | \$78.69 | \$72.00 | \$72.00 | \$60.00 |

Analysis:

There are no operational changes planned for Electrical Maintenance. The Supplies category is higher because of increases in the need for street light repair parts and the purchase of two-way radios to replace the units that will become obsolete in 2013 due to modifications to federal regulations.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Lead Electrician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Maint Electrician | 2.00 | 1.00 | 1.00 | 0.95 | 0.95 | 2.00 | 1.05 |
| Maint Worker II | 0.00 | 0.45 | 0.45 | 0.60 | 0.60 | 0.00 | (0.60) |
| (3) Total Staffing (fte) | 3.00 | 2.45 | 2.45 | 2.55 | 2.55 | 3.00 | 0.45 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 187,955 | 186,328 | 201,059 | 207,794 | 212,531 | 216,168 | 4% |
| Supplies | 44,010 | 44,931 | 37,182 | 36,875 | 33,529 | 53,525 | 45% |
| Services | 383,290 | 356,136 | 354,403 | 354,551 | 338,251 | 372,477 | 5% |
| Other | - | - | - | - | - | - | --- |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 37,025 | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | 10,000 | 10,000 | - | -100% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 615,255 | 624,420 | 592,644 | 609,220 | 594,310 | 642,170 | 5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | 615,255 | 586,523 | 592,644 | 599,220 | 584,310 | 642,170 | 7% |
| Motor Fuel Tax | - | - | - | - | - | - | --- |
| Gaming | - | - | - | 10,000 | 10,000 | - | -100% |
| Capital | - | 37,897 | - | - | - | - | --- |
| Total Expense | 615,255 | 624,420 | 592,644 | 609,220 | 594,310 | 642,170 | 5% |



ROCK ISLAND

ILLINOIS



PARK AND RECREATION DEPARTMENT

Goals & Objectives

Provide quality services, facilities and imaginative approaches to recreational and natural resource opportunities.

Improve recreational program offerings to the community by providing benefits to our customers.

Improve marketing image through increased information about programs.

Continue to work toward expanded revenue based programming.

Oversee and manage Schwiebert Riverfront Park through maintenance, rentals, special events, and programming.

Continue to expand on the marketing for all of our facilities and programs.

Enhance the RIFAC programming to meet the needs of the membership and encourage new memberships.

Continue cooperation with the District and Renaissance Rock Island for the purpose of cooperative programming in the downtown area.

Develop public open space and play space within the City limits.

Develop and maintain a working agreement with the Quad City Botanical Center for the development of the North Garden area.

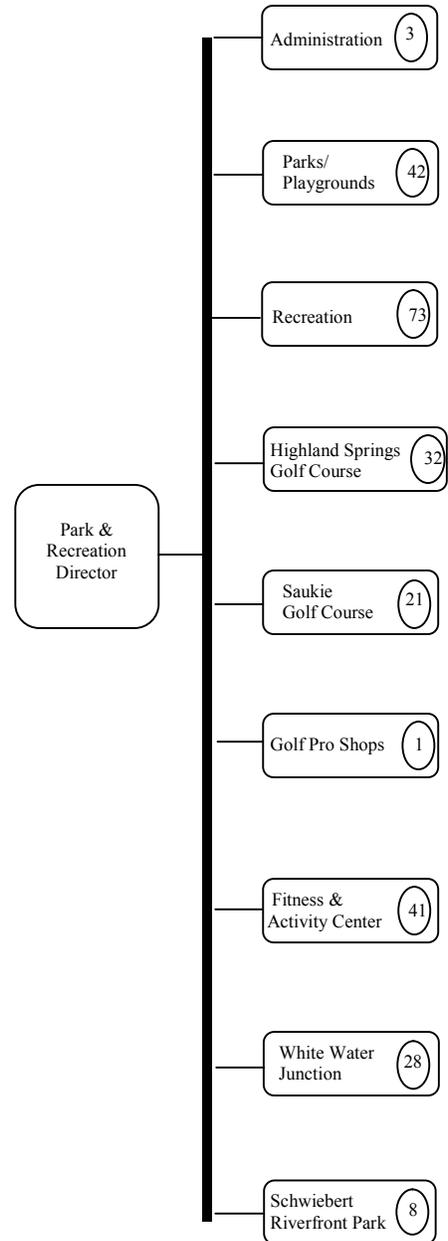
Continue to support and enhance pedestrian/bicycle trails in the City of Rock Island.

Enhance golf facilities and services to maintain competitiveness as enterprise functions.

Communicate and offer assistance toward the landscape plan for Rock Island.

Review support requests and evaluate services provided to outside groups who offer recreational opportunities in the community.

Continue to review and evaluate services with Public Works, the Finance Department, and other City Departments in an effort to be cost effective, efficient, and improve service.



Analysis:

The Park and Recreation Department maintains the City's open space lands and building facilities and implements cultural, physical, and recreation programs. There are 30 plus locations which include nearly 900 acres of outdoor facilities. These areas include the Rock Island Fitness and Activity Center (RIFAC), Hauberg Civic Center, Sports Complex, Whitewater Junction, Highland Springs and Saukie Golf Courses, Lincoln Performing Arts, Longview Gardens, Sunset Park, Mel McKay Park, Ben Williamson Park (Backwater Gambler Water Ski Site), Schwiebert Riverfront Park, Entryways, and various playgrounds and neighborhood parks. Recreational programming is provided by professional staff supplemented by over two hundred part time, seasonal, and volunteer workers.

The Department is staffed by 27 full time employees, 52 part time employees, and 158 seasonal recreation and maintenance workers. Functions are divided into four Divisions: Administration, Parks, Golf, and Recreation. Three division managers and five supervisors assist the Director in providing services to residents and visitors.

The Department has been aggressive in recovering costs through revenue. With an operating budget of \$6.2 million, only \$1.85 million is from tax support of various kinds. This is in comparison with the Moline budget of \$3.8 million and tax support of \$3 million. We are pleased to be able to offer these opportunities at a low cost to the tax payers.

Over the past 5 years, the greatest impact to the department has been the increase in the mandated minimum wage rates stipulated by the State of Illinois. Costs for insurance, utilities, supplies, and materials continue to increase in price. As a result, frequency of maintenance, reducing operating hours and other cost saving measures are being taken in an effort to balance the budgets.

The Recreation staff has reviewed programs in an effort to drop those that do not offset costs, or increased fees to generate revenues. New youth and adult programming has been added as a result of the new gym at RIFAC. Rentals of facilities are an important part of offsetting costs for Hauberg and Schwiebert Riverfront Park. This year we will benefit from Moline hosting the ASA Girls 12 and under National Tournament that will run for the good part of a week. The Sport Complex is already rented for most of the weekends, May through June; and we will again host the Men's C State Softball Tournament. Staff continues to develop programming for Hauberg and marketing new rental opportunities with the availability of liquor for private events.

The Park budget is the tightest because of the lack of revenue associated with maintaining the parks. Staff has increased the rental fee for shelters to generate income from those requesting extra service. This year we plan to make cuts to service levels by separating the parks into tier 1, 2, and 3 modes of maintenance. Tier 1 areas receive attention every day, tier 2- once a week plus additional service if required, and tier 3- once every two or three weeks. If funding becomes available, we will work to complete the Martin Luther King Jr. Park and Douglas. There is some concern about building the parks, when we are in a cut back mode for maintenance. Some costs can be recovered through programming, but basic maintenance cannot.

Whitewater Junction continues to be an excellent performer for the city. Staff will expend some thought to identify ways to improve attendance on days under 75 degrees. We will also develop a secondary concession outlet for drinks in an effort to speed up sales.

Golf has been frustrating with the current economy; however we do have some bright spots. While the State of Illinois saw a decrease in play of 6.8% this past year, Highland Spring gained some rounds. Staff will be concentrating on Saukie and rebranding it as a "good value" course. The intent is to set our prices based upon availability of open or slow times. Our primary goal is to move to more direct marketing for all of our facilities through emails, "Facebook" and other direct connections.

RIFAC also continues to perform well, with the largest number of members in its history. We will have a price increase in April, and we began a new pass program that opens availability for friends to sign up as a "family member". A family pass will consist of two adults and three children. Additional family members or friends may "jump" on the pass for an additional fee. This will be available for both Whitewater Junction and RIFAC. Golf already has a similar option for family members, but this will expand that offering to friends.

Schwiebert Riverfront Park also has tremendous use. There are already 10-plus weddings scheduled along with several private special events. The recreation staff is developing several "event" programs that they intent to "sell" to sponsors. We have budgeted for the annual July 3 event, and will work with Davenport to coordinate activities.

Staff continues to develop new programs, identify revenue opportunities, and look for ways to cut costs. It is a point of pride that the department provides almost twice the value in

programming for almost half the tax dollars of our sister communities.

The mission of the Park and Recreation Department is to demonstrate our commitment to the community by providing quality recreational facilities, programs, and benefits that appeal to a wide range of citizens and promote pride in our community.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|-----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Parks & Rec Dir | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Supt of Recreation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Recreation Supv | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Office Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Admin. Assistant | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Park Supt | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Chief Hort | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Assistant Hort | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Park Mechanic I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Park Maint Workers | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| (2) Rec Maint Workers | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Golf Supt | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Golf Asst Supt | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (2) Golf Maint | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | (1.00) |
| (1) Golf Services Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| RIFAC Mgr | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Fitness & Aquatic Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Asst Com Rec Mgr. | 0.70 | 0.70 | 0.77 | 0.93 | 1.00 | 1.00 | 0.07 |
| Hauberg Maint | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 | 0.00 |
| (1) Front Office Manager | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) RIFAC Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (169) Seasonal | 38.85 | 38.09 | 27.45 | 34.22 | 32.00 | 32.76 | (1.46) |
| (53) Part Time | 17.96 | 18.28 | 16.75 | 17.18 | 17.25 | 15.07 | (2.11) |
| | | | | | | | |
| (249) Total Staffing (fte) | 87.16 | 86.72 | 72.62 | 79.98 | 76.90 | 75.48 | (4.50) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 2,858,844 | 2,798,685 | 2,687,024 | 2,862,548 | 2,828,053 | 2,861,652 | 0% |
| Supplies | 844,835 | 804,077 | 820,564 | 963,944 | 934,816 | 860,864 | -11% |
| Services | 1,477,902 | 1,626,887 | 1,130,361 | 1,772,264 | 1,377,000 | 1,397,694 | -21% |
| Other | 71,713 | 33,129 | 38,767 | 32,703 | 39,562 | 24,808 | -24% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 421,327 | 8,089,982 | 4,278,327 | 1,860,540 | 233,593 | 1,112,000 | -40% |
| Debt service | 88,664 | 636,377 | 1,276,590 | 1,353,602 | 1,351,035 | 1,368,598 | 1% |
| Transfers | 212,848 | 334,892 | 373,309 | 359,469 | 359,469 | 226,438 | -37% |
| Contingency | 689,782 | 612,944 | 660,228 | 613,029 | 626,983 | 761,188 | 24% |
| Total Department | 6,665,915 | 14,936,973 | 11,265,170 | 9,818,099 | 7,750,512 | 8,613,242 | -12% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| TIF District #1 | 29,596 | - | - | - | - | - | --- |
| Gaming | 84,996 | 84,999 | 90,000 | 247,000 | 247,000 | 105,000 | -57% |
| Cap Improv | 455,979 | 6,069,098 | 2,155,880 | 250,000 | - | - | -100% |
| Debt Service | 29,596 | 440,334 | 1,009,915 | 1,021,473 | 1,021,304 | 1,028,260 | 1% |
| WW Oper/Maint. | - | - | - | - | - | - | --- |
| Parks & Rec | 6,065,748 | 8,342,542 | 8,009,375 | 8,299,626 | 6,482,207 | 7,479,982 | -10% |
| Fleet Services | - | - | - | - | - | - | --- |
| Total Expense | 6,665,915 | 14,936,973 | 11,265,170 | 9,818,099 | 7,750,512 | 8,613,242 | -12% |



ROCK ISLAND
ILLINOIS

Parks & Recreation Administration

Program Description:

Parks and Recreation Administration directs operations for the Parks and Recreation Board which has responsibility for the Parks, Recreation, Golf, Pool, and RIFAC Divisions. Functions include staff support for policy, accounting, payroll, accounts payable and public information.

Program Objectives:

- Oversee, review, and update the programs and functions of the individual divisions of the Department.
- Participate and/or Direct special projects for the Department & City.
- Provide administrative duties for the Department and carry out Board directives.
- Oversee and operate the "parks" side of ePark, Class software, and related accounting.
- Continue with the marketing plan for the entire Department.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------------|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Authorized employees | 29 | 27 | 27 | 27 |
| 2. Department budget | \$ 8,342,542 | \$ 10,441,284 | \$ 7,422,665 | \$ 7,447,614 |
| 3. Mandated projects identified | \$ 2,056,535 | \$ 1,872,316 | \$ 489,240 | \$ 600,000 |
| 4. Capital dollars budgeted | \$ 2,072,813 | \$ 2,657,614 | \$ 1,089,240 | \$ 1,121,000 |
| Workload: | | | | |
| 1. Mandated projects budgeted | 5 | 3 | 2 | 1 |
| 2. Capital projects budgeted | 6 | 4 | 3 | 3 |
| 3. Special task projects processed | 7 | 6 | 7 | 5 |
| Productivity: | | | | |
| 1. Avg cost per mandated project | \$ 411,307 | \$ 624,106 | \$ 544,620 | \$ 600,000 |
| 2. Avg cost per capital project | \$ 345,469 | \$ 474,139 | \$ 544,620 | \$ 361,667 |
| Effectiveness: | | | | |
| 1. Dept value per capita | \$ 208.56 | \$ 261.03 | \$ 185.57 | \$ 186.19 |
| 2. Bdgtd mandated proj completed | 80.0% | 75.0% | 50.0% | 66.0% |
| 3. Capital cost per capita | \$ 51.82 | \$ 66.44 | \$ 27.23 | \$ 28.03 |
| 4. Property tax per capita | \$ 42.50 | \$ 42.57 | \$ 43.78 | \$ 43.80 |

Analysis:

Park and Recreation Administration will oversee the development of Martin Luther King Jr. and Douglas park areas as funding becomes available. Park and Recreation Administration and staff also represents the City on the Botanical Center Board, Quad City Convention and Visitors Bureau Board, River Front Council, Quad City Trails Council, Sports Commission, Bi-State Purchasing Committee, and other responsibilities as needed. A little over a year ago the administrative staff moved to the new headquarters at RIFAC enabling us to reduce two full time positions in the department as a result. Increases in responsibility include Schwiebert Riverfront Park and additional landscape entryways over the last two years. The supply side of the budget has been cut back as a result of closing the old Administrative Offices. Costs for Personnel are up as a result of insurance costs (\$6913) and a administrative transfer of expense for a Front Office Manager for RIFAC. The Services side is up as a result of a \$8,968 increase in transfers to the General Fund. Contingency is up as a result of a new contingency fund for the Department. This enabled us to drop a number of minor account codes and decrease supply expense in most of the individual budgets. The rest of the contingency budget is depreciation expense.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|------------------------|
| (1) Parks/Rec Director | 1.00 | 1.00 | 1.00 | 0.95 | 1.00 | 0.95 | 0.00 |
| (1) Super. of Recreation | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (1) Office Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Front Office Manager | 1.25 | 1.25 | 0.00 | 0.00 | 0.25 | 0.25 | 0.25 |
| | | | | | | | |
| (3) Total Staffing (fte) | 3.50 | 3.50 | 2.25 | 2.20 | 2.50 | 2.45 | 0.25 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 326,154 | 334,109 | 262,942 | 203,923 | 251,458 | 231,760 | 14% |
| Supplies | 6,762 | 2,446 | 2,149 | 6,090 | 2,817 | 3,520 | -42% |
| Services | 84,778 | 71,366 | 60,304 | 90,338 | 83,934 | 93,431 | 3% |
| Other | 44,536 | 1,686 | 2,268 | 3,560 | 2,217 | 2,925 | -18% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 77,256 | 80,147 | 81,349 | 82,569 | 82,569 | 91,538 | 11% |
| Contingency | 183,356 | 127,940 | 115,296 | 127,940 | 161,496 | 221,410 | 73% |
| Total Cost Center | 722,842 | 617,694 | 524,308 | 514,420 | 584,492 | 644,584 | 25% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Parks & Rec | 722,842 | 617,694 | 524,308 | 514,420 | 584,492 | 644,584 | 25% |
| Total Expense | 722,842 | 617,694 | 524,308 | 514,420 | 584,492 | 644,584 | 25% |

Parks Maintenance

Program Description:

Parks Maintenance activities provide services which develop and maintain grounds, buildings, amenities, infrastructure, maintenance equipment, floral displays, special facilities, and special events.

Program Objectives:

- Provide grounds maintenance services for all facilities a minimum of once per week for tier 2 parks, daily for tier 1 parks, and every two to three weeks for tier 3 parks; April through September, and as needed before and after those dates. (Schwiebert, Whitewater, and Sports Complex are Tier 1; Longview, Lincoln, Sunset are Tier 2; and Sylvan Slough or Realtor Park are tier 3 examples)
- Inspect playgrounds, shelters, and restrooms a minimum of twice per week, April through October; implement repairs and respond to areas of concern immediately or as required.
- Provide litter and refuse removal services for all tier 1 and 2 facilities twice per work week and once on the weekend, March through October, and once per week before and after those dates.
- Provide landscape services for all Parks Department properties and other City assets included in the municipal landscape cost center.
- Provide oversight for capital projects at parks and facilities.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Park acres maintained | 296 | 301 | 301 | 301 |
| 2. Playgrounds maintained | 23 | 25 | 25 | 25 |
| 3. Buildings maintained | 52 | 55 | 55 | 55 |
| 4. Landscape features maintained | 100 | 104 | 105 | 105 |
| Workload: | | | | |
| 1. Park acres mowed | 210 | 213 | 213 | 213 |
| 2. Playgrounds to be upgraded | 1 | 1 | 1 | 1 |
| 3. Buildings scheduled for maintenance | 9 | 4 | 5 | 4 |
| 4. Landscape features to be improved | 11 | 8 | 5 | 4 |
| Productivity: | | | | |
| 1. Cost per demand needs (less cap) | \$ 2,885.00 | \$ 2,841.03 | \$ 3,037.79 | \$ 2,551.25 |
| 2. Playground upgrades completed | 0 | 1 | 1 | 1 |
| 3. Building maintenance completed | 8 | 4 | 5 | 4 |
| 4. Landscape features improved | 11 | 8 | 5 | 4 |
| Effectiveness: | | | | |
| 1. Park acres mowed | 100% | 100% | 100% | 100% |
| 2. Playgrounds upgraded | 0% | 100% | 90% | 100% |
| 3. Buildings maintained | 100% | 100% | 100% | 100% |
| 4. Landscape features improved | 100% | 100% | 100% | 100% |

Analysis:

Parks provide a valuable service by landscaping areas in parks, city spaces, and entries to the City. It supports businesses, housing, and recreational programming through beautification, quality horticultural endeavors, and the maintenance of parks, playgrounds, and facilities. Tax revenues have not kept up with the demands placed upon the division. Several park division employees are budgeted in other Park and Recreation cost centers to decrease expense, however this is not enough, and the department has begun to decrease maintenance schedules for lower priority or non-revenue activities. Examples of services being cut back include reducing the number of park garbage cans, decreasing mowing frequency, ending the clearing of snow from bike/pedestrian paths, continued reduction of field preparation for youth sports, reduction in park projects including playground replacement, non-replacement of equipment including mowers, tractors, pickup trucks, and other basic equipment. The Parks Division oversees all maintenance of RIFAC, Whitewater, Hauberg, Schwiebert, Sports Complex, landscaping of entryways, and downtown areas. The division also maintains all park spaces, playgrounds, parking lots, and bike trails. Capital includes development of Martin Luther King Jr., and Douglas Park. Decreases in Capital reflect the completion of projects at Hauberg, Longview Park, and Shady brook. Seasonal fte's are down as a result of decreasing maintenance frequency. Supplies and services have been cut back in an effort to balance the budget with the property tax. Some revenue is taken from recreation to make up the difference.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (28) Seasonal | 6.12 | 5.75 | 3.54 | 4.45 | 4.45 | 3.82 | (0.63) |
| (5) Part Time | 4.04 | 4.04 | 3.13 | 3.13 | 3.13 | 2.50 | (0.63) |
| (1) Asst. Horticulturist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Parks Mechanic I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Parks Supt | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.95 | (0.05) |
| (1) Chief Hort | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Maint Worker | 5.00 | 5.00 | 4.50 | 4.50 | 4.50 | 4.50 | 0.00 |
| (42) Total Staffing (fte) | 19.16 | 18.79 | 15.17 | 16.08 | 16.08 | 14.77 | (1.31) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 623,458 | 596,843 | 600,724 | 667,787 | 622,496 | 688,449 | 3% |
| Supplies | 129,548 | 124,191 | 88,791 | 159,100 | 127,136 | 112,885 | -29% |
| Services | 334,900 | 392,622 | 223,544 | 550,643 | 288,697 | 324,289 | -41% |
| Other | 464 | 444 | 397 | 1,175 | 979 | 875 | -26% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 390,316 | 6,082,082 | 2,352,529 | 1,368,540 | 24,618 | 1,000,000 | -27% |
| Debt service | 62,588 | 439,770 | 1,008,869 | 1,020,008 | 1,020,009 | 1,026,580 | 1% |
| Transfers | 29,596 | 132,300 | 149,896 | 142,000 | 142,000 | - | -100% |
| Contingency | 128,298 | 107,326 | 129,189 | 107,326 | 124,382 | 129,189 | 20% |
| Total Cost Center | 1,699,168 | 7,875,578 | 4,553,939 | 4,016,579 | 2,350,317 | 3,282,267 | -18% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| TIF District #1 | 29,596 | - | - | - | - | - | --- |
| Gaming | - | - | - | 142,000 | 142,000 | - | -100% |
| Capital | 455,979 | 6,069,098 | 2,155,880 | 250,000 | - | - | -100% |
| Debt Service | 29,596 | 440,334 | 1,009,915 | 1,021,473 | 1,021,304 | 1,028,260 | 1% |
| WW Oper./Maint. | - | - | - | - | - | - | --- |
| Parks & Rec | 1,183,997 | 1,366,146 | 1,388,144 | 2,603,106 | 1,187,013 | 2,254,007 | -13% |
| Fleet Services | - | - | - | - | - | - | --- |
| Total Expense | 1,699,168 | 7,875,578 | 4,553,939 | 4,016,579 | 2,350,317 | 3,282,267 | -18% |

Recreation Programs

Program Description:

The Recreation Programs Budget is divided into 5 different divisions; General Recreation , Hauberg Civic Center, Sports Complex, Summer Day Camps, and School Site Programs. These individual divisions and 4 recreational managers implement, budget and staff all leisure programs and activities sponsored by the Parks and Recreation Department. These activities include all age groups and everything from special events to special interest programming. Expanded recreational programming will continue to be the key emphasis of this division, with additional recreational programming opportunities, continuing quality camp programs, rentals of the Sports Complex and Hauberg Civic Center. The Department will continue to provide and expand recreational services to target groups and neighborhoods within the community.

Program Objectives:

- To increase program participation in paid recreation programs by 2%, which will increase revenues.
- To increase the number of rentals/user groups and continue tours and programming at Hauberg Civic Center
- To maintain the number of registered softball teams from the previous year, and build new sport programs with the use of the new gym and available sport fields.
- To continue to provide a recreational Day Camp for 6-12 year olds and identify funding to keep as many school sites open as possible.
- To continue to collaborate with the Rock Island School District and area organizations as an active partner in youth programming.

| Service Indicators: | Actual | 2009/10 | Actual | 2010/11 | Estimated | 2011/12 | Proposed | 2012/13 |
|---|--------|---------|--------|---------|-----------|---------|----------|---------|
| Demand: | | | | | | | | |
| 1. # of recreational activities | | 417 | | 395 | | 414 | | 410 |
| 2. # of Hauberg rentals/user groups | | 593 | | 499 | | 445 | | 475 |
| 3. # of Hauberg tours | | 104 | | 91 | | 77 | | 100 |
| 4. # adult softball sport teams available | | 160 | | 161 | | 146 | | 146 |
| 5. # of day camp registration spots | | 4,000 | | 4,000 | | 4,000 | | 4,000 |
| 6. # of summer rec participant spots | | 390 | | 390 | | 390 | | 390 |
| Workload: | | | | | | | | |
| 1. # of registered rec prog participants | | 3,326 | | 3,335 | | 3,451 | | 3,520 |
| 2. # of visitors from tours | | 621 | | 515 | | 505 | | 550 |
| 3. # of registered softball teams | | 138 | | 141 | | 127 | | 135 |
| 4. # of day camp participants | | 2,507 | | 2,759 | | 2,689 | | 2,750 |
| 5. # of summer rec prog participants | | 323 | | 314 | | 346 | | 350 |
| Productivity: | | | | | | | | |
| 1. Total paid participants | | 7,753 | | 7,786 | | 7,827 | | 7,850 |
| 2. Avg revenue per participant | \$ | 25.70 | | \$27.59 | | \$28.00 | | \$28.00 |
| 3. Programs without recovery costs | | 11 | | 11 | | 12 | | 6 |
| 4. Commtty & Spec Event attendance | | 27,000 | | 29,000 | | 60,000 | | 32,000 |
| Effectiveness: | | | | | | | | |
| 1. # of cancelled activities | | 150 | | 128 | | 125 | | 100 |
| 2. Program value per capita | \$ | 33.86 | \$ | 31.63 | \$ | 35.11 | \$ | 36.34 |
| 3. Property tax per capita | \$ | 21.29 | \$ | 21.42 | \$ | 22.07 | \$ | 22.11 |

Analysis:

The Recreation Division has been cut back over the past three years by decreasing hours at Hauberg, cutting back on maintenance support to sport associations, cutting support to the Genesis Guild, and other areas. This year we will continue to cut back on maintenance support to youth associations, schools and other activities that do not provide revenue. As a result, there will be a drop in fte's and the supplies and services expense side of the budget. Staff is identifying and starting programs that will generate revenue and offset operational costs required for the program. We have also been aggressive in renting ball fields to travel teams and for tournaments in the effort to recover fixed expenses. The Recreation Division also offsets personnel expense for managing Schwiebert Riverfront Park, in addition to financial support for a police officer that is shared between Whitewater Junction and Douglas Park.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Superintendant of Rec | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 | (0.25) |
| (2) Recreation Supv | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (1) Asst Comm Rec Mgr | 0.70 | 0.71 | 0.77 | 0.77 | 0.65 | 0.60 | (0.17) |
| Front Office Manager | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (1) Hauberg Hsekpg | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 | 0.00 |
| (67) Seas/PT | 10.40 | 10.00 | 8.00 | 8.00 | 7.50 | 6.67 | (1.33) |
| (2) Rec Maint | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (73) Total Staffing (fte) | 16.25 | 15.86 | 13.92 | 13.92 | 13.30 | 12.17 | (1.75) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 415,565 | 427,399 | 407,737 | 464,884 | 447,362 | 475,448 | 2% |
| Supplies | 107,342 | 94,106 | 106,725 | 137,265 | 93,826 | 109,625 | -20% |
| Services | 293,861 | 233,593 | 181,280 | 259,853 | 178,463 | 203,646 | -22% |
| Other | 6,082 | 11,254 | 13,971 | 15,595 | 10,099 | 10,845 | -30% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 9,000 | 17,448 | 17,910 | 27,900 | 27,900 | 17,900 | -36% |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 831,850 | 783,800 | 727,623 | 905,497 | 757,650 | 817,464 | -10% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | - | - | - | 10,000 | 10,000 | - | -100% |
| Park & Rec | 831,850 | 783,800 | 727,623 | 895,497 | 747,650 | 817,464 | -9% |
| Total Expense | 831,850 | 783,800 | 727,623 | 905,497 | 757,650 | 817,464 | -10% |

Whitewater Junction Aquatic Center

Program Description:

Whitewater Junction is the Family Aquatic Center for Rock Island. The facility provides a zero depth pool edge, 2 water slides, geysers, concessions, splash "toys" and drop slides.

Program Objectives:

- Provide an exciting, fun, and safe place to swim and play.
- Provide quality trained staff for the safe operation of the facility.
- Market the facility to the Illinois Quad City market, and surrounding communities. Rent the facility to groups, parties, and special events that are appropriate for the use of the facility.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Total attendance anticipated | 39,128 | 40,704 | 42,523 | 42,000 |
| 2. Memberships | 300 | 337 | 348 | 345 |
| 3. Punch passes | 120 | 116 | 121 | 120 |
| 4. Special events | 3 | 3 | 3 | 3 |
| 5. Rentals available | 32 | 32 | 32 | 32 |
| Workload: | | | | |
| 1. Paid attendance received | 29,415 | 29,451 | 32,177 | 32,000 |
| 2. Membership scans | 9,670 | 10,266 | 10,663 | 10,225 |
| 3. Free/promotional attendance | 1,104 | 987 | 924 | 1,000 |
| Productivity: | | | | |
| 1. Cost per attendee | \$ 10.23 | \$ 9.24 | \$ 9.67 | \$ 9.92 |
| 2. Concession per attendee | \$ 1.30 | \$ 1.78 | \$ 1.75 | \$ 1.74 |
| Effectiveness: | | | | |
| 1. Paid attendance | \$ 184,449.00 | \$ 247,622.00 | \$ 248,511.59 | \$ 254,500.00 |
| 2. Memberships | 379 | 392 | 411 | 400 |
| 3. Concessions | \$ 50,257.00 | \$ 71,959.00 | \$ 74,555.00 | \$ 72,600.00 |
| 4. Special events completed | 3 | 3 | 3 | 3 |

Analysis:

We are entering our 10th year of operation. We will continue to market the pool with internet coupons, print media, radio and some cable TV. Staffing levels have been cut back by closing the pool on weekdays during the last two weeks of August. Attendance is slow after school starts in August, and these actions helped to balance expenditures. Supplies and Services have been cut back in an effort to obtain a balanced budget. Capital is on hold until we can generate some additional funds to add the spray pool or pool slide. The 20% increase in Contingency is due to depreciation.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (28) Seasonal | 8.20 | 8.32 | 7.75 | 7.00 | 6.84 | 6.84 | (0.16) |
| Fitness & Aquatic Mgr | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (28) Total Staffing (fte) | 8.45 | 8.57 | 8.00 | 7.25 | 7.09 | 7.09 | (0.16) |
| Expense by Object: | Actual 2009/10 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 172,806 | 130,220 | 135,813 | 144,928 | 142,347 | 147,494 | 2% |
| Supplies | 71,591 | 50,813 | 64,086 | 71,375 | 77,032 | 69,670 | -2% |
| Services | 75,951 | 77,269 | 55,548 | 71,950 | 58,870 | 69,758 | -3% |
| Other | 8 | 120 | 60 | 170 | - | 170 | 0% |
| Capital | 4,079 | 108,093 | - | - | - | - | --- |
| Debt service | 26,076 | 106,857 | 108,583 | 110,682 | 109,294 | 117,650 | 6% |
| Transfers | 96,996 | 96,999 | 102,000 | 107,000 | 107,000 | 117,000 | 9% |
| Contingency | 125,052 | 130,543 | 156,168 | 130,578 | 118,153 | 156,105 | 20% |
| Total Cost Center | 572,559 | 700,914 | 622,258 | 636,683 | 612,695 | 677,847 | 6% |
| Expense by Fund: | Actual 2009/10 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | 84,996 | 84,999 | 90,000 | 95,000 | 95,000 | 105,000 | 11% |
| Capital | - | - | - | - | - | - | --- |
| Parks & Rec | 487,563 | 615,915 | 532,258 | 541,683 | 517,695 | 572,847 | 6% |
| Total Expense | 572,559 | 700,914 | 622,258 | 636,683 | 612,695 | 677,847 | 6% |

Highland Springs Golf Course

Program Description:

Highland Springs is a full service course stretching from 5,154 yards to over 6,800 yards from the four sets of tees. It offers many diverse challenges, such as large undulating greens, numerous sand bunkers, deep ravines, and mature trees. Several water hazards and naturalized roughs come into play that provides quality golf. Amenities include a Driving Range, Pro Shop, Beverage Cart, GPS cart location, Snack Bar with beer and sprit sales, and a pavilion used by private outings.

Program Objectives:

- Increase awareness of the course offerings in an effort to increase our rounds played. This includes print and internet couponing offered outside of the traditional marketing, and continuation of successful strategies from 11/12.
- Update marketing programs by emphasizing those with the greatest return and dropping those that are less effective.
- Continue to seek funding for youth and adults for the purpose of encouraging new play with the use of instruction, leagues, and outings.
- Focus on core offerings and services that provide benefits to golfers and the golf course.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-----------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Tee times available | 52,920 | 52,920 | 52,920 | 52,920 |
| 2. Driving range hours available | 3,112 | 3,112 | 3,112 | 3,112 |
| 3. League/outings scheduled | 94 | 94 | 94 | 94 |
| 4. Acres to maintain | 200 | 200 | 200 | 200 |
| Workload: | | | | |
| 1. Rounds played | 32,197 | 32,321 | 33,000 | 33,500 |
| 2. Range tokens sold | 11,450 | 11,680 | 11,800 | 11,500 |
| 3. League/outing rounds played | 6,325 | 6,417 | 6,409 | 6,400 |
| 4. Maintenance projects completed | 4 | 2 | 4 | 2 |
| Productivity: | | | | |
| 1. Income per round (gross) | \$ 27.87 | \$ 27.27 | \$ 25.99 | \$ 26.10 |
| 2. Clubhouse cost per round | \$ 10.80 | \$ 10.26 | \$ 10.40 | \$ 10.69 |
| 3. Maint cost per round | \$ 21.11 | \$ 14.74 | \$ 16.17 | \$ 16.51 |
| 4. Maint cost per hole | \$ 35,862 | \$ 26,469 | \$ 29,643 | \$ 30,734 |
| Effectiveness: | | | | |
| 1. Revenue exceeding expenditures | \$ (120,720.00) | \$ 73,529.00 | \$ - | \$ (37,049.00) |
| 2. Usage increased (decreased) | 136 | 124 | 679 | 500 |

Analysis:

Pass sales have been stable for FY 11/12. Highland has enjoyed a slow growth in play in comparison with other courses in the area that have lost some play or provided subsidies to maintain numbers. The number of rounds lost in Illinois was 8.6% this past year according to the National Golf Foundation. In that respect, Highland is out performing our local competition. Program staff will begin to promote the new pass structure allowing "friends" to sign up as a family member. This should support "buddy" golf and increase pass sales. Supplies, Services and Other are down slightly as we cut some minor account codes and expenses. Capital includes the purchase of a work cart and spreader for all dry material distribution. (fertilizer, top dressing, etc.) Funding for the equipment will come from park reserves. Staff will salvage parts from the old equipment to keep the work cart and material spreader at Saukie operational. Personnel is up to maintain the course for outings and special events. If we do not have them, then the expense will go down.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Golf Supt | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (1) Asst Golf Supt | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Clubhouse Mgr | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Front Office Manager | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (13) Seas/Greens | 4.59 | 4.59 | 4.59 | 4.59 | 4.59 | 4.56 | (0.03) |
| (3) PT/Greens | 0.96 | 0.96 | 0.96 | 0.82 | 0.82 | 0.99 | 0.17 |
| (12) Seas/Clbhse | 4.40 | 4.40 | 4.40 | 4.07 | 4.30 | 4.07 | 0.00 |
| (1) Turf Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Green/Spray Tech | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Supt of Recreation | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (32) Total Staffing (fte) | 14.45 | 14.45 | 14.45 | 13.98 | 14.21 | 14.12 | 0.14 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 467,997 | 487,803 | 459,611 | 474,662 | 501,872 | 488,061 | 3% |
| Supplies | 248,249 | 244,551 | 217,825 | 254,059 | 264,925 | 252,576 | -1% |
| Services | 133,276 | 250,282 | 100,779 | 146,853 | 129,539 | 142,544 | -3% |
| Other | 2,142 | 1,952 | 3,280 | 2,833 | 2,180 | 2,268 | -20% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 8,229 | - | 5,195 | - | - | 27,000 | NEW |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | 3,999 | 22,154 | - | - | - | --- |
| Contingency | 41,199 | 37,269 | 25,264 | 37,292 | 20,066 | 25,264 | -32% |
| Total Cost Center | 901,092 | 1,025,856 | 834,108 | 915,699 | 918,582 | 937,713 | 2% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | - | - | - | - | - | - | --- |
| Parks & Rec | 901,092 | 1,025,856 | 834,108 | 915,699 | 918,582 | 937,713 | 2% |
| Total Expense | 901,092 | 1,025,856 | 834,108 | 915,699 | 918,582 | 937,713 | 2% |

Saukie Golf Course

Program Description:

Saukie Golf Course is Rock Island's executive length (approximately 5000 yards/par 66) golf course. The terrain is rolling with hundreds of mature oak trees and deep ravines. Cross country skiing is allowed during the winter months with 4" of snow or more. The course has become a City property and has been annexed into Rock Island. It is a well maintained course with the target group of golfers looking for a good golfing experience at a fair value. The goal is to identify a pricing strategy that increases golf rounds during lower use times. Primary users are residents within Rock Island and the west side of Moline as well as seniors, ladies and youth.

Program Objectives:

- Build a larger customer base by rebranding as a value course. We will market with "value" offerings including combined round and cart pricing, pay for 9 -play 18 specials, and other discounted rates during slow tee times.
- Identify ways to increase perceived value to our guests, and focus on the experience they would like to receive.
- Continue to develop Saukie as a center for new golfers entering the sport and encourage family and junior play.
- Continue the high state of conditioning and maintain Saukie 's reputation as a beautifully kept golf course.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Tee time available | 52,920 | 52,920 | 52,920 | 52,920 |
| 2. League/outings scheduled | 20 | 20 | 20 | 20 |
| 3. Acres to maintain | 125 | 125 | 125 | 125 |
| Workload: | | | | |
| 1. Rounds played | 23,389 | 19,875 | 20,000 | 22,000 |
| 2. League/outings played | 20 | 20 | 20 | 20 |
| 3. Improvement projects completed | 4 | 2 | 3 | 2 |
| Productivity: | | | | |
| 1. Income per round played (gross) | \$ 23.22 | \$ 26.52 | \$ 25.00 | \$ 24.00 |
| 2. Maintenance cost per round | \$ 19.02 | \$ 17.72 | \$ 19.17 | \$ 14.28 |
| 3. Maintenance cost per hole | \$ 24,714 | \$ 19,567 | \$ 19,985 | \$ 17,454 |
| Effectiveness: | | | | |
| 1. Revenue exceeding Expenditures | \$ (174,922.00) | \$ (27,605.00) | \$ (20,000.00) | \$ (11,490.00) |
| 2. Usage increase (decrease) | (513) | (3,514) | 125 | 2,000 |
| 3. Concession increase (decrease) | \$ 1,888.00 | \$ (1,010.00) | \$ (4,000.00) | \$ 5,689.00 |

Analysis:

Pass play remains at right around 20%, which is within our desired target range of 20% to 30%. (Lower is generally better). Staff intends to unveil a punch pass program that fits within the "value promotion" for the course. We will also concentrate on pricing our slower times to increase play and develop "package pricing" that includes play and a cart. Golfers are trending to walk the course for exercise, which has cut back on cart rental use over the years. Saukie continues to operate at very basic levels of staffing with essential personnel only. One full time maintenance position was dropped from the budget. While staff would like to move the needle in the positive direction, we are not budgeting the subsidy that the other public courses are to operate. Equipment replacement has been cut from the budget to balance the overall golf budget between Highland Springs, the Pro Shop, and Saukie. We will rebuild some equipment using parts from Highland Springs. The projected loss is offset by sales from the pro shop. Services are up as a result of irrigation needs and the purchase of city water. If we have a wet season, irrigation cost will go down.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Golf Course Supt | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (1) Asst GC Supt | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Clubhouse Mgr | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| Greenskpr/Spray Tech | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | (1.00) |
| (12) Seas/Clbhse | 3.95 | 3.95 | 3.53 | 3.60 | 3.60 | 3.60 | 0.00 |
| (7) Seas/Greens | 3.29 | 3.29 | 3.13 | 3.04 | 3.04 | 3.13 | 0.09 |
| | | | | | | | |
| (21) Total Staffing (fte) | 10.24 | 10.24 | 9.66 | 9.64 | 8.64 | 8.73 | (0.91) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 348,287 | 328,187 | 322,879 | 332,695 | 301,430 | 292,911 | -12% |
| Supplies | 159,307 | 139,918 | 131,590 | 142,379 | 136,856 | 128,758 | -10% |
| Services | 176,215 | 218,527 | 85,692 | 103,455 | 106,962 | 119,826 | 16% |
| Other | 15,135 | 13,200 | 14,593 | 2,990 | 18,609 | 2,095 | -30% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | 12,668 | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | 3,999 | - | - | - | - | --- |
| Contingency | 25,088 | 23,639 | 31,226 | 23,640 | 18,259 | 31,201 | 32% |
| Total Cost Center | 724,032 | 740,138 | 585,980 | 605,159 | 582,115 | 574,791 | -5% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Parks & Rec | 724,032 | 740,138 | 585,980 | 605,159 | 582,115 | 574,791 | -5% |
| Total Expense | 724,032 | 740,138 | 585,980 | 605,159 | 582,115 | 574,791 | -5% |

Golf Pro Shop

Program Description:

The Golf Pro Shop is a service to our patrons that provides basic golf supplies at both courses. Highland Springs provides limited sales of clubs, bags, golf related soft goods, in addition to club fitting and special orders. Saukie is intended to provide basic support items such as balls, tees, shirts and other sales items. Saukie also hosts the "Santa's Shop" that begins some pre season golf pass sales and drops some inventory. The Pro Shop covers the cost of merchandise and direct personnel costs and provides some additional revenue for the courses.

Program Objectives:

- Maintain inventory to provide a pro shop to our customers.
- Work toward an inventory and cash flow that turns over each year.
- Provide sound management, outstanding customer service, and retain customer loyalty.
- Improve discretionary sales per round by providing special services and outing opportunities.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Vendors represented | 21 | 20 | 20 | 20 |
| 2. Shopping hours available | 5,360 | 5,360 | 5,360 | 5,360 |
| Workload: | | | | |
| 1. Number of locations | 2 | 2 | 2 | 2 |
| 2. Special sales | 2 | 2 | 2 | 2 |
| Productivity: | | | | |
| 1. Monies spent per round | \$ 1.30 | \$ 1.20 | \$ 0.85 | \$ 0.79 |
| 2. Gross sales | \$ 71,710 | \$ 62,673 | \$ 62,066 | \$ 70,000 |
| 3. Cost of Goods (inventory) | \$ 48,220 | \$ 39,552 | \$ 60,000 | \$ 45,000 |
| Effectiveness: | | | | |
| 1. Sales vs. goods cost | \$ 23,490.00 | \$ 23,121.00 | \$ 5,285.00 | \$ 17,000.00 |

Analysis:

The intent of the Golf Pro Shop is to increase the discretionary spending of those that use the facility. The inventory has been reduced to provide basic needs, such as balls, gloves, hats, and turn them over at a quicker rate. Golf club fitting sales and special orders continue to be a basic service. The Pro Shop also provides a demo day at Highland Springs that produces club sales. The revenue from the pro shops helps to balance the total golf budgets of Highland Springs and Saukie Golf Courses. The reduction in Services expense reflects a cut back to basic golf supply concession purchases.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|------------------------|
| (1) Seasonal | 0.26 | 0.20 | 0.20 | 0.20 | 0.20 | 0.14 | (0.06) |
| (1) Total Staffing (fte) | 0.26 | 0.20 | 0.20 | 0.20 | 0.20 | 0.14 | (0.06) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | - | - | - | 2,729 | - | 2,729 | 0% |
| Supplies | 46,517 | 57,090 | 50,740 | 54,050 | 57,037 | 48,600 | -10% |
| Services | 1,590 | 1,221 | 1,398 | 1,450 | 1,308 | 1,480 | 2% |
| Other | 1,303 | 1,633 | 1,844 | 2,230 | 2,000 | 2,280 | 2% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 49,410 | 59,944 | 53,982 | 60,459 | 60,345 | 55,089 | -9% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Parks & Rec | 49,410 | 59,944 | 53,982 | 60,459 | 60,345 | 55,089 | -9% |
| Total Expense | 49,410 | 59,944 | 53,982 | 60,459 | 60,345 | 55,089 | -9% |

Rock Island Fitness & Activity Center

Program Description:

The Rock Island Fitness and Activity Center (RIFAC) is a recreational, fitness and program facility serving Rock Island residents and surrounding communities. RIFAC is supported by revenue generated from membership fees, program fees and private rentals. Programming includes sport league offerings, pre-school, fitness and swimming classes in addition to opportunities for personal fitness programs. This recreational facility provides self-esteem, physical and social benefits to its participants and the community.

Program Objectives:

- Review membership offerings, and explore and implement new offerings that would bring membership up to a desired benchmark of 3,000 memberships. Continue to focus on membership retention and customer service.
- Market membership, rental activities and recreational programs with the use of print and video marketing outlets.
- Promote pool usage through Learn-To-Swim/Aquatic programs and open/lap swimming periods.
- Increase recreational programming, program participation and net revenue in special interest income.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|-------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Maximum membership level | 3,800 | 3,800 | 3,800 | 3,800 |
| 2. Facility rentals available | 300 | 300 | 300 | 300 |
| 3. Pool hours available | 3,900 | 3,900 | 3,900 | 3,900 |
| 4. Facility hours available | 4,420 | 4,420 | 4,420 | 4,420 |
| Workload: | | | | |
| 1. Memberships sold | 2,685 | 2,717 | 2,800 | 2,800 |
| 2. Facility rental schedule | 211 | 234 | 236 | 240 |
| 3. Pool & pool program users | 41,471 | 41,690 | 43,729 | 44,000 |
| Productivity: | | | | |
| 1. Operating cost per membership | \$ 383.78 | \$ 383.78 | \$ 391.10 | \$ 391.10 |
| 2. Operating cost per facility hour | \$ 224.41 | \$ 224.41 | \$ 229.55 | \$ 229.55 |
| 3. Operating cost per pool hour | \$ 19.68 | \$ 19.68 | \$ 19.68 | \$ 19.68 |
| Effectiveness: | | | | |
| 1. Revenue exceeding expenditures | \$ 532,878.00 | \$ (1,964,252.00) | \$ (466,861.00) | \$ (67,564.00) |
| 2. Memberships available | 1,246 | 1,083 | 1,000 | 1,000 |
| 3. Facility rentals available | 19 | 6 | 4 | 10 |
| 4. Membership increase(decrease) | 131 | 32 | 83 | 83 |

Analysis:

RIFAC has increased memberships due to the new spaces, marketing and new program offerings. We continue to be aggressive in our marketing with video, internet and print media with a goal of 3,000 memberships. The expansion of the center, which includes a gym, classrooms, administrative offices, whirlpool and updated pool deck, is complete. The past few years' expense reflects the cost of construction for the facility. The facility has become the "face" of Rock Island Parks and Recreation now that the Administrative and Recreation staff have moved from the old office. The decrease in staffing is a result of decreasing two full time positions in recent years. Included in the budget is an increase in both revenue and expense for programs transferred from the Recreation Division to the RIFAC Budget. These are programs that have transferred from various locations to RIFAC as well as new offerings. There is money budgeted to repair the entry drive and "back lot" for RIFAC. These expenses (\$85,000) will come from park reserve funds. Other expenses are budgeted to replace the basketball backboards in the "members" gym, begin design engineering for an expanded parking lot, and to purchase the music licensing from BMI, SESAC and ASCAP. These licenses cover the whole city for music played at the library, King Center or other City facilities.

| Staffing: | Actual 2007/08 | Actual 2008/09 | Actual 2009/10 | Budget 2010/11 | Estimated 2010/11 | Proposed 2011/12 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Supt of Recreation | 0.25 | 0.25 | 0.25 | 0.50 | 0.50 | 0.50 | 0.00 |
| RIFAC Mgr | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | (1.00) |
| (1) Front Office Manager | 1.00 | 1.00 | 0.50 | 0.25 | 0.25 | 0.25 | 0.00 |
| (1) Secretary/Receipt | 1.25 | 1.25 | 1.25 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Fitness & Aquatic Mgr | 1.00 | 1.00 | 1.00 | 0.75 | 0.75 | 0.75 | 0.00 |
| (1) Maintenance | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (4) PT/Preschool | 1.60 | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 | 0.00 |
| (33) PT/Other | 8.83 | 9.80 | 9.80 | 9.51 | 10.16 | 9.67 | 0.16 |
| (41) Total Staffing (fte) | 15.93 | 17.05 | 16.55 | 15.76 | 15.41 | 14.92 | (0.84) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 504,577 | 493,675 | 471,221 | 502,611 | 499,366 | 448,488 | -11% |
| Supplies | 75,519 | 90,962 | 121,537 | 105,530 | 146,760 | 118,105 | 12% |
| Services | 377,331 | 382,007 | 411,638 | 504,338 | 504,456 | 407,902 | -19% |
| Other | 2,043 | 2,840 | 2,079 | 3,200 | 2,668 | 3,100 | -3% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 18,703 | 1,887,139 | 1,920,603 | 492,000 | 208,975 | 85,000 | -83% |
| Debt service | - | 89,750 | 159,138 | 222,912 | 221,731 | 224,368 | 1% |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | 186,789 | 186,227 | 203,085 | 186,253 | 184,627 | 198,019 | 6% |
| Total Cost Center | 1,164,962 | 3,132,600 | 3,289,301 | 2,016,844 | 1,768,585 | 1,484,982 | -26% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Parks & Rec | 1,164,962 | 3,132,600 | 3,289,301 | 2,016,844 | 1,768,585 | 1,484,982 | -26% |
| Total Expense | 1,164,962 | 3,132,600 | 3,289,301 | 2,016,844 | 1,768,585 | 1,484,982 | -26% |

Schwiebert Riverfront Park

Program Description:

Schwiebert Riverfront Park is a daily use and special event facility along the Mississippi River waterfront. The outdoor auditorium and stage are intended to be rental areas for music, arts, weddings, and other activities that lend themselves to an outdoor setting. The daily use activities include a place to eat a lunch, play on the playground, watch the boats go through the locks and view the river.

Program Objectives:

- Rental of the facility for private and public functions which enhance the cultural experience of Rock Island.
- Identify sponsors that would offset the expense for special events at the park and increase visitation to the riverfront and downtown areas.
- Create a fun, comfortable place for daily users to walk, relax and sight-see along the river.
- Work with individual promoters and event planners to hold special events in Rock Island.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Prime Rental Dates Available | - | 44 | 42 | 44 |
| Workload: | | | | |
| 1. Private Stage Rentals Sold | - | 2 | 12 | 15 |
| 2. Special Event Rentals Sold | - | 3 | 9 | 12 |
| 3. Picnic Shelter rentals Sold | 0 | 0 | 29 | 35 |
| 4. Heavy Maint. Special Events | - | 1 | 2 | 1 |
| 5. Maint. Projects Completed | - | 2 | 3 | 1 |
| Productivity: | | | | |
| 1. Income per private rental avg. | \$0.00 | \$ 482.50 | \$ 192.00 | \$ 300.00 |
| 2. Income per special event avg. | \$0.00 | \$ 326.00 | \$ 361.00 | \$ 400.00 |
| 3. Maint cost per operational day (210) | \$0.00 | \$ 290.00 | \$ 528.00 | \$ 442.00 |
| Effectiveness: | | | | |
| 1. Revenue exceeding expenditures | \$ - | \$ (12,576.52) | \$ (76,794.23) | \$ (18,425.00) |
| 2. Event Usage increased (decreased) | - | 5 | 45 | 12 |

Analysis:

Schwiebert Riverfront Park has become a great success based upon daily users and attendance at special events. The Department rebuilt the fountain filter system this past spring and worked with the contractor to repair the fountain. Staff continues to work with the contractor to complete all of the operational functions identified in the design of the park. The high use of the park requires daily maintenance during the primary season. Maintenance is covered by TIF funds, however, all programming support is intended to be offset by fees. Last summer, staff provided several special events with the intent of offsetting expense with revenue. While the events were well attended, the sales of concessions were not enough to offset expense for programs like movie night or concerts. The future intent is to use rentals as the primary opportunity for recovering operating costs. Personnel expense is up slightly, and reflects the time spent by administrative staff tasked with maintaining, renting and programming the facility. Supplies and services are down as a result of dropping department sponsored special events and not having to purchase tables, chairs and other support equipment to outfit the new facility. Expenses and Revenues for programming the July 3rd event have been moved from the Recreation budget to the Schwiebert budget.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2010/11 | Proposed 2011/12 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (3) Administrative Workers | 0.00 | 0.00 | 0.50 | 0.65 | 0.65 | 0.60 | (0.05) |
| (2) Seasonal Maint | 0.00 | 0.00 | 0.77 | 0.88 | 0.88 | 0.88 | 0.00 |
| Asst Comm Rec Mgr | 0.00 | 0.00 | 0.23 | 0.26 | 0.26 | 0.40 | 0.14 |
| (3) Staff support | 0.00 | 0.00 | 0.27 | 0.38 | 0.38 | 0.38 | 0.00 |
| (8) Total Staffing (fte) | 0.00 | 0.00 | 1.77 | 2.17 | 2.17 | 2.26 | 0.09 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2010/11 | Proposed 2012/13 | % Var |
| Personnel | - | 449 | 26,097 | 68,329 | 61,722 | 86,312 | 26% |
| Supplies | - | - | 37,121 | 34,096 | 28,428 | 17,125 | -50% |
| Services | - | - | 10,178 | 43,384 | 24,771 | 34,818 | -20% |
| Other | - | - | 275 | 950 | 810 | 250 | -74% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | - | 449 | 73,671 | 146,759 | 115,730 | 138,505 | -6% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2010/11 | Proposed 2012/13 | % Var |
| Gaming | - | - | - | - | - | - | --- |
| Parks & Rec | - | 449 | 73,671 | 146,759 | 115,730 | 138,505 | -6% |
| Total Expense | - | 449 | 73,671 | 146,759 | 115,730 | 138,505 | -6% |



ROCK ISLAND

ILLINOIS



ROCK ISLAND PUBLIC LIBRARY

Goals & Objectives

Foster the image of the Library as a community focal point for cultural and educational programs.

Maximize access to a wide variety of information and materials for patrons through traditional and innovative means.

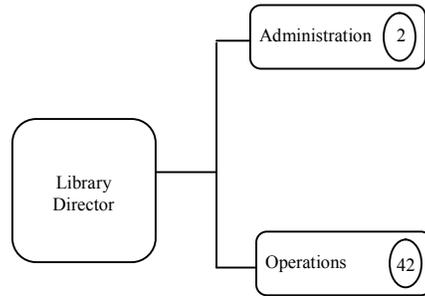
Maintain the Library's sound organizational and physical structure.

Continue to foster positive working relationships among Library staff, administration and the City.

Enhance cooperation with local schools and other community organizations.

Advance outreach services within the community, with an emphasis on youth.

Cooperate with area libraries to maximize public service and cost-effective use of resources.



Main Library
30/31 Branch
Southwest Branch

Analysis:

Mission Statement

A nine-member Board of Trustees governs the Rock Island Public Library. Board members are appointed by the Mayor and approved by the City Council. The Board's powers and duties are defined by the Illinois state statutes. The Library provides service to the Milan-Blackhawk Area Public Library District through contractual agreement. A Director, Assistant Director and Heads of Technical Services, Reference, Circulation, Children's Services and Branches manage the Library. The Department is staffed by 44 staff members working 31.23 fte's.

The Library operates three locations: Main is the primary research center, while the 30/31 and Southwest Branches act as popular reading and homework centers. All core services are offered at the branches, though in somewhat reduced form due to space constraints. The Friends of the Rock Island Library operate a used book store at the 30/31 branch; it is open all the hours the library is open, staffed entirely by volunteers. The Friends of the Library and the Library Foundation combined grant about \$100,000 annually to the library for books, programs, supplies and equipment. All three library locations were renovated and/or expanded within the last decade. The two branches were expanded greatly in both floor space and hours of operation as well.

FY 11/12 Overview

- All Library facilities were closed for 6 furlough days
- Formed a Quad Cities library computer consortium, RiverShare, to replace the aging and poorly maintained PrairieCat system
- Circulation decreased with smaller consortium (20 vs. 186 libraries)
- Expanded programming for all ages, underwritten by Friends and Milan-Blackhawk District
- Alarm system at Main and key access system at all three facilities replaced through the CIP
- Expanded classes and support services to immigrant population

FY12/13 Changes

- No furlough days
- Full-time Computer Network Administrator position cut by 15 hrs/week
- Significant cost savings from the switch to the new RiverShare catalog and circulation computer system
- Materials budget reduced; less strain on the collection as the Library is still a significant net lender, but now in a smaller system
- Expanded programming for all ages, with emphasis on use of emerging digital technologies
- Small CIP/Gaming project: engineering study for the lighting system at the 30/31 Branch

FY12/13 Projects and Issues

- Develop RiverShare consortium structure and services, e.g. joint purchasing, programming, training, etc.
- Explore feasibility of increasing number of public-access internet computers at Main
- Continue programming for all ages, with special focus on use of digital technologies
- Continue programming and support for immigrant population
- Expand "Library Beyond Walls" accessibility of library resources

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Assistant Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Admin Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Dir of Tech Svcs | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Dir of Ref Svcs | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Dir Ref and TS | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Dir Chldrn Svcs | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Dir Circulation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (3) Reference Librarian | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (1) Young Adult Librarian | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Children's Librarian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Technical Assistant | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Technical Aide | 0.98 | 1.18 | 1.18 | 1.18 | 1.18 | 1.18 | 0.00 |
| (4) Circulation Rep. | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| (1) Dir of Extension Svcs | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Circ. Desk Aide | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (9) Page | 3.75 | 4.25 | 4.25 | 4.25 | 4.25 | 4.25 | 0.00 |
| (1) Security Page | 0.40 | 0.40 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (1) Pub/Outrch Liaison | 0.50 | 0.50 | 0.68 | 0.68 | 0.68 | 0.68 | 0.00 |
| (1) Computer Tech. | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.63 | (0.38) |
| (10) CR/Branch Aide | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 0.00 |
| | | | | | | | |
| (44) Total Staffing (fte) | 30.63 | 31.33 | 31.60 | 31.60 | 31.60 | 31.23 | (0.38) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 1,340,076 | 1,439,873 | 1,512,283 | 1,534,191 | 1,500,966 | 1,614,806 | 5% |
| Supplies | 52,339 | 52,377 | 57,322 | 69,993 | 50,697 | 64,951 | -7% |
| Services | 234,801 | 232,497 | 223,178 | 321,537 | 290,846 | 231,841 | -28% |
| Other | 434,614 | 419,629 | 431,835 | 491,451 | 460,636 | 462,008 | -6% |
| Programs | - | - | - | - | - | - | - |
| Capital | 102,615 | - | - | - | - | - | --- |
| Debt Service | - | - | - | - | - | - | - |
| Transfers | 208,260 | 44,882 | 51,834 | 107,238 | 107,238 | 48,402 | -55% |
| Contingency | - | 16,422 | - | - | 33 | - | --- |
| Total Department | 2,372,705 | 2,205,680 | 2,276,452 | 2,524,410 | 2,410,415 | 2,422,008 | -4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | 165,000 | - | 6,279 | 61,000 | 61,000 | - | -100% |
| Library Fund | 2,207,705 | 2,205,680 | 2,270,173 | 2,463,410 | 2,349,415 | 2,418,008 | -2% |
| Capital | - | - | - | - | - | 4,000 | NEW |
| Debt Service | - | - | - | - | - | - | --- |
| Total Expense | 2,372,705 | 2,205,680 | 2,276,452 | 2,524,410 | 2,410,415 | 2,422,008 | -4% |

Library Administration

Program Description:

Library Administration provides support and direction for all library operations and services, under the authority of the Library Board of Trustees. It coordinates support activities of the Rock Island Library Foundation and the Friends of the Rock Island Library. It provides full administrative services for the Milan-Blackhawk Area Library District.

Program Objectives:

- Develop the local RiverShare library consortium
- Coordinate updated goals and objectives for the Library.
- Maintain high-quality service in the face of increasing demand and straitened resources
- Coordinate Library Beyond Walls and Survival 101 services and programs.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--------------------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Authorized personnel | 43 | 43 | 43 | 44 |
| 2. Department budget | \$ 263,433 | \$ 279,465 | \$ 270,910 | \$ 266,077 |
| 3. Staff training opportunities | 50 | 50 | 85 | 55 |
| 4. Grants identified | 5 | 4 | 7 | 11 |
| Workload: | | | | |
| 1. Staff training scheduled | 50 | 50 | 85 | 55 |
| 2. Grant applications completed | 5 | 5 | 8 | 11 |
| Productivity: | | | | |
| 1. Avg annual training hrs per staff | 20 | 20 | 30 | 25 |
| 2. Avg cost per training hour | \$ 53 | \$ 40 | \$ 21 | \$ 33 |
| 3. Avg cost per grant application | \$ 527 | \$ 559 | \$ 338 | \$ 242 |
| Effectiveness: | | | | |
| 1. % staff trained on new technology | 93% | 93% | 90% | 94% |
| 2. Grants received/administered | 5 | 4 | 5 | 8 |
| 3. Department cost per capita | \$ 6.73 | \$ 7.16 | \$ 6.94 | \$ 6.81 |

Analysis:

Reduction in Services is due to lower telephone charges and greatly reducing postage, as most notices etc. are now handled electronically. The increase in "Other" is to fund an organizational professional membership. Transfers are down because a relatively inexpensive project is funded through the CIP for fiscal year 2013.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Library Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Admin. Secretary | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (2) Total Staffing (fte) | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| Expense by Object | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 165,450 | 177,574 | 199,548 | 182,300 | 203,181 | 181,789 | 0% |
| Supplies | 2,129 | 4,197 | 2,576 | 1,900 | 2,053 | 1,850 | -3% |
| Services | 30,897 | 34,819 | 30,142 | 39,737 | 36,878 | 34,711 | -13% |
| Other | 910 | 1,961 | 1,644 | 735 | 1,060 | 1,325 | 80% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 43,260 | 44,882 | 29,934 | 107,238 | 107,238 | 48,402 | -55% |
| Contingency | - | - | - | - | 33 | - | --- |
| Total Cost Center | 242,646 | 263,433 | 263,844 | 331,910 | 350,444 | 268,077 | -19% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | - | - | (15,621) | 61,000 | 61,000 | - | -100% |
| Library | 246,646 | 263,433 | 279,465 | 270,910 | 289,444 | 268,077 | -1% |
| Total Expense | 246,646 | 263,433 | 263,844 | 331,910 | 350,444 | 268,077 | -19% |

Main Library

Program Description:

The Main Library provides a full range of in-house and outreach services to the City and contract area patrons. It is the primary research center for the library, with reference services provided in person, by telephone and e-mail, all hours the library is open. The Main Library is also the centralized acquisition and processing center for the library system. All new materials are ordered, cataloged and made ready for circulation through this cost center. These functions were brought in-house previously with the cancellation of a service contract. No staff were added. This cost center also circulates all materials, maintains records of loaned materials and fine payments.

- Serve as the resource center for interlibrary loan, nationally and regionally.
- Conduct series of public programs in a range of interests
- Develop and implement partnerships with the MLK Jr. Center, HeadStart, Parks Department, etc.
- Provide reference and research service to the public

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Library collection | 180,279 | 181,430 | 186,380 | 182,000 |
| 2. Materials scheduled for circulation | 169,146 | 171,998 | 176,675 | 175,000 |
| 3. Reference requests | 33,791 | 42,644 | 43,308 | 43,000 |
| 4. Registered Rock Island patrons | 12,798 | 12,580 | 12,431 | 12,500 |
| 5. Programs/outreach conducted | 478 | 508 | 548 | 550 |
| Workload: | | | | |
| 1. Materials added/withdrawn | 24,170 | 25,912 | 24,880 | 25,000 |
| 2. Materials circulated | 241,071 | 230,801 | 220,344 | 221,000 |
| 3. Reference requests processed | 33,791 | 42,644 | 43,308 | 43,000 |
| 4. New and renewed borrowers | 4,385 | 4,308 | 3,916 | 4,000 |
| 5. Programs/outreach attendance | 6,087 | 10,853 | 11,523 | 12,000 |
| Productivity: | | | | |
| 1. Avg cost per processing | \$ 0.02 | \$ 0.02 | \$ 0.01 | \$ 0.02 |
| 2. Avg cost per information request | \$ 0.13 | \$ 0.03 | \$ 0.03 | \$ 0.03 |
| 3. Avg cost per item circulated | \$ 0.23 | \$ 0.15 | \$ 0.13 | \$ 0.13 |
| Effectiveness: | | | | |
| 1. Collections size per capita | 4.54 | 4.64 | 4.78 | 4.66 |
| 2. Circulation per capita | 6.18 | 5.92 | 5.65 | 5.66 |
| 3. Reference question per capita | 0.86 | 1.09 | 1.10 | 1.10 |
| 4. Percent population registered | 32% | 32% | 32% | 32% |

Analysis:

Increases in Personnel, through the elimination of furlough days and higher health insurance costs, were partially offset by cutting a full-time position to 25 hrs/wk. Supplies were reduced by delaying replacement of aging computer equipment. Services were reduced sharply by the creation of RiverShare, the new Quad Cities library computer system. Library materials, "Other", were cut in response to lowered demand on the collection through reciprocal borrowing in the smaller consortium.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Dir Reference | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Dir of Ref & TS | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (1) Dir TS | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Dir Child Svcs | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Dir Circulation | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Assistant Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (3) Reference Librn | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (1) Custodian | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Children's Librn | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Technical Asst | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (2) Tech Svcs Aide | 0.98 | 1.18 | 1.18 | 1.18 | 1.18 | 1.18 | 0.00 |
| (3) Circulation Rep | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 0.00 |
| (2) Circ. Desk Aide | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (5) Page | 2.00 | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 | 0.00 |
| (1) Young Adult Librn | 0.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| (1) Security Page | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (1) Publicity/Outreach | 0.50 | 0.68 | 0.68 | 0.68 | 0.68 | 0.68 | 0.00 |
| (1) Computer Tech | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.63 | (0.38) |
| (3) Children's Rm Aide | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 0.00 |
| Reference Assistant | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | |
| (29) Total Staffing (fte) | 20.48 | 22.35 | 22.35 | 22.35 | 22.35 | 21.98 | (0.38) |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 928,842 | 1,008,825 | 1,044,214 | 1,082,047 | 1,022,038 | 1,136,445 | 5% |
| Supplies | 45,253 | 41,294 | 49,990 | 58,543 | 44,289 | 52,351 | -11% |
| Services | 150,269 | 145,481 | 146,678 | 232,935 | 208,535 | 139,830 | -40% |
| Other | 316,547 | 322,737 | 301,792 | 340,770 | 308,630 | 313,271 | -8% |
| Programs | - | - | - | - | - | - | --- |
| Capital | 102,615 | 16,422 | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | 165,000 | - | 21,900 | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 1,708,526 | 1,534,759 | 1,564,574 | 1,714,295 | 1,583,493 | 1,641,897 | -4% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Gaming | 165,000 | - | 21,900 | - | - | - | --- |
| Library Fund | 1,543,526 | 1,534,759 | 1,542,674 | 1,714,295 | 1,583,493 | 1,641,897 | -4% |
| Debt | - | - | - | - | - | - | --- |
| Total Expense | 1,708,526 | 1,534,759 | 1,564,574 | 1,714,295 | 1,583,493 | 1,641,897 | -4% |

30/31 Branch Library

Program Description:

The expanded 30/31 Branch serves as a popular reading center, homework center and resource for mid-level research. It provides the public with a wide range of resources in print and non-print formats, including books for all ages, audio books, e-books, videos, CDs and DVDs as well as computers for internet access and word-processing. It serves as a resource for school groups, homeschoolers and caregivers and provides a wide range of programs for all ages. The Friends of the Library used bookstore is housed at the branch; the shop is run entirely by volunteers and grants approximately \$25,000 per year for materials, programs and equipment for the library.

Program Objectives:

- Serve as a popular reading center for all ages with an emphasis on Children's services and programs.
- Maintain core reference and circulating materials to meet public demand
- Increase usage and circulation of materials by the public.
- Expand programming, particularly to children, school groups, homeschoolers and care-givers.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Collection size | 34,868 | 35,036 | 34,625 | 35,000 |
| 2. Materials scheduled for circulation | 34,732 | 34,898 | 34,487 | 34,800 |
| 3. Reference questions received | 5,795 | 4,441 | 4,620 | 4,600 |
| Workload: | | | | |
| 1. Materials circulated | 103,252 | 100,172 | 98,152 | 100,000 |
| 2. Reference questions processed | 5,795 | 4,441 | 4,612 | 4,600 |
| Productivity: | | | | |
| 1. Average cost per circulated item | \$ 0.46 | \$ 0.42 | \$ 0.38 | \$ 0.36 |
| 2. Average cost per information request | \$ 0.03 | \$ 0.02 | \$ 0.02 | \$ 0.02 |
| | | | | |
| 1. Collection size per capita served | 1 | 1 | 1 | 1 |
| 2. Circulation per capita served | 3 | 3 | 3 | 3 |

Analysis:

Increases in Personnel reflect the elimination of furlough days as well as higher health insurance costs. The increase in Supplies is for programming and educational supplies which will be underwritten by the Friends of the Library. Services increases are for water service, natural gas and electricity service and the maintenance contract. Capital Improvement is new with \$4,000 being budgeted for engineering of the branch library lighting upgrade.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| Dir of Extension Svcs | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (4) Branch Aide | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 0.00 |
| (2) Page | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Circulation Rep | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (6) Total Staffing (fte) | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 140,286 | 137,863 | 143,793 | 146,833 | 150,049 | 161,797 | 10% |
| Supplies | 3,335 | 4,515 | 2,022 | 5,575 | 2,746 | 6,450 | 16% |
| Services | 29,277 | 30,619 | 26,046 | 26,054 | 24,309 | 32,720 | 26% |
| Other | 61,139 | 50,060 | 62,349 | 78,553 | 80,732 | 76,556 | -3% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 234,037 | 223,057 | 234,210 | 257,015 | 257,836 | 277,523 | 8% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Library Fund | 234,037 | 223,057 | 234,210 | 257,015 | 257,836 | 273,523 | 6% |
| Capital Improvement | - | - | - | - | - | 4,000 | NEW |
| Total Expense | 234,037 | 223,057 | 234,210 | 257,015 | 257,836 | 277,523 | 8% |

Southwest Branch Library

Program Description:

The expanded and renovated Southwest Branch serves as a popular reading center, homework center and resource for mid-level research for patrons in the Southwest area of the city and to residents within the Milan-Blackhawk Area Library district. The branch provides a wide range of materials in print and non-print formats including books, audio books, e-books, DVDs, video, music and spoken word CDs as well as Internet access and word processing computers. It provides a training resource for school groups, homeschoolers and caregivers, and provides a wide range of programming for all ages.

Program Objectives:

- Keep up with patron demand despite straitened resources.
- Increase outreach to area schools, care-givers and allied agencies.
- Increase card registration in southwest Rock Island and the Milan-Blackhawk Library District.
- Expand and improve services to the public.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|-------------------|-------------------|----------------------|---------------------|
| Demand: | | | | |
| 1. Collection size | 32,267 | 32,752 | 32,623 | 32,700 |
| 2. Materials scheduled for circulation | 32,106 | 32,588 | 32,542 | 32,625 |
| 3. Reference questions received | 6,353 | 6,201 | 5,131 | 5,500 |
| 4. Milan-Blackhawk patrons registered | 2,506 | 2,505 | 2,487 | 2,475 |
| Workload: | | | | |
| 1. Materials circulated | 69,005 | 65,939 | 52,558 | 55,000 |
| 2. Reference questions answered | 6,353 | 6,201 | 5,131 | 5,500 |
| 3. New registered patrons | 861 | 829 | 850 | 860 |
| Productivity: | | | | |
| 1. Avg cost per material circulated | \$ 0.34 | \$ 0.30 | \$ 0.24 | \$ 0.24 |
| 2. Avg cost per reference question | \$ 0.03 | \$ 0.03 | \$ 0.02 | \$ 0.02 |
| 3. Avg cost per registration | \$ 0.01 | \$ 0.01 | \$ 0.01 | \$ 0.01 |
| Effectiveness: | | | | |
| 1. Collection per capita | 3 | 3 | 3 | 3 |
| 2. Circulation per capita | 7 | 7 | 5 | 6 |
| 3. % of Milan-Blackhawk registered | 25% | 26% | 25% | 25% |

Analysis:

The increase in Personnel reflects the elimination of furlough days and higher health insurance costs. The increase in Supplies is for programming and book club kits, funded by the Friends and the Milan-Blackhawk Area Library District. The increase in Services is due to increased costs related to service contracts.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Dir of Extension Svcs | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| (3) Branch Aide | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 0.00 |
| (2) Page | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | 0.00 |
| (1) Circulation Rep | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.00 |
| | | | | | | | |
| (7) Total Staffing (fte) | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 105,498 | 115,611 | 124,728 | 123,011 | 125,697 | 134,775 | 10% |
| Supplies | 1,622 | 2,371 | 2,734 | 3,975 | 1,608 | 4,300 | 8% |
| Services | 24,358 | 21,578 | 20,312 | 22,811 | 21,124 | 24,580 | 8% |
| Other | 56,018 | 44,871 | 66,050 | 71,393 | 70,213 | 70,856 | -1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | - | - | - | - | - | --- |
| Total Cost Center | 187,496 | 184,431 | 213,824 | 221,190 | 218,642 | 234,511 | 6% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Library Fund | 187,496 | 184,431 | 213,824 | 221,190 | 218,642 | 234,511 | 6% |
| Capital | - | - | - | - | - | - | --- |
| Total Expense | 187,496 | 184,431 | 213,824 | 221,190 | 218,642 | 234,511 | 6% |

Sunset Marina

Program Description:

The activities in this cost center provide the day-to-day maintenance of the marina facilities and customer services such as slip rental, and a fueling dock. The primary goal of the marina staff remains high quality service at rates competitive with the private marinas in the area.

Program Objectives:

- Provide summer dockage for 473 boats (16 feet to 60 feet).
- Provide winter storage for 250 boats.
- Provide administrative and clerical support for the Sunset Marina Boaters' Advisory Committee.
- Maintain docks, buildings and grounds.
- Prompt, professional and courteous responses to customer service requests.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|--|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Summer slips available | 473 | 473 | 473 | 473 |
| 2. Winter storage available | 250 | 250 | 250 | 250 |
| 3. Boater Requests for Service | 50 | 53 | 31 | 27 |
| Workload: | | | | |
| 1. Summer slips rented | 367 | 343 | 293 | 320 |
| 2. Monthly slip rental (# months) | 112 | 110 | 96 | 100 |
| 3. Winter storage rented | 169 | 162 | 152 | 160 |
| 4. Dock maintenance/Service hours | 1,008 | 1,040 | 1,040 | 1,040 |
| 5. Building maintenance hours | 472 | 380 | 400 | 400 |
| 6. Grounds maintenance hours | 410 | 470 | 450 | 450 |
| Productivity: | | | | |
| 1. Administration cost per slip | \$ 518 | \$ 647 | \$ 714 | \$ 735 |
| 2. Maintenance cost per slip | \$ 549 | \$ 235 | \$ 289 | \$ 298 |
| 3. Gallons of fuel sold - regular | 51,659 | 48,635 | 40,029 | 39,000 |
| 4. Gallons of fuel sold- diesel | 3,141 | 1,419 | 1,762 | 1,000 |
| Effectiveness: | | | | |
| 1. Summer occupancy/seasonal | 78% | 73% | 62% | 68% |
| 2. Customer rating for service quality | 4.3/5.0 | 4.3/5.0 | 4.4/5.0 | 4.4/5.0 |

Analysis:

There are no operational changes planned for the Sunset Marina. The increase in the Other category reflects higher assumptions about the obligation for state sales tax. No capital improvements are planned for the Marina in FY 12-13.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Marina Yard Worker | 0.62 | 0.62 | 0.62 | 0.62 | 0.62 | 0.62 | 0.00 |
| (1) Maint Worker I | 0.62 | 0.62 | 0.62 | 0.62 | 0.62 | 0.62 | 0.00 |
| (2) Total Staffing (fte) | 1.24 | 1.24 | 1.24 | 1.24 | 1.24 | 1.24 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 113,250 | 119,835 | 75,220 | 78,009 | 85,146 | 80,771 | 4% |
| Supplies | 199,911 | 173,729 | 143,630 | 176,820 | 191,987 | 178,917 | 1% |
| Services | 210,385 | 220,370 | 117,394 | 172,848 | 113,894 | 169,525 | -2% |
| Other | 4,120 | 2,487 | 3,512 | 4,500 | 4,367 | 4,987 | 11% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | 12,798 | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | - | 352 | 814 | - | - | - | --- |
| Total Cost Center | 527,666 | 516,773 | 353,368 | 432,177 | 395,393 | 434,200 | 0% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Sunset Marina | 527,666 | 516,773 | 353,368 | 432,177 | 395,393 | 434,200 | 0% |
| Total Expense | 527,666 | 516,773 | 353,368 | 432,177 | 395,393 | 434,200 | 0% |



ROCK ISLAND

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Police and Fire Pension

Analysis:

The Police and Fire Pension funds provide retirement benefits for sworn police personnel, fire fighters, and their beneficiaries and are funded by employee and employer contributions. The tax levy for the employer's share is determined annually by an actuarial computation. Retirement benefits are paid monthly through the city's payroll system. Supplies, Services and Other remain unchanged. Loss/Sale on Investments is variable, dependant on investment performance.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| None | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| (0) Total Staffing (fte) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 5,549,396 | 5,879,431 | 6,277,774 | 6,351,675 | 7,475,816 | 6,949,776 | 9% |
| Supplies | - | - | 645 | 100 | - | - | -100% |
| Services | 89,598 | 87,836 | 88,710 | 97,620 | 91,990 | 90,700 | -7% |
| Other | 11,311 | 10,832 | 10,219 | 12,050 | 11,403 | 12,200 | 1% |
| Programs | - | - | - | - | - | - | --- |
| Capital | - | - | - | - | - | - | --- |
| Debt service | - | - | - | - | - | - | --- |
| Transfers | - | - | - | - | - | - | --- |
| Contingency | 10,206,317 | 393,193 | 446,391 | - | 1,123,339 | - | --- |
| Total Cost Center | 15,856,622 | 6,371,292 | 6,823,739 | 6,461,445 | 8,702,548 | 7,052,676 | 9% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Fire Pension Fund | 8,204,439 | 3,234,421 | 3,490,141 | 3,322,121 | 4,121,640 | 3,563,056 | 7% |
| Police Pension Fund | 7,652,183 | 3,136,871 | 3,333,598 | 3,139,324 | 4,580,908 | 3,489,620 | 11% |
| Total Expense | 15,856,622 | 6,371,292 | 6,823,739 | 6,461,445 | 8,702,548 | 7,052,676 | 9% |

Insurance

Program Description:

The Administrative Services Department administers the City's self-insurance program. Included are programs for workers' compensation, unemployment, general liability/property insurance and the employee health benefit plan. Department staff is responsible for monitoring each component of the insurance division to assure each fund's fiscal integrity is maintained. Staff works closely with each department to reduce liability by identifying trends and developing programs that may impact the City's workers' compensation costs. Staff also works with the City Attorney, insurance broker and third party administrators to effectively deliver coverage in the most efficient manner.

Program Objectives:

- Improve the fiscal integrity of liability (self) insurance and implement strategies to reduce workers' compensation costs.
- Administer the employee health benefit plan that includes managed care, prescription, third party administration, reinsurance, dental, vision and Bluecard program.
- Work in conjunction with HCPC and RI County for the on-site clinic. Modify current on-site model by expanding nurse practitioner hours. Continue improving program offerings at the clinic.
- Conduct a request-for-proposal for a pharmacy benefit manager.
- Flat self-insurance renewal for commercial insurance program.

| Service Indicators: | Actual 2009/10 | Actual 2010/11 | Estimated 2011/12 | Proposed 2012/13 |
|---|---------------------------|---------------------------|------------------------------|-----------------------------|
| Demand: | | | | |
| 1. Total health ins participants | 1,029 | 1,064 | 1,042 | 1,080 |
| 2. Employee health ins participants | 332 | 373 | 352 | 385 |
| 3. Retiree health ins participants | 147 | 239 | 193 | 190 |
| 4. Asset Liability | \$ 106,132,358 | \$ 106,282,558 | \$ 106,441,582 | \$ 106,601,649 |
| Workload: | | | | |
| 1. Workers' Comp claims filed | 86 | 66 | 92 | 81 |
| 2. Unemployment claims filed | 8 | 14 | 16 | 13 |
| 3. Gen Liability/Prop claims filed | 91 | 41 | 45 | 59 |
| 4. Health Ins enrollment changes | 225 | 210 | 211 | 250 |
| Productivity: | | | | |
| 1. Avg. cost/workers' comp. claim | \$ 2,246.75 | \$ 5,289.00 | \$ 3,400.00 | \$ 3,635.00 |
| 2. Avg. cost/unemployment claim | \$ 1,945.50 | \$ 4,012.82 | \$ 1,381.90 | \$ 2,446.61 |
| 3. Avg. cost/general liability claim | \$ 382.75 | \$ 1,525.22 | \$ 1,455.35 | \$ 1,121.10 |
| 4. Cost per health ins member/month | \$ 319.23 | \$ 328.27 | \$ 370.28 | \$ 447.39 |
| Effectiveness: | | | | |
| 1. Avg lost time hrs/work comp. claim | 24 | 1 | 2 | 5 |
| 2. % unemploy clms successfully protested | 25.0% | 21.0% | 29.0% | 25.0% |
| 3. % gen liab claims paid in 60 days | 65.0% | 90.0% | 95.0% | 95.0% |
| 4. % hlth benefits clms pd in 60 days | 99.0% | 99.0% | 99.0% | 99.0% |

Analysis:

Overall fund expenses will increase 8%. Personnel decreased 5% due to the elimination of a PSEBA benefit recipient from the City's health plan. The PSEBA benefits were paid by the self-insurance budget. Services increased 8% and is primarily due to higher health insurance claims costs and higher health premium costs (particularly related to reinsurance) and costs associated with the On-Site Nurse (OSN) Program. For FY12/13, health premiums will increase 7.9%. The model for the On-Site Nurse (OSN) Program will be modified. It will retain the nurse for 20 hours per week but will increase the physician assistant's hours from 20 hours per week to 30 hours per week. RI County has entered into an intergovernmental agreement with the City for use of the clinic. RI County will split the costs 60/40 (City/County). This will be the last year of the agreement between the City and RI County. The self-insurance fund is presently running a deficit (-\$45,598) and requires extra funding per the City's financial policy. Self-insurance is budgeted to produce a revenue surplus of \$139,535. Transfers to the General Fund will increase 5%.

| Staffing: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Estimated 2011/12 | Proposed 2012/13 | Diff. (fte) |
|---------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|-----------------------------|--------------------|
| (1) Risk Manager | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.80 | 0.10 |
| (1) Benefits Coordinator | 0.45 | 0.45 | 0.45 | 0.45 | 0.45 | 0.55 | 0.10 |
| Office Assistant III | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.00 |
| (2) Total Staffing (fte) | 1.40 | 1.40 | 1.40 | 1.40 | 1.40 | 1.60 | 0.20 |
| Expense by Object: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| Personnel | 75,673 | 91,663 | 97,824 | 142,403 | 119,056 | 135,722 | -5% |
| Supplies | - | - | - | - | - | - | --- |
| Services | 4,753,665 | 5,758,144 | 5,289,836 | 6,233,411 | 5,858,774 | 6,745,180 | 8% |
| Other | 624 | - | 3,279 | 400 | 515 | 400 | 0% |
| Transfers | 3,684 | 3,825 | 3,882 | 3,940 | 5,972 | 4,124 | 5% |
| Contingency | 10,692 | 38,462 | 2 | - | - | - | --- |
| Total Cost Center | 4,844,338 | 5,892,094 | 5,394,823 | 6,380,154 | 5,984,317 | 6,885,426 | 8% |
| Expense by Fund: | Actual 2008/09 | Actual 2009/10 | Actual 2010/11 | Budget 2011/12 | Actual 2011/12 | Proposed 2012/13 | % Var |
| General Fund | - | - | - | - | - | - | --- |
| Self Insurance | 1,173,611 | 1,382,150 | 994,555 | 1,222,645 | 1,251,967 | 1,197,673 | -2% |
| Health Insurance | 3,670,727 | 4,509,944 | 4,400,268 | 5,157,509 | 4,732,350 | 5,687,753 | 10% |
| Total Expense | 4,844,338 | 5,892,094 | 5,394,823 | 6,380,154 | 5,984,317 | 6,885,426 | 8% |

Debt Service

Program Description:

Debt service includes enterprise and general long-term debt. Enterprise debt is paid directly from the fund that received the benefit of the improvement. Enterprise debt service is financed with revenues from user charges. The debt service fund accounts for the accumulation of resources for payment of general long-term debt principal, interest and related costs. Revenue is received from property tax and transfers from gaming, tax increment financing (TIF) and public benefits funds. Following is information on all outstanding debt. Budgeted debt service is included in the appropriate department budget schedules. Detailed debt service schedules are shown in table 16.

| General obligation debt | Total debt | General long-term | Enterprise | 2012/13 principal | 2012/13 interest | 2012/13 total |
|---|------------|-------------------|------------|-------------------|------------------|---------------|
| \$2,205,000 2002 refunding (\$1,210,000) and special assessments (\$995,000) due in annual installments of \$100,000 to \$755,000 through December 15, 2012; interest at 1.60% to 3.70%. | 100,000 | 100,000 | - | 100,000 | 3,700 | 103,700 |
| \$3,330,000 2004 Water refunding bonds. | 915,000 | - | 915,000 | 230,000 | 32,103 | 262,103 |
| \$1,625,000 2004 general obligation Special Assessment project bonds. | 560,000 | 560,000 | - | 170,000 | 18,760 | 188,760 |
| \$2,655,000 2005 general obligation bonds. | 1,530,000 | - | 1,530,000 | 175,000 | 55,225 | 230,225 |
| \$4,885,000 2007 general obligation bonds (\$1,330,000) Special Assessments, (\$3,555,000) Wastewater due in annual installments of \$175,000 to \$250,000 through December 1, 2026. | 3,625,000 | 725,000 | 2,900,000 | 280,000 | 145,000 | 425,000 |
| \$3,480,000 2008A general obligation bonds, for the MLK Center expansion (\$1,015,000), software (\$440,000), Special Assessments street improvements (\$350,000) and hydroelectric plant improvements (\$1,675,000), due in annual installments of \$100,000 to \$295,000 to December 1, 2028. | 2,685,000 | 1,190,000 | 1,495,000 | 285,000 | 97,225 | 382,225 |
| \$2,640,000 2008B general obligation bonds, for construction of First Avenue sewer, due in annual installments of \$160,000 to \$250,000 to December 1, 2021. | 2,135,000 | 1,259,650 | 875,350 | 180,000 | 75,723 | 255,723 |
| \$700,000 2008C clean renewable energy general obligations for hydroelectric plant improvements, due in annual installments of \$46,667 to December 15, 2022. | 513,333 | - | 513,333 | 46,667 | 5,262 | 51,928 |

| | | | | | | |
|---|-----------|-----------|-----------|---------|---------|---------|
| \$3,060,000 2008D general obligation bonds, for construction of Armory Park, due in annual installments of \$180,000 to \$310,000 to December 1, 2021. | 2,510,000 | 2,510,000 | | 200,000 | 97,628 | 297,628 |
| \$5,440,000 2009A general obligation bonds for construction of Armory Park due in annual; installments of \$265,000 to \$565,000. | 4,790,000 | 4,790,000 | | 410,000 | 168,075 | 578,075 |
| \$3,380,000 2009B general obligation bonds for RIFAC expansion, local street improvements and purchase of land due in annual installments of \$185,000 to \$295,000 | 2,910,000 | 615,000 | 2,295,000 | 290,000 | 103,544 | 393,544 |
| \$1,440,000 2009C taxable general obligation bonds for Columbia Park redevelopment, including capitalized interest in annual installments of \$0 to \$180,000. | 1,440,000 | 1,440,000 | - | - | 80,130 | 80,130 |
| \$7,270,000 2010A (BAB) Build America bonds for construction of a street garage and water improvements. Installments of \$275,000 to \$475,000 through December 1, 2030. | 6,995,000 | - | 6,995,000 | 295,000 | 279,334 | 574,334 |
| \$8,025,000 2010B refunding of 2001 bond issue for Whitewater aquatic center, Special Assessments, Sunset Marina due in annual installments of \$265,000 to \$645,000 through December 1, 2017; | 2,975,000 | - | 2,975,000 | 500,000 | 74,000 | 574,000 |
| \$4,580,000 2010B general obligation bonds for Refunding (\$3,620,000) of the 2001 bond and Special Assessments (\$960,000) through December 1, 2021. | 3,850,000 | 3,850,000 | - | 590,000 | 97,550 | 687,550 |
| \$2,065,000 2011A Refunding of Sunset Marina, Wastewater, & Special Assessments through December 1, 2019. | 1,480,000 | 77,371 | 1,402,629 | 215,000 | 58,213 | 273,213 |
| \$585,000 2011 general obligation bonds for Special Assessments through December 1, 2022. | 585,000 | 585,000 | - | 45,000 | 24,518 | 69,518 |



ROCK ISLAND
ILLINOIS

CAPITAL IMPROVEMENTS

Maintenance and expansion of the community's general infrastructure (such as roads, bridges and sidewalks) remains a high priority of the City of Rock Island. To address this concern, the Public Works Department is tasked with developing a five-year capital improvement plan that is presented to the City Council for adoption. This plan provides a framework for the development and maintenance of infrastructure to meet current and future needs. The City's 5-year capital improvement program is updated annually and includes only those capital and infrastructure maintenance projects that the City can realistically finance and for which future operating revenues are reasonably estimated to be sufficient to support associated future operating and/or maintenance costs.

The City of Rock Island defines a capital expenditure as an expenditure resulting in the acquisition of or addition to the government's general fixed assets. A capital asset is defined as having an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The following Capital Improvement Plan for FY2013-2017, which was adopted by the City Council on February 20, 2012, includes not only capital expenditures but also major infrastructure related maintenance projects. Following this report is a review of the impact each FY2013 project identified in this report has on the operating budget.



ROCK ISLAND
ILLINOIS

Capital Improvement Plan FY2013-2017

City of Rock Island

Public Works Department



Mill Street Wastewater Treatment Plant Expansion



**City of Rock Island, Illinois
Capital Improvement Plan (CIP)
FY13 through FY17**

Table of Contents

| | |
|---|----|
| Summary | 1 |
| Allocation of Gaming and General Fund Carryover Funds | 4 |
| Overall Expenditures and Revenue | 9 |
| Street and Miscellaneous Capital Improvements | 11 |
| Water Utility | 22 |
| Sewer Utility | 29 |
| Stormwater Utility | 34 |

**City of Rock Island, Illinois
Capital Improvement Plan (CIP)
FY13 through FY17**

One of the City's most important and fundamental responsibilities is maintaining the integrity of its infrastructure. This is accomplished through preventative maintenance, repairs and capital improvements. The following documents reflect the planned investment of over \$107M in capital improvements in the next five years.

Gaming Revenues

The gaming expenditures assume that gaming will provide \$32M for capital improvements, contract maintenance and economic development activities in the next five years. About 72% (\$23.0M) of the anticipated revenue is tentatively allocated and the remainder (\$9.0M) will be earmarked in future editions of the CIP.

Street System

Street improvements continue to be an important component of the CIP. 17% (\$18.5M) of the CIP expenditures will be invested in the street system. The primary revenue sources for the street improvement projects are gaming revenue (\$9.7M), general obligation bonds retired through special assessment (\$2.8M) and state/federal grants (\$5.0M).

Miscellaneous Improvements

The improvements in this category represent investments in a wide range of public infrastructure such as sidewalks, buildings and economic development projects. The major projects in the CIP include...

- 50/50 Sidewalk, Curb and Tree Program (FY13 thru FY17; \$425,000)
- Ridgewood Road Sustainable Business Park (FY13; \$3,000,000)
- Transient Boat Dock (FY13; \$2,095,000)
- 11th Street Sidewalk Improvements (FY13; \$415,000)
- New Police Facility (FY16 and FY17; \$19,000,000)

Water Utility

The water utility has four long-range goals.

- ❑ **Production Quality** – The City will produce water that surpasses state and federal drinking water quality standards.
- ❑ **Production Quantity** – The City will produce enough water to satisfy all customer and fire protection needs.
- ❑ **Water Distribution Quantity and Reliability** – The City will dependably deliver water at pressures and volumes that allow all customers to utilize normal plumbing fixtures.
- ❑ **Fire Protection** – The City will deliver enough water to all neighborhoods to satisfy the capabilities of modern fire suppression equipment.

The first two goals are being satisfied. The last two are not being met at this time, but progress is being made. The progress will continue through completion of the projects identified in the CIP.

Water Tower Investments (\$1.6M)

In addition to watermain replacements, the City must continue to maintain its six water towers. One (38th Street/30th Avenue) was rehabilitated in 2007 and all the others were inspected. The inspections concluded that the 1914 vintage tower at the intersection of 14th Street with 42nd Avenue had exceeded its useful life and the other four towers needed to be scheduled for rehabilitation. The 14th Street water tower was replaced in 2011 and the CIP includes the rehabilitation of the other four towers.

Water SCADA System Upgrade (\$125,000)

The Supervisory, Control and Data Acquisition (SCADA) System at the water treatment plant will be upgraded to incorporate real-time distribution system monitoring. This will enhance the capability of the water system staff to manage water quality in the distribution system and track distribution system problems. The improvements include the construction of multiple remote water distribution system monitoring stations and SCADA System software upgrades.

Water Filtration Process Evaluation (\$75,000)

All major components of the water treatment plant were reconstructed in 1999 except the filters. The plant currently uses sixteen filters as the final stage of water treatment. The oldest ten filters were constructed in 1911 and the last six filters were added in 1951. The technology employed in the existing filters is outdated and may not be able to meet increasingly stringent water quality standards in the near future. The CIP includes a water filter system evaluation to determine the future viability of the current system.

Watermain Replacements Coordinated with Street Improvements (\$1.5M)

Deteriorated and inadequate watermains are being replaced as part of street improvement projects. This is a very effective use of resources because the water utility avoids most of the costs of pavement patching when the underground work is coordinated with the pavement improvements.

Targeted Watermain Replacements (\$1.6M)

This category includes projects that relieve neighborhood water system reliability and flow quantity deficiencies through the systematic replacement of undersized and deteriorated watermains.

Sewer Utility

Some old sewers retain enough structural capacity and shape to be rehabilitated by the insertion of a structural liner. This can be a very cost effective alternative because it avoids the need for open excavation and the resulting street restoration costs. The process also progresses with far less inconvenience for sewer customers. The operating budget for the

Sewer Fund includes \$295,000 per year for the annual sewer lining program. The locations are determined based upon sewer maintenance and inspection records.

The CIP includes projects in three general categories.

Long Term Control Plan (\$54.5M)

The federally mandated Combined Sewer Long Term Control Plan (LTCP) continues to dominate the sewer chapter of the CIP. The LTCP has been underway for the past several years and, by the time all the construction is completed in 2018, the City will have invested over \$70M. The CIP assumes that the majority of the money needed for these improvements will be secured through long term, low interest loans from the State of Illinois.

The largest project required by the LTCP is the expansion of the wet weather treatment capacity of the Mill Street Sewage Treatment Plant. The maximum treatment capacity of the plant is currently 16 million gallons per day. After its expansion, the plant will be capable of treating 106 million gallons per day. The project construction began in September 2011 and it will be completed in early 2014.

Sewer Improvements Coordinated with Street Construction (\$217,000)

Deteriorated sewers are being replaced as part of street improvement projects. This is a very effective use of resources, because the sewer utility avoids most or all the costs of pavement patching when the underground work is coordinated with the pavement improvements.

Targeted Sewer Replacements (\$2.2M)

Some old sewers have deteriorated too badly to be rehabilitated or they are undersized. In these cases, the pipes must be replaced. The CIP includes four projects in this category.

Stormwater Utility

One of the primary reasons for the stormwater utility was to create a dedicated revenue source to fund a proactive approach to stormwater management. The CIP includes \$850,000 to address storm sewer system problems that are beyond the capability of the in-house work crews.

If you have questions or comments about this information, please contact....

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Allocation of Gaming and General Fund Carryover Funds

| | Expenditures | Gaming Fund Allocations | | | | | | FY11 General Fund Carryover for FY13 Projects |
|----|--|-------------------------|-----------|-----------|-----------|-----------|-----------|---|
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total | |
| 1 | City Marketing Program | \$ 129,500 | | | | | | \$ 129,500 |
| 2 | Memberships & Contributions | \$ 251,245 | | | | | | \$ 251,245 |
| 3 | Advance Technology & Sustainability Coalition \$ 3,000 | | | | | | | |
| 4 | Chamber of Commerce \$ 20,000 | | | | | | | |
| 5 | Development Association of Rock Island (DARI) \$ 135,000 | | | | | | | |
| 6 | Keep Rock Island Beautiful \$ 18,500 | | | | | | | |
| 7 | Labor Day Parade \$ 9,000 | | | | | | | |
| 8 | QC First \$ 48,000 | | | | | | | |
| 9 | Rock Island Arsenal Lobbying \$ 10,000 | | | | | | | |
| 10 | River Action \$ 7,745 | | | | | | | |
| 11 | District Events Management | \$ 20,000 | | | | | | \$ 20,000 |
| 12 | CED Rebates | \$ 255,000 | | | | | | \$ 255,000 |
| 13 | College Hill District Plan Implementation | \$ 25,000 | | | | | | \$ 25,000 |
| 14 | Social Service Organizations | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| 15 | Alternatives for the Older Adult \$ 1,500 | | | | | | | |
| 16 | American Red Cross \$ 2,000 | | | | | | | |
| 17 | Big Brothers Big Sisters \$ 3,000 | | | | | | | |
| 18 | Boys and Girls Club \$ 3,000 | | | | | | | |
| 19 | Broadway Presbyterian Church \$ 2,500 | | | | | | | |
| 20 | Christian Care \$ 1,500 | | | | | | | |

Approved February 20, 2012
Page 4 of 37

Allocation of Gaming and General Fund Carryover Funds

| | Expenditures | Gaming Fund Allocations | | | | | | FY11 General Fund Carryover for FY13 Projects |
|----|---|-------------------------|------|------|------|------|------------|---|
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total | |
| 21 | Church of Peace Outreach Program | \$ 3,000 | | | | | | |
| 22 | Community Health Care, Inc. | \$ 1,500 | | | | | | |
| 23 | Family Resources, Inc. | \$ 2,000 | | | | | | |
| 24 | Figge Art Museum | \$ 4,610 | | | | | | |
| 25 | Girls Scouts | \$ 3,000 | | | | | | |
| 26 | Broadway Church / Greenbush Neighbors | \$ 1,500 | | | | | | |
| 27 | Humility of Mary Housing, Inc. | \$ 1,000 | | | | | | |
| 28 | Humility of Mary Shelter, Inc. | \$ 1,000 | | | | | | |
| 29 | Marriage & Family Counseling Service | \$ 1,890 | | | | | | |
| 30 | Project NOW, Inc. | \$ 4,000 | | | | | | |
| 31 | Quad Citizens Affirming Diversity | \$ 1,500 | | | | | | |
| 32 | RIHS Special Education Department | \$ 1,500 | | | | | | |
| 33 | SAL Family & Community Services | \$ 1,000 | | | | | | |
| 34 | Spring Forward Learning Center | \$ 3,000 | | | | | | |
| 35 | The Salvation Army | \$ 2,500 | | | | | | |
| 36 | Transitions Mental Health | \$ 1,500 | | | | | | |
| 37 | WV/K Augustana Public Radio | \$ 2,000 | | | | | | |
| 38 | Facade Improvement Program | | | | | | \$ 150,000 | \$ 150,000 |
| 39 | Arsenal Gateway/Central City Neighborhood Study | | | | | | \$ 10,000 | \$ 10,000 |
| 40 | Small Business Assistance Center | | | | | | \$ 50,000 | \$ 50,000 |

Approved February 20, 2012
Page 5 of 37

Allocation of Gaming and General Fund Carryover Funds

| | Expenditures | Gaming Fund Allocations | | | | | | FY11 General Fund Carryover for FY13 Projects |
|----|--|-------------------------|------------|--------------|--------------|--------------|--------------|---|
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total | |
| 41 | Substandard Structure Demolition | \$ 100,000 | | | | | \$ 100,000 | |
| 42 | Ridgewood Sustainable Business Park Debt Service | \$ 327,500 | \$ 327,500 | \$ 327,500 | \$ 327,500 | \$ 327,500 | \$ 1,637,500 | |
| 43 | Fire Station 2 / Southwest Branch Roof Replacement | \$ 45,000 | | | | | \$ 45,000 | |
| 44 | Central Fire Station Windows & Entryways (engineering) | | | | | | | \$ 17,000 |
| 45 | Financial Software Debt Service | \$ 96,475 | \$ 98,325 | | | | \$ 194,800 | |
| 46 | Fire Dept. Mobile Data Terminals | | | | | | | \$ 30,000 |
| 47 | Computer Network Equipment Replacement | | | | | | | \$ 125,000 |
| 48 | Fiber Optic Infrastructure Extension | | | | | | | \$ 80,000 |
| 49 | Public Access Channel Software Upgrade | | | | | | | \$ 25,000 |
| 50 | Contract Software Systems | \$ 122,675 | | | | | \$ 122,675 | |
| 51 | GEMS financial software | \$ 46,575 | | | | | | |
| 52 | NorthStar billing software | \$ 32,000 | | | | | | |
| 53 | Class billing/receiving software | \$ 26,100 | | | | | | |
| 54 | ESRI GIS software | \$ 18,000 | | | | | | |
| 55 | 30/31 Branch Lighting Upgrade (engineering) | | | | | | | \$ 4,000 |
| 56 | MLK Center Expansion Debt Service | \$ 121,075 | \$ 122,750 | \$ 119,250 | \$ 120,750 | \$ 122,075 | \$ 605,900 | |
| 57 | Whitewater Junction Debt Service | \$ 105,000 | \$ 100,000 | \$ 105,000 | \$ 105,000 | \$ 110,000 | \$ 525,000 | |
| 58 | Contract Street Maintenance | \$ 1,188,000 | \$ 775,000 | \$ 1,225,000 | \$ 1,225,000 | \$ 1,225,000 | \$ 5,638,000 | |
| 59 | mudjacking | | | | | | | |
| 60 | joint sealing | \$ 80,000 | | | | | | |

Approved February 20, 2012
Page 6 of 37

Allocation of Gaming and General Fund Carryover Funds

| | Expenditures | Gaming Fund Allocations | | | | | | FY11 General Fund Carryover for FY13 Projects |
|----|--|-------------------------|------------|------------|------------|------------|--------------|---|
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total | |
| 61 | pcc patching \$ 602,000 | | | | | | | |
| 62 | brick street \$ 80,000 | | | | | | | |
| 63 | asphalt \$ 187,265 | | | | | | | |
| 64 | temp employees - streets \$ 49,067 | | | | | | | |
| 65 | sealcoating \$ 29,500 | | | | | | | |
| 66 | long line painting \$ 66,330 | | | | | | | |
| 67 | ditch cleaning \$ 33,000 | | | | | | | |
| 68 | temp employees - ROW \$ 28,038 | | | | | | | |
| 69 | weed spraying \$ 5,000 | | | | | | | |
| 70 | Special Assessment Street Resurfacings | \$ 570,000 | | | | | \$ 570,000 | |
| 71 | 35 St Resurfacing, 14 - 18 Av \$ 190,000 | | | | | | | |
| 72 | 35 St Resurfacing, 14 - 18 Av | | | | | | | |
| 73 | 42 St Resurfacing, S. of 29 Av \$ 190,000 | | | | | | | |
| 74 | 42 St Resurfacing, S. of 29 Av | | | | | | | |
| 75 | 44 St Resurfacing, S. of 29 Av \$ 190,000 | | | | | | | |
| 76 | 44 St Resurfacing, S. of 29 Av | | | | | | | |
| 77 | Special Assessment Program debt service | \$ 401,000 | \$ 401,000 | \$ 401,000 | \$ 401,000 | \$ 401,000 | \$ 2,005,000 | |
| 78 | 5 St Resurfacing, 18 - 25 Av | \$ 325,000 | | | | | \$ 325,000 | \$ 120,000 |
| 79 | 50/50 Sidewalk, Curb, & Tree Replacement Program | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 | |
| 80 | 1 Av Extension (Columbia Park) | \$ 150,000 | | | | | \$ 150,000 | |

Approved February 20, 2012
Page 7 of 37

Allocation of Gaming and General Fund Carryover Funds

| | Expenditures | Gaming Fund Allocations | | | | | | | FY11 General Fund Carryover for FY13 Projects |
|-----|---|-------------------------|--------------|--------------|--------------|--------------|---------------|--------------|---|
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total | | |
| 81 | 24th Street Resurfacing, 5th - 9th Avenue | \$ 1,000,000 | | | | | | \$ 1,000,000 | |
| 82 | Southwest Business Park Street Improvements | \$ 230,000 | | | | | | \$ 230,000 | |
| 83 | 13th Avenue Reconstruction, 1st - 2nd St. | \$ 153,000 | | | | | | \$ 153,000 | |
| 84 | Longview Park / 17th St. Hill Stabilization (engineering) | | | | | | | | \$ 14,000 |
| 85 | 11th St. Sidewalk Improvements, 25th - 42nd Ave. | | | | | | | | \$ 415,000 |
| 86 | Contract Duncan Parking System | \$ 19,530 | | | | | | \$ 19,530 | |
| 87 | Contract Tree Removal | \$ 55,000 | | | | | | \$ 55,000 | |
| 88 | 9th Street Resurfacing, 31st Avenue to Blackhawk Road | | \$ 2,200,000 | | | | | \$ 2,200,000 | |
| 89 | special assessment street resurfacings (37th Ave, 30-34; 34th St, 35-38; 20th Ave, 32-34) | | \$ 600,000 | | | | | \$ 600,000 | |
| 90 | 23rd Avenue Reconstruction, 12th to 17th Street | | \$ 950,000 | | | | | \$ 950,000 | |
| 91 | special assessment street resurfacings (8th Ave, 42-46; 9th Ave, 44 1/2 - 46) | | | \$ 600,000 | | | | \$ 600,000 | |
| 92 | 7th Avenue Resurfacing, 30th to 38th Street | | | \$ 300,000 | | | | \$ 300,000 | |
| 93 | 18th Avenue Resurfacing, 17th Street to Moline | | | | \$ 700,000 | | | \$ 700,000 | |
| 94 | special assessment street resurfacings (20th Ave 27-30; 29th Ave, 27-29) | | | | \$ 600,000 | | | \$ 600,000 | |
| 95 | Police Department facility replacement | | | | | \$ 1,100,000 | | \$ 1,100,000 | |
| 96 | special assessment street resurfacings (Shadybrook Addition, Phase 1) | | | | | \$ 600,000 | | \$ 600,000 | |
| 97 | 38th Street Resurfacing, 7th to 18th Avenue | | | | | \$ 550,000 | | \$ 550,000 | |
| 98 | total | \$ 6,000,000 | \$ 5,674,575 | \$ 3,177,750 | \$ 3,579,250 | \$ 4,535,575 | \$ 22,967,150 | \$ 830,000 | |
| 99 | available funds | \$ 6,000,000 | \$ 6,500,000 | \$ 6,500,000 | \$ 6,500,000 | \$ 6,500,000 | \$ 32,000,000 | \$ 830,000 | |
| 100 | unobligated funds | \$ - | \$ 825,425 | \$ 3,322,250 | \$ 2,920,750 | \$ 1,964,425 | \$ 9,032,850 | \$ - | |

Approved February 20, 2012
Page 8 of 37

Five Year Capital Improvement Plan Summary

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|---|---------------|---------------|--------------|---------------|---------------|----------------|
| 1 Expenditures | | | | | | |
| 2 Street and Miscellaneous Improvements | \$ 4,050,075 | \$ 4,329,000 | \$ 1,671,000 | \$ 4,608,000 | \$ 3,805,000 | \$ 18,463,075 |
| 3 | \$ 6,698,040 | \$ 85,000 | \$ 85,000 | \$ 4,500,000 | \$ 14,500,000 | \$ 25,868,040 |
| 4 Water System Improvements | \$ 1,641,000 | \$ 622,000 | \$ 1,015,000 | \$ 677,000 | \$ 1,085,000 | \$ 5,040,000 |
| 5 Sewer System Improvements | \$ 19,733,000 | \$ 24,419,000 | \$ 6,799,000 | \$ 2,096,000 | \$ 3,860,000 | \$ 56,907,000 |
| 6 Stormwater System Improvements | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 | \$ 850,000 |
| 7 | \$ 32,272,115 | \$ 29,605,000 | \$ 9,720,000 | \$ 12,081,000 | \$ 23,450,000 | \$ 107,128,115 |
| 8 Revenue | | | | | | |
| 9 Government Grants | | | | | | |
| 10 | \$ 3,852,240 | | | \$ 2,800,000 | \$ 2,200,000 | \$ 8,852,240 |
| 11 Contributions | | | | | | |
| 12 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 175,000 |
| 13 General Obligation Bonds | | | | | | |
| 14 | \$ 2,125,000 | \$ 579,000 | \$ 771,000 | \$ 16,423,000 | \$ 370,000 | \$ 20,268,000 |
| 15 Downtown Tax Increment District | | | | | | |
| 16 | \$ 1,175,000 | | | \$ 3,000,000 | | \$ 4,175,000 |
| 17 City Gaming Tax | | | | | | |
| 18 | \$ 2,368,000 | \$ 3,800,000 | \$ 950,000 | \$ 1,350,000 | \$ 1,200,000 | \$ 9,668,000 |
| 19 General Fund Carryover from FY11 | | | | | | |
| 20 | \$ 763,800 | | | | | \$ 763,800 |

Five Year Capital Improvement Plan Summary

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|---------------------------------|---------------|---------------|--------------|---------------|--------------|----------------|
| 21 Water Utility Charges | | | | | | |
| 22 | \$ 1,641,000 | \$ 622,000 | \$ 1,015,000 | \$ 677,000 | \$ 1,085,000 | \$ 5,040,000 |
| 23 Illinois Revolving Loan Fund | | | | | | |
| 24 | \$ 18,483,000 | \$ 22,961,000 | \$ 5,292,000 | | | \$ 46,736,000 |
| 25 Sewer Use Charges | | | | | | |
| 26 | \$ 1,250,000 | \$ 1,458,000 | \$ 1,507,000 | \$ 2,096,000 | \$ 3,860,000 | \$ 10,171,000 |
| 27 Stormwater Charges | | | | | | |
| 28 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 | \$ 850,000 |
| 29 | \$ 31,843,040 | \$ 29,605,000 | \$ 9,720,000 | \$ 26,581,000 | \$ 8,950,000 | \$ 106,699,040 |
| 30 | | | | | | |
| 31 | | | | | | |

The difference between total expenditures and total revenue reflects the cash on hand.

Street and Miscellaneous Capital Improvements

| | | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|----|--|--------------|--------------|------------|------|------|--------------|
| 1 | Expenditures | | | | | | |
| 2 | Arterial, Collector and Downtown Streets | | | | | | |
| 3 | 24th Street Resurfacing, 5th to 9th Avenue | \$ 1,000,000 | | | | | \$ 1,000,000 |
| 4 | The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. All costs will be paid by city gaming tax revenue. | | | | | | |
| 5 | | | | | | | |
| 6 | | | | | | | |
| 7 | 5th Street Resurfacing, 18th to 25th Avenue | \$ 445,000 | | | | | \$ 445,000 |
| 8 | The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. All costs will be paid by city gaming tax revenue. | | | | | | |
| 9 | | | | | | | |
| 10 | | | | | | | |
| 11 | 9th Street Resurfacing, 31st Avenue to Blackhawk Rd | | \$ 2,200,000 | | | | \$ 2,200,000 |
| 12 | The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. All costs will be paid by city gaming tax revenue. | | | | | | |
| 13 | | | | | | | |
| 14 | | | | | | | |
| 15 | 7th Avenue Resurfacing, 30th to 38th Street | | | \$ 300,000 | | | \$ 300,000 |
| 16 | The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. All costs will be paid by city gaming tax revenue. | | | | | | |
| 17 | | | | | | | |
| 18 | | | | | | | |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|--|------|------|------|--------------|------|--------------|
| 18th Avenue Resurfacing, 17th Street to Moline | | | | \$ 3,500,000 | | \$ 3,500,000 |

19

The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The street will be reconfigured to provide one lane in each direction and a bidirectional left-turn lane. The costs are expected to be paid by a federal grant (\$2,800,000) and city gaming tax revenue (\$700,000).

20

21

38th Street Resurfacing, 7th to 18th Avenue

22

23

The severely deteriorated portions of the existing pavement will be replaced and a new asphalt driving surface will be added to the street. The costs are expected to be paid by a federal grant (\$2,200,000) and city gaming tax revenue (\$550,000).

24

25

26

Local Streets - Special Assessments Financed with General Obligation Bonds and Gaming Funds (FY14 only)

27

The existing pavements will be removed and replaced. The city water, sewer and stormwater facilities will be evaluated and upgraded as needed. A portion of the cost will be assessed to adjacent properties.

28

29

| | | | | | | |
|---|------------|--------------|------------|------------|------------|--------------|
| 44th Street Reconstruction, 41st Avenue to Blackhawk Road | \$ 430,000 | | | | | \$ 430,000 |
| 37th Avenue Reconstruction east of 44th Street | \$ 195,000 | | | | | \$ 195,000 |
| 23rd Avenue Reconstruction, 12th to 17th Street | | \$ 1,529,000 | | | | \$ 1,529,000 |
| 23rd Street Reconstruction, 10th to 12th Avenue | | | \$ 771,000 | | | \$ 771,000 |
| 22 1/2 Avenue Reconstruction east of 29th Street | | | | \$ 210,000 | | \$ 210,000 |
| 26th Street Reconstruction north of 13th Avenue | | | | \$ 213,000 | | \$ 213,000 |
| 45th Street Reconstruction, 23rd to 24th Avenue | | | | | \$ 130,000 | \$ 130,000 |

30

31

32

33

34

35

36

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|----|------|------|------|------|------------|------------|
| 37 | | | | | \$ 240,000 | \$ 240,000 |
| 38 | | | | | | |

25th Street Reconstruction, 18th to 20th Avenue

Local Streets - Special Assessments Financed with City Gaming Tax Revenue

The street pavements in this category are in significantly better condition than most of the projects included in the previous category. These projects involve minimal pavement removal and replacement and the addition of a new asphalt driving surface. As a result, the unit cost for these projects is much less than the costs of the projects in the previous section. A portion of the costs will be assessed to adjacent properties.

| | | | | | | | |
|----|--|------------|------------|--|--|--|------------|
| 42 | FY2013 Construction Program | \$ 570,000 | | | | | \$ 570,000 |
| 43 | 35th Street, 14th to 18th Avenue | | | | | | |
| 44 | 42nd Street, 29th Avenue to Saukie Golf Course | | | | | | |
| 45 | 44th Street, 29th Avenue to Saukie Golf Course | | | | | | |
| 46 | FY2014 Construction Program | | \$ 600,000 | | | | \$ 600,000 |
| 47 | 37th Avenue, 30th to 34th Street | | | | | | |
| 48 | 34th Street, 35th to 38th Avenue | | | | | | |
| 49 | 20th Avenue, 32nd to 34th Street | | | | | | |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|----|--|-----------|------------|------------|------------|------------|
| 50 | | | \$ 600,000 | | | \$ 600,000 |
| 51 | | | | | | |
| 52 | | | | | | |
| 53 | | | | \$ 600,000 | | \$ 600,000 |
| 54 | | | | | | |
| 55 | | | | | | |
| 56 | | | | | \$ 600,000 | \$ 600,000 |
| 57 | | | | | | |
| 58 | | | | | | |
| 59 | | | | | | |
| 60 | | | | | | |
| 61 | | | | | | |
| 62 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 425,000 |
| 63 | Residents can replace deteriorated sidewalks or curbs and plant boulevard trees using this program. The resident pays one-half of the construction cost. The city pays the other one-half the construction cost plus all administrative costs from city gaming tax revenues. | | | | | |
| 64 | | | | | | |
| 65 | | | | | | |

Street and Miscellaneous Capital Improvements

| | | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|----|--|--------------|------|------|------|------|--------------|
| 66 | Ridgewood Road Sustainable Business Park | \$ 3,000,000 | | | | | \$ 3,000,000 |
| 67 | The City will construct a sustainable business park (~30 acres) west of Ridgewood Road about 1,000 feet south of Andalusia Road. The infrastructure will include water mains, sanitary sewers, storm sewers, streets and an engineered wetland. The park will be a model for the development of environmentally friendly commercial areas. One-half the costs are being paid by an Economic Development Administration grant. The other half will be financed by short term (5 years) general obligation bonds. The bonds will be repaid by City gaming tax revenue. | | | | | | |
| 69 | | | | | | | |
| 70 | Transient Boat Dock | \$ 2,095,000 | | | | | \$ 2,095,000 |
| 71 | A transient boat dock will be added to Schwiebert Riverfront Park. The project costs will be paid by a \$1,500,000 Boating Infrastructure Grant and \$595,000 from the Downtown Tax Increment District. | | | | | | |
| 72 | | | | | | | |
| 73 | | | | | | | |
| 74 | 13th Avenue Reconstruction, 1st to 2nd Street | \$ 153,000 | | | | | \$ 153,000 |
| 75 | The existing pavement will be removed and replaced. The city water, sewer and stormwater facilities will be evaluated and upgraded as needed. The costs of the project will be paid by City gaming tax revenue. | | | | | | |
| 76 | | | | | | | |
| 77 | | | | | | | |
| 78 | 1st Avenue Extension (Columbia Park) | \$ 150,000 | | | | | \$ 150,000 |
| 79 | 1st Avenue will be extended from the Sylvan Slough Naturalized Park into the Quad City Industrial Center to improve business access. The project costs will be paid by City gaming tax revenue. | | | | | | |
| 80 | | | | | | | |
| 81 | | | | | | | |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|---|------------|------|------|------|------|------------|
| <p>82 Central Fire Station Energy Efficient Windows and Entryways (engineering only)</p> <p>83 An engineering study will be conducted to determine if there is a cost-effective way to improve the energy efficiency of the Central Fire Station windows and entries. If the study recommends building upgrades, it will be used to support energy grant applications to state/federal programs and private foundations. The costs of the study will be paid by City gaming tax revenue.</p> <p>84</p> | \$ 17,000 | | | | | \$ 17,000 |
| <p>85</p> <p>86 11th Street Sidewalk Improvements, 25th to 42nd Avenue</p> <p>87 The Illinois Attorney General has ordered the City to upgrade the sidewalk along the west side of 11th Street between 25th and 42nd Avenue to comply with current Americans with Disabilities Act standards. The work will involve sidewalk and curb ramp replacements and the elimination of sidewalk obstacles caused by fire hydrants, sign posts, street light poles and traffic signal light poles.</p> <p>88</p> | \$ 415,000 | | | | | \$ 415,000 |
| <p>89</p> <p>90 Longview Park/17th Street hillside stabilization (engineering only)</p> <p>91 The Longview Park hillside along 17th Street is unstable. It has slumped onto 17th Street in the past and it is a threat to slide again during wet weather periods. An engineering study will be conducted to determine if there is a cost-effective method of stabilizing the slope. The costs will be paid by City gaming tax revenue.</p> <p>92</p> | \$ 14,000 | | | | | \$ 14,000 |
| <p>93</p> <p>94 30/31 Branch Library lighting upgrade (engineering only)</p> <p>95 An engineering study will be conducted to determine if there is a cost-effective way to improve the energy efficiency of the 30/31 Branch Library lighting system. If the study recommends building upgrades, it will be used to support energy grant applications to state/federal programs and private foundations. The costs of the study will be paid by City gaming tax revenue.</p> <p>96</p> | \$ 4,000 | | | | | \$ 4,000 |
| <p>97</p> | | | | | | |

Street and Miscellaneous Capital Improvements

| | | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|-----|---|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| 98 | Police Facility Construction | | | | \$ 4,500,000 | \$ 14,500,000 | \$ 19,000,000 |
| 99 | The City will construct a new police facility at a location to be determined and renovate the existing police facility for use by other City departments. The Downtown Tax Increment District will provide funds (\$3,000,000) for property acquisition and environmental cleanup. The remainder of the costs will be financed by general obligation bonds. The bonds will be retired with City gaming tax revenue. | | | | | | |
| 101 | | | | | | | |
| 102 | New Expenditure Sub-Total | \$ 8,573,000 | \$ 4,414,000 | \$ 1,756,000 | \$ 9,108,000 | \$ 18,305,000 | \$ 42,156,000 |
| 103 | Carryover Projects | | | | | | |
| 104 | 3rd Avenue Reconstruction, 24th to 25th Street | \$ 480,000 | | | | | |
| 105 | 15th Avenue Resurfacing, 33rd to 38th Street | \$ 276,000 | | | | | |
| 106 | 16th Avenue Resurfacing, 33rd to 38th Street | \$ 254,000 | | | | | |
| 107 | 20th Street Bicycle Path, 1st to 7th Avenue | \$ 97,000 | | | | | |
| 108 | Crosstown Bicycle Path, phase 1 | \$ 266,000 | | | | | |
| 109 | Crosstown Bicycle Path, phase 2 | \$ 570,000 | | | | | |
| 110 | North/South Bicycle Path | \$ 220,040 | | | | | |
| 111 | final payment for West Rock River Bridge to Illinois DOT | \$ 12,075 | | | | | |
| 112 | Carryover Project Total | \$ 2,175,115 | | | not applicable | | |
| 113 | Total Expenditures | \$ 10,748,115 | \$ 4,414,000 | \$ 1,756,000 | \$ 9,108,000 | \$ 18,305,000 | \$ 44,331,115 |
| 114 | | | | | | | |
| 115 | Revenue | | | | | | |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|--|--------------|------------|------------|--------------|--------------|--------------|
| 116 State and Federal Grants | | | | | | |
| 117 Crosstown Bicycle Path, Phase 1 (carryover project) | \$ 200,000 | | | | | \$ 200,000 |
| 118 Crosstown Bicycle Path, Phase 2 (carryover project) | \$ 470,000 | | | | | \$ 470,000 |
| 119 North/South Bicycle Path, 20th Street from 7th to 18th Avenue and 17th Street from 18th to 31st Avenue (carryover project) | \$ 182,240 | | | | | \$ 182,240 |
| 120 Ridgewood Road Sustainable Business Park | \$ 1,500,000 | | | | | \$ 1,500,000 |
| 121 Boating Infrastructure Grant | \$ 1,500,000 | | | | | \$ 1,500,000 |
| 122 18th Avenue Resurfacing, 17th Street to Moline | | | | \$ 2,800,000 | | \$ 2,800,000 |
| 123 38th Street Resurfacing, 7th to 18th Avenue | | | | | \$ 2,200,000 | \$ 2,200,000 |
| 124 Contributions | | | | | | |
| 125 50/50 Sidewalk, Tree and Curb Program | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 35,000 | \$ 175,000 |
| 126 General Obligation Bonds | | | | | | |
| 127 44th Street Reconstruction, 41st Avenue to Blackhawk Road | \$ 430,000 | | | | | \$ 430,000 |
| 128 37th Avenue Reconstruction, east of 44th Street | \$ 195,000 | | | | | \$ 195,000 |
| 129 Ridgewood Road Sustainable Business Park | \$ 1,500,000 | | | | | \$ 1,500,000 |
| 130 23rd Avenue Reconstruction, 12th to 17th Street | | \$ 579,000 | | | | \$ 579,000 |
| 131 23rd Street Reconstruction, 10th to 12th Avenue | | | \$ 771,000 | | | \$ 771,000 |
| 132 22 1/2 Avenue Reconstruction east of 29th Street | | | | \$ 210,000 | | \$ 210,000 |
| 133 26th Street Reconstruction north of 13th Avenue | | | | \$ 213,000 | | \$ 213,000 |

Approved February 20, 2012
Page 18 of 37

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|-----|--|--------------|--------------|---------------|------------|---------------|
| 134 | 45th Street Reconstruction, 23rd to 24th Avenue | | | | \$ 130,000 | \$ 130,000 |
| 135 | 25th Street Reconstruction, 18th to 20th Avenue | | | | \$ 240,000 | \$ 240,000 |
| 136 | Police Facility | | | \$ 16,000,000 | | \$ 16,000,000 |
| 137 | Downtown Tax Increment District | | | | | |
| 138 | 20th Street Bicycle Path, 1st to 7th Avenue (carryover project) | \$ 100,000 | | | | \$ 100,000 |
| 139 | 3rd Avenue Reconstruction, 24th to 25th Street (carryover project) | \$ 480,000 | | | | \$ 480,000 |
| 140 | Transient Boat Dock | \$ 595,000 | | | | \$ 595,000 |
| 141 | Police Facility | | | \$ 3,000,000 | | \$ 3,000,000 |
| 142 | City Gaming Tax | | | | | |
| 143 | 24th Street Resurfacing, 5th to 9th Avenue | \$ 1,000,000 | | | | \$ 1,000,000 |
| 144 | 5th Street Resurfacing, 18th to 25th Avenue | \$ 445,000 | | | | \$ 445,000 |
| 145 | 35th Street, 14th to 18th Avenue | | | | | |
| 146 | 42nd Street, 29th Avenue to Saukie Golf Course | \$ 570,000 | | | | \$ 570,000 |
| 147 | 44th Street, 29th Avenue to Saukie Golf Course | | | | | |
| 148 | 50/50 Sidewalk, Curb and Tree Program | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 250,000 |
| 149 | 13th Avenue Reconstruction, 1st to 2nd Street | \$ 153,000 | | | | \$ 153,000 |
| 150 | 1st Avenue Extension (Columbia Park) | \$ 150,000 | | | | \$ 150,000 |
| 151 | 9th Street Resurfacing, 31st Avenue to Blackhawk Rd | | \$ 2,200,000 | | | \$ 2,200,000 |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|-----|------|------------|------------|------------|------------|------------|
| 152 | | \$ 950,000 | | | | \$ 950,000 |
| 153 | | | | | | |
| 154 | | \$ 600,000 | | | | \$ 600,000 |
| 155 | | | | | | |
| 156 | | | \$ 300,000 | | | \$ 300,000 |
| 157 | | | | | | |
| 158 | | | \$ 600,000 | | | \$ 600,000 |
| 159 | | | | \$ 700,000 | | \$ 700,000 |
| 160 | | | | | | |
| 161 | | | | \$ 600,000 | | \$ 600,000 |
| 162 | | | | | \$ 550,000 | \$ 550,000 |
| 163 | | | | | | |
| 164 | | | | | \$ 600,000 | \$ 600,000 |
| 165 | | | | | | |

Street and Miscellaneous Capital Improvements

| | FY13 | FY14 | FY15 | FY16 | FY17 | Totals |
|-----|---|--------------|--------------|---------------|--------------|---------------|
| 166 | General Fund Carryover from FY11 | | | | | |
| 167 | \$ 17,000 | | | | | |
| 168 | \$ 415,000 | | | | | |
| 169 | \$ 14,000 | | | | | |
| 170 | \$ 4,000 | | | | | |
| 171 | \$ 10,005,240 | \$ 4,414,000 | \$ 1,756,000 | \$ 23,608,000 | \$ 3,805,000 | \$ 43,588,240 |
| | New Revenue and General Fund Carryover | | | | | |
| 172 | Carryover Gaming Revenue from FY12 | | | | | |
| 173 | \$ 66,000 | | | | | |
| 174 | \$ 100,000 | | | | | |
| 175 | \$ 37,800 | | | | | |
| 176 | \$ 280,000 | | | | | |
| 177 | \$ 280,000 | | | | | |
| 178 | \$ 763,800 | \$ - | \$ - | \$ - | \$ - | \$ 763,800 |
| | Carryover Gaming Revenue | | | | | |

Water Utility Projects

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|---|------------|-----------|------------|------------|------------|------------|
| 1 Water Tower Improvements | | | | | | |
| 2 Reservoir Tower Rehabilitation (500,000 gallons) | \$ 500,000 | | | | | \$ 500,000 |
| 3 14th Avenue Tower Rehabilitation (500,000 gallons) | | | \$ 375,000 | | | \$ 375,000 |
| 4 Ridgewood Road Tower Rehabilitation (250,000 gallons) | | | | \$ 275,000 | | \$ 275,000 |
| 5 24th Street Water Tower Rehabilitation (500,000 gallons) | | | | | \$ 450,000 | \$ 450,000 |
| 6 Raw Water Pumping Station tuckpointing | | | | \$ 125,000 | | \$ 125,000 |
| 7 Water SCADA System Study and Upgrade | | | | | | |
| 8 Upgrade the existing SCADA (Supervisory, Control and Data Acquisition) System to provide real time distribution system monitoring | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 125,000 |
| 9 Water Filtration Process Evaluation | | | | | | |
| | \$ 75,000 | | | | | \$ 75,000 |

Water Utility Projects

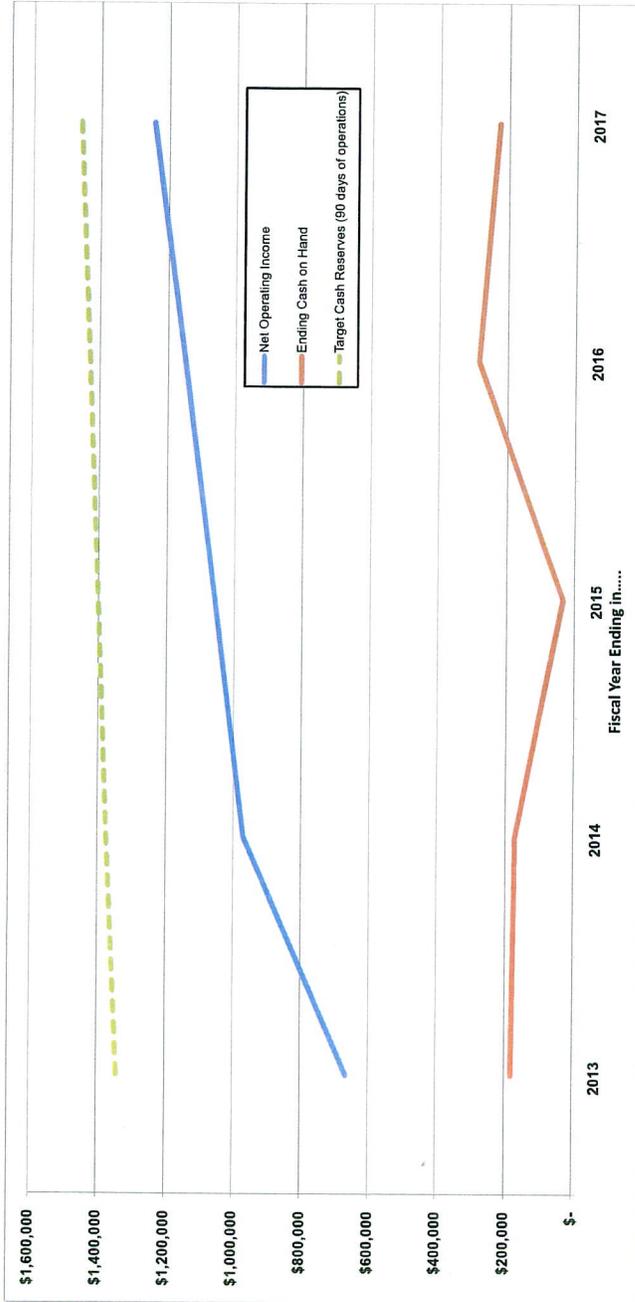
| | | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|----|---|------------|------------|------------|-----------|------|------------|
| 10 | Watermains Under Street Program Projects | | | | | | |
| 11 | Replace deteriorated and/or undersized watermains in conjunction with street improvements | | | | | | |
| 12 | 35th Street, 14th to 18th Avenue | \$ 330,000 | | | | | \$ 330,000 |
| 13 | 42nd Street, 29th Avenue to Saukie Golf Course | \$ 126,000 | | | | | \$ 126,000 |
| 14 | 24th Street, 5th to 9th Avenue | \$ 385,000 | | | | | \$ 385,000 |
| 15 | 23rd Avenue, 12th to 17th Street | | \$ 270,000 | | | | \$ 270,000 |
| 16 | 34th Street, 35th to 38th Avenue | | \$ 12,000 | | | | \$ 12,000 |
| 17 | 8th Avenue, 42nd to 46th Street | | | \$ 121,000 | | | \$ 121,000 |
| 18 | 9th Avenue, 44 1/2 to 46th Street | | | \$ 209,000 | | | \$ 209,000 |
| 19 | 22 1/2 Avenue watermain east of 29th Street | | | | \$ 47,000 | | \$ 47,000 |
| 20 | 26th Street watermain replacement north of 13th Avenue | | | | \$ 5,000 | | \$ 5,000 |

Water Utility Projects

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|----|---|------------|--------------|------------|--------------|--------------|
| 21 | Watermain Replacement Program | | | | | |
| 22 | Neighborhood Water System Improvements | | | | | |
| 23 | \$ 200,000 | \$ 125,000 | | | | \$ 325,000 |
| 24 | | \$ 190,000 | \$ 195,000 | | | \$ 385,000 |
| 25 | | | \$ 90,000 | | | \$ 90,000 |
| 26 | | | | \$ 200,000 | \$ 185,000 | \$ 385,000 |
| 27 | | | | | \$ 425,000 | \$ 425,000 |
| 28 | \$ 1,641,000 | \$ 622,000 | \$ 1,015,000 | \$ 677,000 | \$ 1,085,000 | \$ 5,040,000 |

Water Utility Projections

| Fiscal Year Ending | Rate Change | Capital Improvements | Ending Cash on Hand | Comments |
|--------------------|-------------|----------------------|---------------------|----------|
| 2013 | 0.0% | \$ 1,641,000 | \$ 179,446 | |
| 2014 | 3.0% | \$ 622,000 | \$ 170,910 | |
| 2015 | 3.0% | \$ 1,015,000 | \$ 32,296 | |
| 2016 | 3.0% | \$ 677,000 | \$ 284,004 | |
| 2017 | 3.0% | \$ 1,085,000 | \$ 226,483 | |
| | | \$ 5,040,000 | | |



| | |
|------------------|-------|
| interest on cash | 1.50% |
| inflation rate | 2.00% |

Approved February 20, 2012
Page 25 of 37

Water Utility Projections

| | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|--------------|--------------|--------------|--------------|--------------|
| 1 OPERATING REVENUES | | | | | |
| 2 charges for service | | | | | |
| 3 water charges | \$ 5,600,000 | \$ 5,768,000 | \$ 5,941,040 | \$ 6,119,271 | \$ 6,302,849 |
| 4 WSRP charges | \$ 190,000 | \$ 199,500 | \$ 209,475 | \$ 219,949 | \$ 230,946 |
| 5 misc service charges | \$ 650 | \$ 650 | \$ 650 | \$ 650 | \$ 650 |
| 6 other | | | | | |
| 7 water tower rentals | \$ 310,000 | \$ 319,300 | \$ 328,879 | \$ 338,745 | \$ 348,908 |
| 8 Sewer Fund payment for meter services | \$ 145,000 | \$ 149,350 | \$ 153,831 | \$ 158,445 | \$ 163,199 |
| 9 misc non-operating | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 | \$ 7,000 |
| 10 IRS interest rebate | \$ 29,134 | \$ 28,765 | \$ 28,319 | \$ 27,772 | \$ 27,225 |
| 11 total operating revenues | \$ 6,281,784 | \$ 6,472,565 | \$ 6,669,193 | \$ 6,871,833 | \$ 7,080,777 |
| 12 OPERATING EXPENSES | | | | | |
| 13 personnel | \$ 2,107,721 | \$ 2,149,875 | \$ 2,192,873 | \$ 2,236,730 | \$ 2,281,465 |
| 14 supplies | \$ 870,666 | \$ 888,079 | \$ 905,841 | \$ 923,958 | \$ 942,437 |
| 15 services | \$ 981,208 | \$ 1,027,941 | \$ 1,048,500 | \$ 1,069,470 | \$ 1,090,859 |
| 16 other | \$ 8,030 | \$ 8,191 | \$ 8,354 | \$ 8,522 | \$ 8,692 |
| 17 transfer to General Fund for services | \$ 673,387 | \$ 686,855 | \$ 700,592 | \$ 714,604 | \$ 728,896 |
| 18 services (GIS) | \$ 39,386 | \$ 40,174 | \$ 40,977 | \$ 41,797 | \$ 42,633 |
| 19 discount for the Park and Recreation Department | \$ 25,000 | \$ 25,750 | \$ 26,523 | \$ 27,318 | \$ 28,138 |
| 20 repay General Fund for cash advance | \$ 250,000 | \$ - | \$ - | \$ - | \$ - |
| 21 depreciation | \$ 635,872 | \$ 648,589 | \$ 661,561 | \$ 674,792 | \$ 688,288 |
| 22 contingency | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| 23 total operating expenses | \$ 5,616,270 | \$ 5,500,454 | \$ 5,610,221 | \$ 5,722,191 | \$ 5,836,408 |
| 24 | | | | | |
| 25 OPERATING INCOME (LOSS) | \$ 665,514 | \$ 972,111 | \$ 1,058,972 | \$ 1,149,642 | \$ 1,244,369 |

Water Utility Projections

| | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|--------------|--------------|--------------|--------------|--------------|
| NONOPERATING REVENUES (EXPENSES) | | | | | |
| interest revenue (expenses) on investments | \$ 20,917 | \$ 3,944 | \$ 2,785 | \$ 2,595 | \$ 5,914 |
| contributed capital | \$ - | \$ - | \$ - | \$ - | \$ - |
| interest expenses for bonds | \$ (168,984) | \$ (153,622) | \$ (137,908) | \$ (127,330) | \$ (111,118) |
| total nonoperating revenue (expenses) | \$ (148,067) | \$ (149,678) | \$ (135,123) | \$ (124,735) | \$ (105,204) |
| CHANGE IN NET ASSETS | \$ 517,447 | \$ 822,433 | \$ 923,849 | \$ 1,024,907 | \$ 1,139,166 |

26

27 **NONOPERATING REVENUES (EXPENSES)**

28 interest revenue (expenses) on investments
 29 contributed capital
 30 interest expenses for bonds
 31 total nonoperating revenue (expenses)

32 **CHANGE IN NET ASSETS**

1 **CASH FLOWS FROM OPERATING ACTIVITIES**

2 cash received from customers
 3 cash payments for goods and services
 4 cash payments to employees for services
 5 other operating revenue

6 **NET CASH PROVIDED (USED) FOR OPERATIONS**

8 **CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES**

9 capital improvements
 10 contributed capital
 11 proceeds for GO bond sale
 12 payment of general obligations bonds
 13 interest paid

14 **NET CASH PROVIDED (USED) FOR CAPITAL**

15

| | | | | |
|----------------|----------------|----------------|----------------|----------------|
| \$ 5,790,650 | \$ 5,768,000 | \$ 5,941,040 | \$ 6,119,271 | \$ 6,302,849 |
| \$ (2,872,677) | \$ (2,701,990) | \$ (2,755,787) | \$ (2,810,668) | \$ (2,866,654) |
| \$ (2,107,721) | \$ (2,149,875) | \$ (2,192,873) | \$ (2,236,730) | \$ (2,281,465) |
| \$ 491,134 | \$ 505,065 | \$ 518,678 | \$ 532,613 | \$ 546,982 |
| \$ 1,301,386 | \$ 1,421,200 | \$ 1,511,059 | \$ 1,604,486 | \$ 1,701,712 |
| \$ (1,641,000) | \$ (622,000) | \$ (1,015,000) | \$ (677,000) | \$ (1,085,000) |
| \$ - | \$ - | \$ - | \$ - | \$ - |
| \$ - | \$ - | \$ - | \$ - | \$ - |
| \$ (648,058) | \$ (658,058) | \$ (499,550) | \$ (551,043) | \$ (569,028) |
| \$ (168,984) | \$ (153,622) | \$ (137,908) | \$ (127,330) | \$ (111,118) |
| \$ (2,458,042) | \$ (1,433,680) | \$ (1,652,458) | \$ (1,355,373) | \$ (1,765,146) |

Water Utility Projections

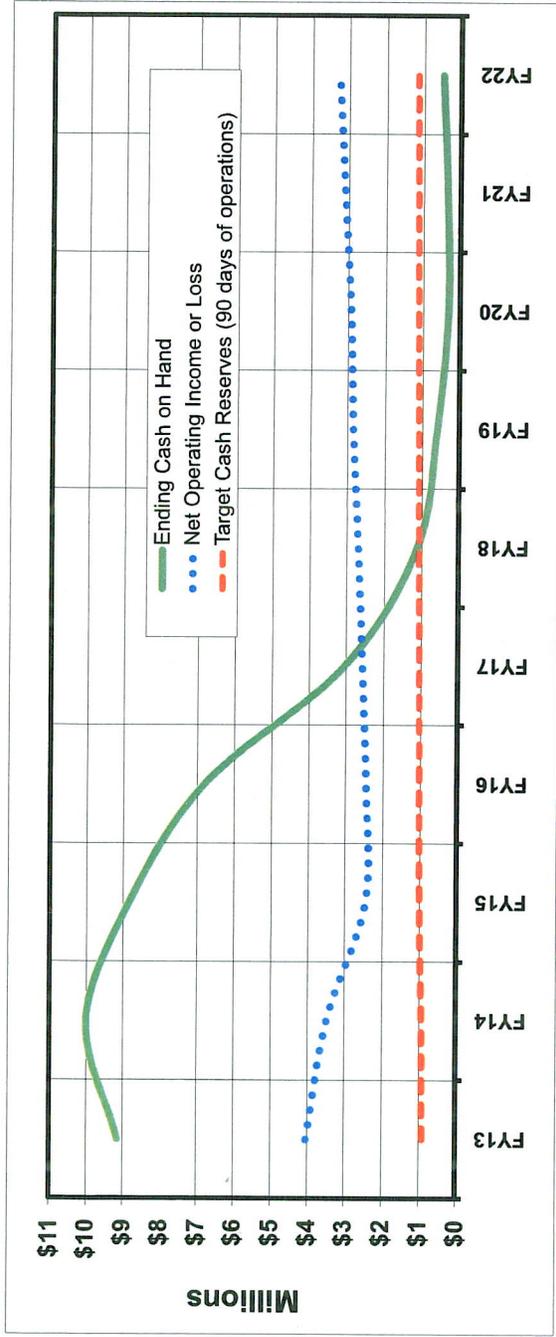
| | FY13 | FY14 | FY15 | FY16 | FY17 |
|--|----------------|----------------|----------------|----------------|----------------|
| 16 BEGINNING CASH | \$ 1,315,185 | \$ 179,446 | \$ 170,910 | \$ 32,296 | \$ 284,004 |
| 17 NET CASH PROVIDED (USED) FOR OPERATIONS | \$ 1,301,386 | \$ 1,421,200 | \$ 1,511,059 | \$ 1,604,486 | \$ 1,701,712 |
| 18 NET CASH PROVIDED (USED) FOR CAPITAL | \$ (2,458,042) | \$ (1,433,680) | \$ (1,652,458) | \$ (1,355,373) | \$ (1,765,146) |
| 19 ENDING CASH SUBTOTAL | \$ 158,529 | \$ 166,966 | \$ 29,511 | \$ 281,409 | \$ 220,569 |
| 20 INTEREST EARNED (PAID) | \$ 20,917 | \$ 3,944 | \$ 2,785 | \$ 2,595 | \$ 5,914 |
| 21 ENDING CASH | \$ 179,446 | \$ 170,910 | \$ 32,296 | \$ 284,004 | \$ 226,483 |
| 22 NET CHANGE IN CASH | \$ (1,135,739) | \$ (8,536) | \$ (138,614) | \$ 251,708 | \$ (57,520) |

Sewer Utility Projects

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|---|---------------|---------------|--------------|--------------|--------------|---------------|
| 1 Combined Sewer Long Term Control Plan (LTCP) | | | | | | |
| The construction of the Mill Street Wastewater Treatment Plant expansion began in October 2011 and the work will be completed in about three years. In FY14, work will begin on a combined sewer overflow storage facility near the intersection of 42nd Street with 5th Avenue and a large diameter relief sewer in 6th Avenue from 24th Street to the Rock Island Parkway. In FY16, relocation of the combined sewer overflow point in Blackhawk Creek will begin. All work required by the LTCP must be completed by FY18. The total cost of all phases of the LTCP is expected to exceed \$70M. | | | | | | |
| 2 | \$ 19,633,000 | \$ 23,953,000 | \$ 5,944,000 | \$ 1,840,000 | \$ 3,110,000 | \$ 54,480,000 |
| 3 | | | | | | |
| 4 Sewer Improvements Street Program Projects | | | | | | |
| 24th Street 7th to 9th Avenue | \$ 100,000 | | | | | \$ 100,000 |
| 23rd Avenue 12th to 17th Street | | \$ 96,000 | | | | \$ 96,000 |
| 9th Avenue 44 1/2 to 46th Street | | | \$ 15,000 | | | \$ 15,000 |
| 22 1/2 Avenue east of 29th Street | | | | \$ 6,000 | | \$ 6,000 |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| Total | \$ 100,000 | \$ 96,000 | \$ 15,000 | \$ 6,000 | \$ - | \$ 217,000 |
| 11 Sewer Replacements | | | | | | |
| 21st/22nd Street 10th/12th Avenue | | | \$ 840,000 | | | \$ 840,000 |
| Alley between 19th/20th Street and 10th/12th Avenue | | \$ 370,000 | | | | \$ 370,000 |
| 19th Street 9th to 10th Avenue | | | | \$ 250,000 | | \$ 250,000 |
| 3rd Avenue 20th to 23rd Street | | | | | \$ 750,000 | \$ 750,000 |
| 12 | | | | | | |
| 13 | | | | | | |
| 14 | | | | | | |
| 15 | | | | | | |
| 16 | | | | | | |
| 17 | | | | | | |
| 18 | | | | | | |
| Total | \$ - | \$ 370,000 | \$ 840,000 | \$ 250,000 | \$ 750,000 | \$ 2,210,000 |
| Total Capital Improvements | \$ 19,733,000 | \$ 24,419,000 | \$ 6,799,000 | \$ 2,096,000 | \$ 3,860,000 | \$ 56,907,000 |

Sewer Utility Projections

| FY Ending | Rate Change | Capital Improvements | Long Term Control Plan | General Obligation Bonds | State Revolving Loan Fund | Ending Cash on Hand |
|-----------|-------------|----------------------|------------------------|--------------------------|---------------------------|---------------------|
| 2013 | 0.0% | \$ 100,000 | \$ 19,633,000 | \$ - | \$ 18,483,000 | \$ 9,154,243 |
| 2014 | 0.0% | \$ 466,000 | \$ 23,953,000 | \$ - | \$ 22,961,000 | \$ 10,017,446 |
| 2015 | 2.0% | \$ 855,000 | \$ 5,944,000 | \$ - | \$ 5,292,000 | \$ 8,849,946 |
| 2016 | 2.0% | \$ 256,000 | \$ 1,840,000 | \$ - | \$ - | \$ 6,827,973 |
| 2017 | 2.0% | \$ 750,000 | \$ 3,110,000 | \$ - | \$ - | \$ 3,055,553 |
| 2018 | 2.0% | \$ 750,000 | \$ 1,320,000 | \$ - | \$ - | \$ 1,130,394 |
| 2019 | 2.0% | \$ 750,000 | \$ - | \$ - | \$ - | \$ 601,197 |
| 2020 | 2.0% | \$ 750,000 | \$ - | \$ - | \$ - | \$ 309,846 |
| 2021 | 2.0% | \$ 750,000 | \$ - | \$ - | \$ - | \$ 344,366 |
| 2022 | 2.0% | \$ 750,000 | \$ - | \$ - | \$ - | \$ 478,484 |
| | | \$ 6,177,000 | \$ 55,800,000 | \$ - | \$ 46,736,000 | |



Sewer Utility Projections

| | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 OPERATING REVENUES | | | | | | | | | | |
| 2 charges for service | | | | | | | | | | |
| 3 sewer charges | \$ 7,821,799 | \$ 7,821,799 | \$ 7,978,235 | \$ 8,137,800 | \$ 8,300,566 | \$ 8,466,567 | \$ 8,635,898 | \$ 8,808,616 | \$ 8,984,788 | \$ 9,164,484 |
| 4 misc service charges | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| 5 other | | | | | | | | | | |
| 6 facility rentals | \$ 14,400 | \$ 14,688 | \$ 14,982 | \$ 15,281 | \$ 15,587 | \$ 15,899 | \$ 16,217 | \$ 16,541 | \$ 16,872 | \$ 17,209 |
| 7 sewer lateral repair program | \$ 216,000 | \$ 221,000 | \$ 226,000 | \$ 231,000 | \$ 236,000 | \$ 241,000 | \$ 246,000 | \$ 251,000 | \$ 256,000 | \$ 261,000 |
| 8 IRS interest rebate | \$ 74,771 | \$ 68,632 | \$ 67,763 | \$ 66,711 | \$ 65,422 | \$ 63,848 | \$ 61,914 | \$ 59,633 | \$ 56,998 | \$ 53,946 |
| 9 Downtown TIF (1st Avenue Sewer debt service) | \$ 104,846 | \$ 104,498 | \$ 104,082 | \$ 105,554 | \$ 104,734 | \$ 105,892 | \$ 106,818 | \$ 107,552 | \$ 110,136 | \$ 106,344 |
| 10 total operating revenues | \$ 8,232,316 | \$ 8,231,117 | \$ 8,391,561 | \$ 8,556,846 | \$ 8,722,799 | \$ 8,893,706 | \$ 9,067,346 | \$ 9,243,843 | \$ 9,425,294 | \$ 9,603,483 |
| 11 | | | | | | | | | | |
| 12 OPERATING EXPENSES | | | | | | | | | | |
| 13 personnel | \$ 1,239,624 | \$ 1,264,416 | \$ 1,289,705 | \$ 1,315,499 | \$ 1,341,809 | \$ 1,368,645 | \$ 1,396,018 | \$ 1,423,938 | \$ 1,452,417 | \$ 1,481,465 |
| 14 supplies | \$ 233,004 | \$ 237,664 | \$ 242,417 | \$ 247,266 | \$ 252,211 | \$ 257,255 | \$ 262,400 | \$ 267,648 | \$ 273,001 | \$ 278,461 |
| 15 services | \$ 1,500,349 | \$ 1,530,356 | \$ 1,560,963 | \$ 1,592,182 | \$ 1,624,026 | \$ 1,656,507 | \$ 1,689,637 | \$ 1,723,429 | \$ 1,757,898 | \$ 1,793,056 |
| 16 extra for expanded Mill Street WWTP | | | \$ 220,816 | \$ 225,232 | \$ 229,737 | \$ 234,332 | \$ 239,019 | \$ 243,799 | \$ 248,675 | \$ 253,648 |
| 17 other | \$ 70,600 | \$ 72,012 | \$ 73,452 | \$ 74,921 | \$ 76,420 | \$ 77,948 | \$ 79,507 | \$ 81,097 | \$ 82,719 | \$ 84,374 |
| 18 rebates | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| 19 discount for services (Park Dept) | \$ 27,587 | \$ 28,139 | \$ 28,702 | \$ 29,276 | \$ 29,861 | \$ 30,458 | \$ 31,067 | \$ 31,689 | \$ 32,323 | \$ 32,969 |
| 20 transfer to the General Fund | \$ 378,409 | \$ 385,977 | \$ 393,697 | \$ 401,571 | \$ 409,602 | \$ 417,794 | \$ 426,150 | \$ 434,673 | \$ 443,366 | \$ 452,234 |
| 21 transfer for meter services | \$ 139,419 | \$ 142,207 | \$ 145,052 | \$ 147,953 | \$ 150,912 | \$ 153,930 | \$ 157,008 | \$ 160,149 | \$ 163,352 | \$ 166,619 |
| 22 transfer for GIS | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 | \$ 39,386 |

Sewer Utility Projections

| | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|----|---|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 23 | depreciation | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 | \$ 542,252 |
| 24 | contingency | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 | \$ 55,000 |
| 25 | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 26 | total operating expenses | \$ 4,226,130 | \$ 4,297,910 | \$ 4,591,941 | \$ 4,671,038 | \$ 4,751,715 | \$ 4,917,944 | \$ 5,003,561 | \$ 5,090,889 | \$ 5,179,964 |
| 27 | | | | | | | | | | |
| 28 | OPERATING INCOME (LOSS) | \$ 4,006,186 | \$ 3,933,207 | \$ 3,799,620 | \$ 3,885,809 | \$ 3,971,083 | \$ 4,149,402 | \$ 4,240,282 | \$ 4,334,405 | \$ 4,423,519 |
| 29 | | | | | | | | | | |
| 30 | NONOPERATING REVENUES (EXPENSES) | | | | | | | | | |
| 31 | interest revenue (expenses) on investments | \$ 116,941 | \$ 142,717 | \$ 140,452 | \$ 116,709 | \$ 73,575 | \$ 31,161 | \$ 12,890 | \$ 6,782 | \$ 6,125 |
| 32 | SRF "grant" | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 33 | "IKE" Grant (6th Ave relief sewer) | \$ 375,000 | \$ 375,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 34 | interest expenses for bonds | \$ (442,965) | \$ (950,388) | \$ (1,480,546) | \$ (1,544,447) | \$ (1,468,481) | \$ (1,388,106) | \$ (1,304,502) | \$ (1,233,584) | \$ (1,157,935) |
| 35 | total nonoperating revenue (expenses) | \$ 48,976 | \$ (432,671) | \$ (1,340,094) | \$ (1,427,738) | \$ (1,394,906) | \$ (1,356,945) | \$ (1,308,237) | \$ (1,228,714) | \$ (1,151,810) |
| 36 | transfers in (out) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 37 | | | | | | | | | | |
| 38 | CHANGE IN NET ASSETS | \$ 4,055,163 | \$ 3,500,536 | \$ 2,459,526 | \$ 2,458,071 | \$ 2,576,177 | \$ 2,702,754 | \$ 2,932,045 | \$ 3,105,692 | \$ 3,271,710 |
| 39 | | | | | | | | | | |
| 40 | CASH FLOWS FROM OPERATING ACTIVITIES | | | | | | | | | |
| 41 | cash received from customers | \$ 7,821,799 | \$ 7,821,799 | \$ 7,978,235 | \$ 8,137,800 | \$ 8,300,556 | \$ 8,466,567 | \$ 8,635,898 | \$ 8,804,788 | \$ 9,164,484 |
| 42 | cash payments to suppliers for goods and services | \$ (2,444,254) | \$ (2,491,241) | \$ (2,759,985) | \$ (2,813,287) | \$ (2,867,655) | \$ (2,923,110) | \$ (3,037,370) | \$ (3,096,220) | \$ (3,156,247) |
| 43 | cash payments to employees for services | \$ (1,239,624) | \$ (1,264,416) | \$ (1,289,705) | \$ (1,315,499) | \$ (1,341,809) | \$ (1,368,645) | \$ (1,396,018) | \$ (1,452,417) | \$ (1,481,465) |
| 44 | other operating revenue | \$ 410,517 | \$ 409,318 | \$ 413,326 | \$ 419,046 | \$ 422,243 | \$ 427,139 | \$ 431,448 | \$ 440,506 | \$ 438,999 |
| 45 | NET CASH PROVIDED (USED) FOR OPERATIONS | \$ 4,548,438 | \$ 4,475,459 | \$ 4,341,872 | \$ 4,428,061 | \$ 4,513,335 | \$ 4,601,951 | \$ 4,782,534 | \$ 4,876,657 | \$ 4,965,771 |
| 46 | | | | | | | | | | |
| 47 | CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES | | | | | | | | | |
| 48 | capital improvements (LTCP) | \$ (19,633,000) | \$ (23,953,000) | \$ (5,944,000) | \$ (1,840,000) | \$ (3,110,000) | \$ (1,320,000) | \$ - | \$ - | \$ - |
| 49 | capital improvements (other) | \$ (100,000) | \$ (466,000) | \$ (855,000) | \$ (256,000) | \$ (750,000) | \$ (750,000) | \$ (750,000) | \$ (750,000) | \$ (750,000) |
| 50 | proceeds from SRF loan | \$ 18,483,000 | \$ 22,961,000 | \$ 5,292,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 51 | | | | | | | | | | |

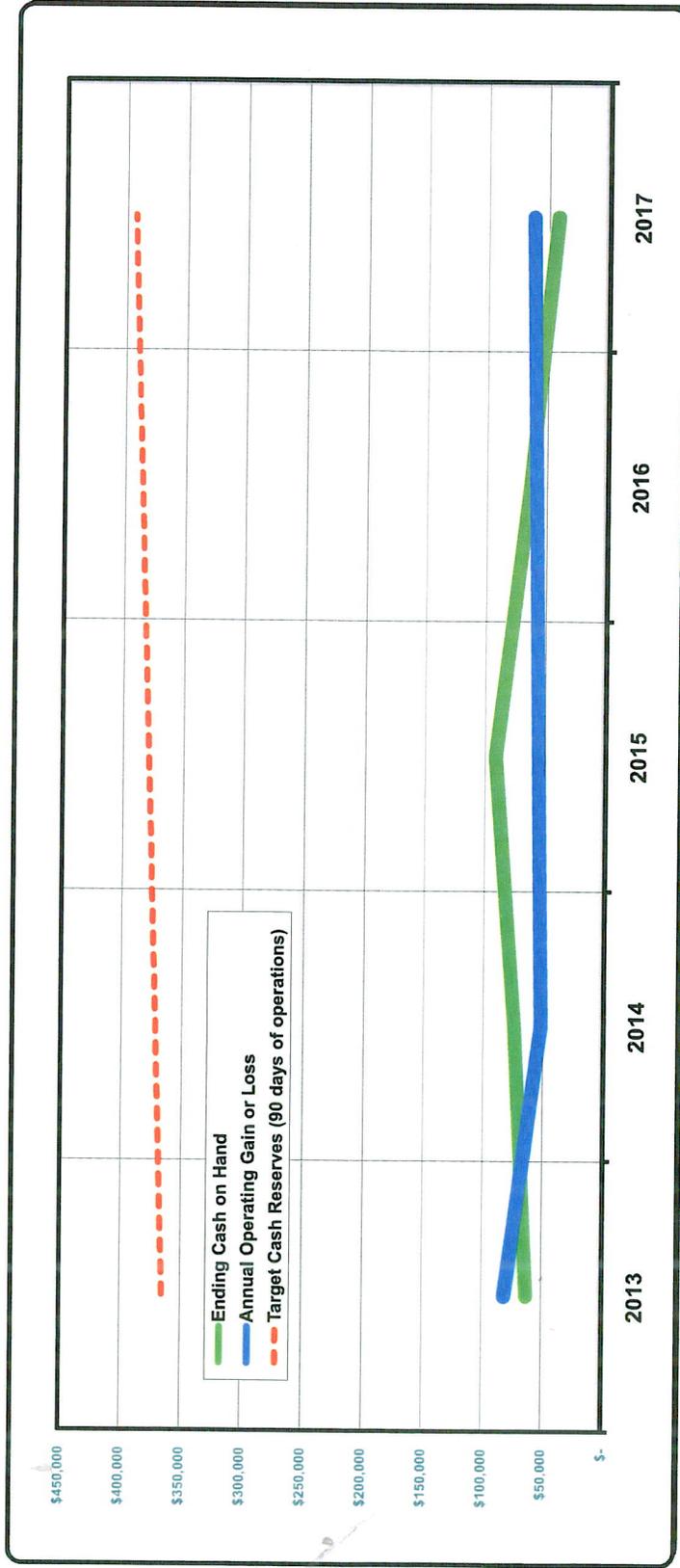
Stormwater Utility Projects

| | FY13 | FY14 | FY15 | FY16 | FY17 | Total |
|----|---------|------------|------------|------------|------------|------------|
| \$ | 150,000 | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 | \$ 850,000 |
| \$ | 150,000 | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 | \$ 850,000 |

1 Outfall and Pipeline Rehabilitation Program

Stormwater Utility Summary

| | 1 | 2 | 3 | 4 | 5 |
|---------------------------|------------|------------|------------|------------|------------|
| FY Ending March 31, | 2013 | 2014 | 2015 | 2016 | 2017 |
| Rate Change Assumptions | 0.0% | 0.0% | 2.0% | 2.0% | 2.0% |
| Year Ending Cash on Hand | \$ 63,377 | \$ 74,740 | \$ 91,870 | \$ 64,590 | \$ 42,724 |
| Capital Improvements (\$) | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 200,000 | \$ 200,000 |



Stormwater Fund Projections

| | 1 | 2 | 3 | 4 | 5 |
|--|--------------|--------------|--------------|--------------|--------------|
| | FY13 | FY14 | FY15 | FY16 | FY17 |
| REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS | | | | | |
| 1 OPERATING REVENUES | | | | | |
| 2 charges for service | | | | | |
| 3 utility penalties | \$ 19,000 | \$ 19,000 | \$ 19,380 | \$ 19,768 | \$ 20,163 |
| 4 grading/drainage permits | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| 5 stormwater charges | \$ 1,648,000 | \$ 1,648,000 | \$ 1,680,960 | \$ 1,714,579 | \$ 1,748,871 |
| 6 stormwater credit applications | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| 7 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 8 total operating revenues | \$ 1,667,600 | \$ 1,667,600 | \$ 1,700,940 | \$ 1,734,947 | \$ 1,769,634 |
| 9 | | | | | |
| 10 OPERATING EXPENSES | | | | | |
| 11 personnel | \$ 473,903 | \$ 483,381 | \$ 493,049 | \$ 502,910 | \$ 512,968 |
| 12 supplies | \$ 45,195 | \$ 46,099 | \$ 47,021 | \$ 47,961 | \$ 48,921 |
| 13 services | \$ 447,688 | \$ 456,642 | \$ 465,775 | \$ 475,090 | \$ 484,592 |
| 14 other | \$ 3,125 | \$ 3,188 | \$ 3,251 | \$ 3,316 | \$ 3,383 |
| 15 program costs (Rain Gardens, RIDAP, Sump Pumps) | \$ 67,500 | \$ 67,500 | \$ 67,500 | \$ 67,500 | \$ 67,500 |
| 16 discount for services | \$ 80,000 | \$ 81,600 | \$ 83,232 | \$ 84,897 | \$ 86,595 |
| 17 transfer to General Fund (cost allocation) | \$ 254,100 | \$ 259,182 | \$ 264,366 | \$ 269,653 | \$ 275,046 |
| 18 transfer to Engineering (GIS) | \$ 39,386 | \$ 40,174 | \$ 40,977 | \$ 41,797 | \$ 42,633 |
| 19 depreciation | \$ 124,848 | \$ 127,345 | \$ 129,892 | \$ 132,490 | \$ 135,139 |
| 20 contingency | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| 21 total operating expenses | \$ 1,585,745 | \$ 1,615,110 | \$ 1,645,062 | \$ 1,675,613 | \$ 1,706,776 |
| 22 | | | | | |
| 23 OPERATING INCOME (LOSS) | \$ 81,855 | \$ 52,490 | \$ 55,878 | \$ 59,333 | \$ 62,858 |
| 24 | | | | | |
| 25 NONOPERATING REVENUES (EXPENSES) | | | | | |
| 26 interest revenue (expenses) on investments | \$ 662 | \$ 1,028 | \$ 1,240 | \$ 1,165 | \$ 799 |
| 27 contributed capital | \$ - | \$ - | \$ - | \$ - | \$ - |
| 28 interest expenses for bonds | \$ - | \$ - | \$ - | \$ - | \$ - |
| 29 total nonoperating revenue (expenses) | \$ 662 | \$ 1,028 | \$ 1,240 | \$ 1,165 | \$ 799 |
| 30 | | | | | |
| 31 CHANGE IN NET ASSETS | \$ 82,517 | \$ 53,518 | \$ 57,118 | \$ 60,498 | \$ 63,657 |

Stormwater Fund Projections

| | 1 | 2 | 3 | 4 | 5 |
|---|--------------|--------------|--------------|--------------|--------------|
| | FY13 | FY14 | FY15 | FY16 | FY17 |
| CASH FLOWS | | | | | |
| 32 CASH FLOWS FROM OPERATING ACTIVITIES | | | | | |
| 33 cash received from customers | \$ 1,648,000 | \$ 1,648,000 | \$ 1,680,960 | \$ 1,714,579 | \$ 1,748,871 |
| 34 cash payments to supplies for goods and services | \$ (839,494) | \$ (855,284) | \$ (871,390) | \$ (887,817) | \$ (904,574) |
| 35 cash payments to employees for services | \$ (473,903) | \$ (483,381) | \$ (493,049) | \$ (502,910) | \$ (512,968) |
| 36 program costs | \$ (67,500) | \$ (67,500) | \$ (67,500) | \$ (67,500) | \$ (67,500) |
| 37 discount for services | \$ (80,000) | \$ (81,600) | \$ (83,232) | \$ (84,897) | \$ (86,595) |
| 38 other operating revenue | \$ 100 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| 39 NET CASH PROVIDED (USED) FOR OPERATIONS | \$ 187,203 | \$ 160,335 | \$ 165,890 | \$ 171,556 | \$ 177,335 |
| 40 | | | | | |
| 41 CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES | | | | | |
| 42 capital improvements | \$ (150,000) | \$ (150,000) | \$ (150,000) | \$ (200,000) | \$ (200,000) |
| 43 contributed capital | \$ - | \$ - | \$ - | \$ - | \$ - |
| 44 payment of general obligations bonds | \$ - | \$ - | \$ - | \$ - | \$ - |
| 45 interest paid | \$ - | \$ - | \$ - | \$ - | \$ - |
| 46 NET CASH PROVIDED (USED) FOR CAPITAL | \$ (150,000) | \$ (150,000) | \$ (150,000) | \$ (200,000) | \$ (200,000) |
| 47 | | | | | |
| 48 BEGINNING CASH | \$ 25,512 | \$ 63,377 | \$ 74,740 | \$ 91,870 | \$ 64,590 |
| 49 NET CASH PROVIDED (USED) FOR OPERATIONS | \$ 187,203 | \$ 160,335 | \$ 165,890 | \$ 171,556 | \$ 177,335 |
| 50 NET CASH PROVIDED (USED) FOR CAPITAL | \$ (150,000) | \$ (150,000) | \$ (150,000) | \$ (200,000) | \$ (200,000) |
| 51 ENDING CASH SUBTOTAL | \$ 62,715 | \$ 73,712 | \$ 90,630 | \$ 63,426 | \$ 41,925 |
| 52 INTEREST EARNED (PAID) | \$ 662 | \$ 1,028 | \$ 1,240 | \$ 1,165 | \$ 799 |
| 53 ENDING CASH | \$ 63,377 | \$ 74,740 | \$ 91,870 | \$ 64,590 | \$ 42,724 |
| 54 | | | | | |
| 55 NET CHANGE IN CASH | \$ 37,865 | \$ 11,363 | \$ 17,130 | \$ (27,280) | \$ (21,866) |
| 56 | | | | | |
| 57 rate increase assumption | 0.00% | 0.00% | 2.00% | 2.00% | 2.00% |
| 58 | | | | | |
| 59 inflation rate | | | | | 2.00% |
| 60 investment rate | | | | | 1.50% |



ROCK ISLAND
ILLINOIS

CAPITAL IMPROVEMENT IMPACT

A direct relationship exists between the City of Rock Island's operating budget and the adopted Capital Improvement Plan. As a result, operating cost estimates should reflect the anticipated annual costs to operate facilities and improvements upon completion or acquisition. The following is a review of those FY2013 significant (>\$50,000) and nonrecurring projects identified in the preceding Capital Improvement Plan that meet the definition of a capital expenditure along with an explanation of their potential impact on the operating budget. Those expenditures in the Capital Improvement Plan that are maintenance related, which includes most street, water, wastewater, and sewer replacement or repair projects, are not included in this review due to their recurring nature.

STREET AND MISCELLANEOUS CAPITAL IMPROVEMENTS

| | |
|--|--------------------|
| Project Name: Crosstown Bicycle Path, Phase 1 (\$266,000) | Project #: 2608 |
| Project Description: A bicycle path will be installed from the intersection of 38 th Street with 31 st Avenue to the existing trail in Ben Williamson Park (44 th Street at the Rock River). The preliminary plan calls for an on-street path following 38 th Street, 45 th Avenue, and 44 th Street. | |
| Funding Source: The costs will be paid by a grant from the State of Illinois (\$200,000) and the city gaming tax revenue (\$66,000). | |
| Project Impact: <ul style="list-style-type: none"> - In 2008 the Rock Island Bicycle Task Force developed the Rock Island Bikeways Plan. The continuing implementation of this plan, of which this project is a part, has encouraged biking as a means to enhance the community quality of life, support development efforts, promote healthful activity, and reduce the City's carbon footprint. - As this project involves the development of an on-street bicycle path, there will be no additional costs upon its completion as no additional maintenance costs will be required other than the already budgeted maintenance of the roadway being utilized for the path. - With the eventual completion of the Bikeways Plan, it is hoped that more persons will use the bike routes for commuting to and from work and other activities for which a motor vehicle would otherwise be used thus reducing the wear and tear on the City's roads. No potential cost savings has been quantified at this time. | |

| | |
|--|--------------------|
| Project Name: Crosstown Bicycle Path, Phase 2 (\$570,000) | Project #: 2674 |
| Project Description: An on-street bicycle path will be installed along 31 st Avenue between 38 th Street and Sunset Park. | |
| Funding Source: The costs will be paid by a grant from the State of Illinois (\$470,000) and city gaming tax revenue (\$100,000). | |
| Project Impact: <ul style="list-style-type: none"> - In 2008 the Rock Island Bicycle Task Force developed the Rock Island Bikeways Plan. The continuing implementation of this plan, of which this project is a part, has encouraged biking as a means to enhance the community quality of life, support development efforts, promote healthful activity, and reduce the City's carbon footprint. - As this project involves the development of an on-street bicycle path, there will be no additional costs upon its completion as no additional maintenance costs will be required other than the already budgeted maintenance of the roadway being utilized for the path. - With the eventual completion of the Bikeways Plan, it is hoped that more persons will use the bike routes for commuting to and from work and other activities for which a motor vehicle would otherwise be used thus reducing the wear and tear on the City's roads. No potential cost savings has been quantified at this time. | |

| | |
|--|--------------------|
| Project Name: 20 th Street Bicycle Path, 1 st Avenue to 7 th Avenue (\$97,000) | Project #: 2652 |
| Project Description: An on-street bicycle path will be installed along 20 th Street from 1 st Avenue to 7 th Avenue. The path will connect with the Mississippi River path at the intersection of 20 th Street with 1 st Avenue. | |
| Funding Source: The costs will be paid by the Downtown Tax Increment Financing Fund (\$97,000). | |
| Project Impact: <ul style="list-style-type: none"> - In 2008 the Rock Island Bicycle Task Force developed the Rock Island Bikeways Plan. The continuing implementation of this plan, of which this project is a part, has encouraged biking as a means to enhance the community quality of life, support development efforts, promote healthful activity, and reduce the City's carbon footprint. - As this project involves the development of an on-street bicycle path, there will be no additional costs upon its completion as no additional maintenance costs will be required other than the already budgeted maintenance of the roadway being utilized for the path. - With the eventual completion of the Bikeways Plan, it is hoped that more persons will use the bike routes for commuting to and from work and other activities for which a motor vehicle would otherwise be used thus reducing the wear and tear on the City's roads. No potential cost savings has been quantified at this time. | |

| | |
|--|--------------------|
| Project Name: North/South Bicycle Path (\$220,040) | Project #: 2675 |
| Project Description: An on-street bicycle path will be installed along 20 th Street from 7 th Avenue to 18 th Avenue and 17 th Street from 18 th Avenue to 31 st Avenue. The completion of this project and the 20 th Street, 1 st – 7 th Ave. project will provide a north-south connection between the Mississippi River and the Crosstown Path. In addition, it will connect to the existing 17 th Street path 31 st Avenue and the RI Fitness and Activity Center. | |
| Funding Source: The costs will be paid by a grant from the State of Illinois (\$182,240) and city gaming tax revenue (\$37,800). | |
| Project Impact: <ul style="list-style-type: none"> - In 2008 the Rock Island Bicycle Task Force developed the Rock Island Bikeways Plan. The continuing implementation of this plan, of which this project is a part, has encouraged biking as a means to enhance the community quality of life, support development efforts, promote healthful activity, and reduce the City's carbon footprint. - As this project involves the development of an on-street bicycle path, there will be no additional costs upon its completion as no additional maintenance costs will be required other than the already budgeted maintenance of the roadway being utilized for the path. - With the eventual completion of the Bikeways Plan, it is hoped that more persons will use the bike routes for commuting to and from work and other activities for which a motor vehicle would otherwise be used thus reducing the wear and tear on the City's roads. No potential cost savings has been quantified at this time. | |

| | |
|---|--------------------|
| Project Name: Ridgewood Road Sustainable Business Park (\$3,000,000) | Project #: 2689 |
| Project Description: The City will construct a sustainable business park on approximately thirty acres west of Ridgewood Road. There will be thirteen lots ranging in size from 1.1 to 1.7 acres with the ability to consolidate adjoining lots into one parcel. The infrastructure will include watermains, sanitary sewers, streets, and an engineered wetland. The park will be a model for the development of environmentally friendly commercial areas. | |
| Funding Source: One-half the cost of the development of the business park will be paid for by an Economic Development Administration grant from the U. S. Department of Commerce. The other half will be financed by short term (5 years) general obligation bonds. The bonds will be repaid by the City gaming tax revenue. | |
| Project Impact: <ul style="list-style-type: none"> - It is estimated that there will be 187 jobs created or retained by businesses locating in the business park over a nine year period after the park opens. - As businesses locate in the business park, revenue will be generated by new property tax, utility tax, and water/sewer/storm water fee revenues. - Expenses such as the snow plowing of the new streets and mowing grass on the lots until they are sold will be offset by these new revenues. - For FY 12-13, the debt service cost for the bond being issued to support this project is \$327,500. | |

| | |
|--|--------------------|
| Project Name: Transient Boat Dock (\$2,095,000) | Project #: 6048 |
| Project Description: A transient boat dock will be added to the Schwiebert Riverfront Park. The proposed facility includes floating bridges, platforms and docks, a barrier system to protect the docks, and onsite improvements to connect the docks to the park. The docks will accommodate up to twenty-two transient slips. | |
| Funding Source: The project will be paid for with a \$1,500,000 Boating Infrastructure Grant and \$595,000 from the Downtown Tax Increment Financing District. | |
| Project Impact: <ul style="list-style-type: none"> - One impact of this project will be to further enhance the benefits of the riverfront park which currently includes playgrounds, performance venues, public art, and space for festivals and the overall quality of life in the downtown area. - The City estimates the economic impact of the docking facilities as approximately \$500,000 per year. This is based on using the docks 50% of the year, with 50% occupancy, \$100 per day per person, and four people per vessel. This results in over \$435,000 invested in City of Rock Island businesses. - Additional expenses related to maintaining these docks in future years will be covered by the slip rental income. | |

WATER UTILITY PROJECTS

| | |
|--|--------------------|
| Project Name: Reservoir Tower Rehabilitation (\$500,000) | Project #: 2630 |
| Project Description: The City has six water towers. In 2007 one was rehabilitated and the five others were inspected. This inspection concluded that the 1914 vintage tower on 14 th Street had exceeded its useful life thus requiring its replacement in 2011. The inspection also determined that the remaining four waters towers needed to be scheduled for rehabilitation. The CIP therefore includes the rehabilitation of these towers with the Reservoir Tower scheduled for this work in FY 12-13. | |
| Funding Source: The costs will be paid by a Build America Bond issued in 2010. | |
| Project Impact: <ul style="list-style-type: none"> - As the existing water tower is only being rehabilitated, which will not affect its capacity, there is no anticipated improvement in the level of service. - There will be an additional cost associated with payment of the debt service on the 2010A BAB bond issued to cover the cost of the new water tower. For FY 12-13 the debt service cost for this bond, which also includes rehabilitation work on the other existing water towers, is \$171,438. | |

SEWER UTILITY PROJECTS

| | |
|---|-------------------------------------|
| <p>Project Name: Combined Sewer Long Term Control Plan aka LTCP (\$19,633,000)</p> | <p>Project #: 2624</p> |
| <p>Project Description: Work on the federally mandated Mill Street Sewage Treatment Plant improvements will continue in this budget year. The maximum wet weather treatment capacity of this plant is currently 16 million gallons per day. After the improvements are completed the plant will be capable of treating 106 million gallons per day. Upon completion of the improvements to this plant, work will begin on a combined sewer overflow point in Blackhawk Creek. All work on the LTCP must be completed by FY 17-18.</p> | |
| <p>Funding Source: The majority of the funding needed for these improvements will be secured through long term loans from the State of Illinois revolving loan program and existing general obligation bonds. Additionally, in January, 2011 there was a 5% increase in the water rate and a 10% increase in the sewer rate which for the most part could be attributed to the costs associated with the implementation of the LTCP.</p> | |
| <p>Project Impact:</p> <ul style="list-style-type: none"> - Upon completion of the Long Term Control Plan (LTCP), the release of raw sewage into the Mississippi River will be greatly reduced thus improving the quality of life for the citizens of Rock Island. - Once the LTCP is completed, the Public Works Department is estimating that their yearly operating costs will increase by \$250,000. - The City will avoid the Environmental Protection Agency's threatened fine of \$27,500 per day for non-compliance by completing implementation of this plan. | |



ROCK ISLAND

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ROCK ISLAND
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Capital

Table 1

| Account Number | | | Amount | |
|--------------------------|-------------------------------|---|----------------|-----------|
| 101-256081-56402-2502000 | Communication Equipment | Fiber Optic Infrastructure Extension | 80,000 | |
| 101-256081-56405-6144000 | Computer Software | Access Channel Upgrade | <u>25,000</u> | 105,000 |
| 201-312801-56302-6030000 | Driveway/Sidewalk/Road | Sidewalk - Spirit Partners | 15,000 | |
| 201-312801-56308-0528000 | Lighting Systems | Blackhawk Mural Lighting | <u>40,000</u> | 55,000 |
| 207-312801-56306-2667000 | Landscaping | Children's Garden - grant match | 139,500 | |
| 207-312801-56306-2667191 | Landscaping | Children's Garden - grant | <u>558,000</u> | 697,500 |
| 245-312801-56316-6048000 | Docks/Wharves | Boat Dock - grant match | 464,100 | |
| 245-312801-56316-6048119 | Docks/Wharves | Boat Dock - grant | 1,320,900 | |
| 245-312801-56501-6048000 | Engineering Services | Boat Dock - grant match | 36,400 | |
| 245-312801-56501-6048119 | Engineering Services | Boat Dock - grant | <u>103,600</u> | 1,925,000 |
| 246-312801-56101-2689000 | Land | Ridgewood Business Park - grant match | 10,675 | |
| 246-312801-56101-2689262 | Land | Ridgewood Business Park - grant | 10,675 | |
| 246-312801-56301-2689000 | Streets/Alleys | Ridgewood Business Park - grant match | 1,253,723 | |
| 246-312801-56301-2689262 | Streets/Alleys | Ridgewood Business Park - grant | 1,253,723 | |
| 246-312801-56501-2689000 | Engineering Services | Ridgewood Business Park - grant match | 234,221 | |
| 246-312801-56501-2689262 | Engineering Services | Ridgewood Business Park - grant | <u>234,221</u> | 2,997,238 |
| 301-451291-56501-2696000 | Engineering Services | Central Fire Windows & Entryways | 17,000 | |
| 301-612382-56303-2703000 | Parking Lots | Jackson Square Parking Lot | 153,550 | |
| 301-612382-56501-2703000 | Engineering Services | Jackson Square Parking Lot | 31,450 | |
| 301-616311-56301-2679000 | Streets/Alleys | 3 Ave Reconstruction, 24 - 25 St | 425,000 | |
| 301-616311-56301-2699223 | Streets/Alleys - Gaming | 1 Ave Extension (Columbia Park) | 130,000 | |
| 301-616311-56301-2701223 | Streets/Alleys - Gaming | 13 Ave Reconstruction, 1 - 2 St | 135,000 | |
| 301-616311-56501-2679000 | Engineering Services | 3 Ave Reconstruction, 24 - 25 St | 55,000 | |
| 301-616311-56501-2699223 | Engineering Services - Gaming | 1 Ave Extension (Columbia Park) | 20,000 | |
| 301-616311-56501-2701223 | Engineering Services - Gaming | 13 Ave Reconstruction, 1 - 2 St | 18,000 | |
| 301-616315-56301-2702000 | Streets/Alleys | 11 St Sidewalk Improve, 25 - 42 Ave | 360,000 | |
| 301-616315-56501-2702000 | Engineering Services | 11 St Sidewalk Improve, 25 - 42 Ave | 55,000 | |
| 301-616316-56301-2671000 | Streets/Alleys | 44 St Reconstruction, 41 - BH Rd SA | 393,500 | |
| 301-616316-56301-2672000 | Streets/Alleys | 37 Ave Reconstruction, E of 44 St SA | 178,425 | |
| 301-616316-56501-2671000 | Engineering Services | 44 St Reconstruction, 41 - BH Rd SA | 36,500 | |
| 301-616316-56501-2672000 | Engineering Services | 37 Ave Reconstruction, E of 44 St SA | 16,575 | |
| 301-616316-56501-2691000 | Engineering Services | 23 Ave Reconstruction, 12 - 14 St SA | <u>50,000</u> | 2,075,000 |
| 501-618352-56501-2704000 | Engineering Services | Water System Filter Evaluation | 75,000 | |
| 501-619356-56310-2662000 | Water System Improvements | Remote Water Distribution Monitors | 45,000 | |
| 501-619356-56310-2670000 | Water System Improvements | 24 St, 5 - 9 Ave Watermain Replacement | 340,000 | |
| 501-619356-56501-2662000 | Engineering Services | Water Distribution SCADA Study | 5,000 | |
| 501-619356-56501-2670000 | Engineering Services | 24 St, 5 - 9 Ave Watermain Replacement | <u>45,000</u> | 510,000 |
| 502-619356-56310-2634000 | Water System Improvements | 35 Street, 14 - 18 Avenue | 280,000 | |
| 502-619356-56310-2665000 | Water System Improvements | 42 Street, 29 Avenue to Saukie | 110,000 | |
| 502-619356-56310-2668000 | Water System Improvements | Reservoir Tower Rehabilitation | 480,000 | |
| 502-619356-56310-2678000 | Water System Improvements | Neighborhood Water Distrib Improvements | 175,000 | |
| 502-619356-56501-2634000 | Engineering Services | 35 Street, 14 - 18 Avenue | 50,000 | |
| 502-619356-56501-2665000 | Engineering Services | 42 Street, 29 Avenue to Saukie | 16,000 | |
| 502-619356-56501-2668000 | Engineering Services | Reservoir Tower Rehabilitation | 20,000 | |
| 502-619356-56501-2678000 | Engineering Services | Neighborhood Water Distrib Improvements | <u>25,000</u> | 1,156,000 |
| 506-618341-56311-2624000 | Wastewater System Improve | Mill Street WWTP Construction | 18,483,000 | |
| 506-618341-56501-2624000 | Engineering Services | Mill Street WWTP Construction | 900,000 | |
| 506-619341-56501-2687000 | Engineering Services | LTCP Storage Tank, 40 St & 5 Ave | 100,000 | |

Capital

Table 1

| <u>Account Number</u> | | | <u>Amount</u> | |
|--------------------------|----------------------------|--|----------------|--------------------------|
| 506-619346-56311-2670000 | Wastewater System Improve | 24 St Resurfacing, 5 - 9 Av | 100,000 | |
| 506-619346-56311-2700000 | Wastewater System Improve | Southwest Business Park Street Improvement | 100,000 | |
| 506-619346-56501-2688256 | Engineering Services | 6 Ave Relief Sewer - grant | <u>150,000</u> | 19,833,000 |
| 555-822601-56201-6046118 | Buildings-New Construction | Old Chicago Park Construction - grant | 535,000 | |
| 555-822601-56201-6119260 | Building-New Construction | Douglas Park Redevelopment - grant | 400,000 | |
| 555-822601-56502-0540118 | Architectural Services | Old Chicago Park Design - grant | 65,000 | |
| 555-834751-56407-0000000 | Maintenance Equipment | Workman Cart | 27,000 | |
| 555-867561-56301-0000000 | Streets/Alleys | Asphalt Overlay of RIFAC Entry & S Lot | <u>85,000</u> | 1,112,000 |
| 601-617041-56404-0000000 | Computer Hardware | Fuel Management System hardware | 20,000 | |
| 601-617362-56407-0000000 | Maintenance Equipment | 100 ton press and accessories | 13,000 | |
| 601-617365-56406-0000000 | Motor Vehicles | snow plows and spreaders | 107,092 | |
| " | " | 4x4 backhoe - Parks | 83,430 | |
| " | " | large lawn tractor - PW | 25,956 | |
| " | " | ZT lawn tractor - PW | 11,070 | |
| " | " | 5-ton stake side trailer - PW | 14,500 | |
| " | " | ERT Van - Police | 22,500 | |
| " | " | 5-ton trailers - PW | 11,500 | |
| " | " | ambulances | <u>556,033</u> | 865,081 |
| | | | | <u><u>31,330,819</u></u> |

Infrastructure Maintenance Projects

Table 2

| Account Number | | | Amount | |
|--------------------------|-----------------------------------|--|----------------|-------------------------|
| 101-451292-53806-2695223 | Infrastructure Maintenance - Garr | Fire Station 2 / SW Library Roof Replace | 45,000 | |
| 101-616301-53805-2155223 | Street/Lot S/C - Gaming | Mudjacking | 24,495 | |
| 101-616301-53805-2376223 | Street/Lot S/C - Gaming | Joint Sealing | 76,955 | |
| 101-616301-53805-2377223 | Street/Lot S/C - Gaming | PCC Patching | 587,432 | |
| 101-616301-53805-2411223 | Street/Lot S/C - Gaming | Brick Street | 75,538 | |
| 101-616301-53805-2434223 | Street/Lot S/C - Gaming | Asphalt | 175,651 | |
| 101-616304-53805-2111223 | Street/Lot S/C - Gaming | Sealcoat | 28,610 | |
| 101-616306-53805-0000223 | Street/Lot S/C - Gaming | Long Line Painting | 66,330 | |
| 101-616322-53805-2460223 | Street/Lot S/C - Gaming | Ditch Cleaning | 30,000 | |
| 101-616331-53805-0000000 | Street/Lot S/C | Allied Disposal | <u>1,550</u> | 1,111,561 |
| 207-312118-53807-6072000 | Building/Facility Improvement | Roof Replacement | | 28,000 |
| 251-711401-53805-0000000 | Street/Lot S/C | Street/Lot - Service Contract | 3,000 | |
| 251-714402-53805-0000000 | Street/Lot S/C | Street/Lot - Service Contract | 4,000 | |
| 251-714403-53805-0000000 | Street/Lot S/C | Street/Lot - Service Contract | <u>4,000</u> | 11,000 |
| 301-616311-53806-2670223 | Infrastructure Maint - Gaming | 24 St Resurfacing, 5 - 9 Ave | 875,000 | |
| 301-616311-53806-2684000 | Infrastructure Maintenance | 5 St Resurfacing, 18 - 25 Ave | 120,000 | |
| 301-616311-53806-2684223 | Infrastructure Maint - Gaming | 5 St Resurfacing, 18 - 25 Ave | 270,000 | |
| 301-616315-53805-2608000 | Street/Lot/S/C | Crosstown Bike Path - Phase I | 55,000 | |
| 301-616315-53805-2608857 | Street/Lot/S/C | Crosstown Bike Path - Phase I - grant | 200,000 | |
| 301-616315-53805-2652000 | Street/Lot S/C | 20 St Bike Lane Stripe, 1 - 7 Ave | 100,000 | |
| 301-616315-53805-2674000 | Street/Lot/S/C | Crosstown Bike Path - Phase 2 | 50,000 | |
| 301-616315-53805-2674121 | Street/Lot/S/C | Crosstown Bike Path - Phase 2 - grant | 470,000 | |
| 301-616315-53805-2675000 | Street/Lot/S/C | North-South Bike Lane | 17,800 | |
| 301-616315-53805-2675174 | Street/Lot/S/C | North-South Bike Lane - grant | 182,240 | |
| 301-616315-53806-2142000 | Infrastructure Maintenance | 50/50 Sidewalk-Curb-Tree Program | 50,000 | |
| 301-616315-53806-2700223 | Infrastructure Maint - Gaming | SW Business Park St Improvements | 215,000 | |
| 301-616316-53806-2632000 | Infrastructure Maintenance | 15 Ave Resurfacing, 33 - 38 St | 21,000 | |
| 301-616316-53806-2633000 | Infrastructure Maintenance | 16 Ave Resurfacing, 33 - 38 St | 19,000 | |
| 301-616316-53806-2634223 | Infrastructure Maint - Gaming | 35 St Resurfacing, 14 - 18 Ave | 175,000 | |
| 301-616316-53806-2665223 | Infrastructure Maint - Gaming | 42 St Resurfacing, S. of 29 Ave | 175,000 | |
| 301-616316-53806-2666223 | Infrastructure Maint - Gaming | 44 St Resurfacing, S. of 29 Ave | <u>175,000</u> | 3,170,040 |
| 501-619356-53806-0000000 | Infrastructure Maintenance | Emergency Repairs-Main Break | 121,000 | |
| " | " | 14 St Water Tower Maintenance | 11,941 | |
| 501-619359-53806-2526000 | Infrastructure Maintenance | Water Service Repair Program | <u>30,000</u> | 162,941 |
| 506-619346-53806-1866000 | Infrastructure Maintenance | Manhole Installation/Reconstruction | 65,000 | |
| 506-619346-53806-2158000 | Infrastructure Maintenance | Sewer Repairs | 135,000 | |
| 506-619346-53806-2571000 | Infrastructure Maintenance | Annual Sewer Lining Contract | 255,000 | |
| 506-619346-53806-2579000 | Infrastructure Maintenance | Sewer Cleaning/Televising Contract | 100,000 | |
| 506-619359-53806-2564000 | Infrastructure Maintenance | SLRP Repairs | <u>50,000</u> | 605,000 |
| 507-619348-53806-0000000 | Infrastructure Maintenance | Emergency Contract Repairs | 67,887 | |
| 507-619348-53806-2412000 | Infrastructure Maintenance | Catchbasin Repair Program | 66,500 | |
| 507-619348-53806-2650000 | Infrastructure Maintenance | Outfall and Pipelining Program | <u>130,000</u> | 264,387 |
| 555-822613-53806-5672000 | Infrastructure Maintenance | Downtown TIF Landscaping | | 600 |
| | | | | <u><u>5,353,529</u></u> |

Programs

Table 3

| <u>Account</u> | <u>Account Description</u> | | <u>Budget Amount</u> |
|--------------------------|---------------------------------------|---|----------------------|
| 101-313851-55110-0000223 | Contracted Services - Gaming | Contribution to Social Service Agencies | 50,000 |
| 101-313851-55201-0506902 | RDPL Payout | Good Cents Payout - grant | 1,625 |
| 101-313851-55201-6073000 | PRL Underwriting | Good Cents Program | <u>65</u> |
| | | | 51,690 |
| 201-312801-55105-0000000 | Facade Improvement | Facade Improvement Program | 150,000 |
| 201-312801-55105-6135000 | Facade Improvement - Retail Incubator | Retail Incubator Buildout | 15,000 |
| 201-312801-55109-0000000 | Rebates | Renaissance Gold | 44,233 |
| " | " | Voss Lofts | 11,174 |
| 201-312801-55218-0000000 | Rent Rehab Payout | TIF Loft Housing Program | 280,000 |
| 201-312801-55305-0000000 | CED Building Improvement | Building Improvement Program | 10,000 |
| 201-312801-55305-6135000 | CED Building Improvement | Retail Incubator Buildout | 33,728 |
| 201-312801-55308-0000000 | CED Streets/Alleys | Streetscape | <u>25,000</u> |
| | | | 569,135 |
| 202-312801-55105-0000000 | Facade Improvement | Facade Improvement Program | 50,000 |
| 202-312801-55107-0000000 | New Construction Incent | Developer Incentive for Investment | 100,000 |
| 202-312801-55109-0000000 | Rebates | Cotton Mill Rebate | 27,000 |
| 202-312801-55301-0000000 | CED Land Purchase | Tax Auction Properties | 3,000 |
| 202-312801-55305-0000000 | CED Building Improvement | Michael's Trailer Court Development | <u>70,000</u> |
| | | | 250,000 |
| 203-312801-55105-0000000 | Facade Improvement | Facade Improvement Program | 75,000 |
| 203-312801-55109-0000000 | Rebates | Douglas Park Place Rebate | 13,987 |
| 203-312801-55301-0000000 | CED Land Purchase | Misc. Property Purchases | <u>225,000</u> |
| | | | 313,987 |
| 204-312801-55109-0000000 | Rebates | Casino Rock Island Rebate | |
| | | | 1,715,485 |
| 207-312801-55105-0000223 | Facade Improvement - Gaming | Facade Improvement Program | 150,000 |
| 207-312801-55109-0000223 | Rebates - Gaming | CED Rebates | 255,000 |
| 207-312801-55301-0000000 | CED Land Purchase | Iowa Interstate RR Easement | 7,500 |
| " | " | Tax Auction Properties | <u>4,000</u> |
| | | | 416,500 |
| 242-313851-55110-6118000 | Contracted Services | The Arc of the Quad Cities | 3,363 |
| 242-313851-55202-0452000 | PRL Payout | New Old Chicago Neighborhood | 158,000 |
| 242-313851-55202-0492000 | PRL Payout | New Old Chicago Neighborhood | 16,577 |
| 242-313851-55203-6062000 | EDPL Underwriting | EDPL Emergency Loan | 1,845 |
| 242-313851-55204-6062000 | EDPL Payout | EDPL Emergency Loan | 157,000 |
| 242-313851-55209-0535000 | RDPL Underwriting | Roof Programs | 1,500 |
| 242-313851-55210-0535000 | RDPL Payout | Roof Programs | 95,500 |
| 242-313851-55219-6075000 | TRL Underwriting | Supplemental Loan Program | 1,000 |
| 242-313851-55220-6075000 | TRL Payout | Supplemental Loan Program | <u>77,500</u> |
| | | | 512,285 |
| 506-619041-55109-0000000 | Rebates | Backflow Prevention Program | |
| | | | 500 |
| 507-619892-55601-0000000 | Rebates | Rain Garden Program | 50,000 |
| 507-619892-55602-0000000 | Rebates | Drainage Assistance Program | 15,000 |
| 507-619892-55603-0000000 | Rebates | Sump Pump Program | <u>2,500</u> |
| | | | 67,500 |
| 541-617041-55109-0000000 | Rebates | Slip Referral Program | |
| | | | 2,200 |
| 581-313851-55205-6062000 | ESPL 3% Underwriting | Emergency Loan Program | 500 |
| 581-313851-55206-6062000 | ESPL 3% Payout | Emergency Loan Program | <u>49,500</u> |
| | | | 50,000 |
| 583-312801-55224-0000000 | Business Loan | Business Loans (undesignated) | |
| | | | 150,000 |
| 584-312801-55224-6059000 | Business Loan | CIRLF Loans | |
| | | | 468,273 |
| 585-312801-55109-0000000 | Rebates | Federal Home Loan Bank | 24,000 |
| 585-312801-55224-0000000 | Business Loan | Business Loans (undesignated) | <u>2,500</u> |
| | | | 26,500 |
| 586-312801-55224-0000279 | Business Loan - USEPA Brownfield Loan | Brownfield Loan - grant | <u>200,000</u> |
| | | | 4,794,055 |

Allocation of Gaming and General Fund Carryover Funds

Table 4

| | | Request | Gaming Funds | General Fund Carryover | Total |
|--|---|------------------|------------------|------------------------|------------------|
| City Marketing Program | Transfer - City Marketing Program | 129,500 | 129,500 | 0 | 129,500 |
| General Administration | | 129,500 | 129,500 | 0 | 129,500 |
| Memberships & Contributions | | 251,245 | | | |
| Advance Technology & Sustainability Coalition | Transfer - Adv Tech & Sust Coalition | | 3,000 | | 3,000 |
| Chamber of Commerce | Transfer - Chamber of Commerce | | 20,000 | | 20,000 |
| Development Association of Rock Island (DARI) | Transfer - DARI | | 135,000 | | 135,000 |
| Keep Rock Island Beautiful | Transfer - Keep RI Beautiful | | 18,500 | | 18,500 |
| Labor Day Parade | Transfer - Labor Day Parade | | 9,000 | | 9,000 |
| QC First | Transfer - QC First | | 48,000 | | 48,000 |
| Rock Island Arsenal Lobbying | Transfer - RI Arsenal Lobbying | | 10,000 | | 10,000 |
| River Action | Transfer - River Action | | 7,745 | | 7,745 |
| District Events Management | Transfer - District Event Management | 20,000 | 20,000 | | 20,000 |
| CED Rebates (255,000) | Transfer - CED Rebates | 255,000 | 255,000 | | 255,000 |
| College Hill District Plan Implementation | Transfer - College Hill Plan | 25,000 | 25,000 | | 25,000 |
| Social Service Organization (CAC - 50,000) | Transfer - Social Service Organization | 50,000 | | | |
| Alternatives for the Older Adult | | | 1,500 | | 1,500 |
| American Red Cross | | | 2,000 | | 2,000 |
| Big Brothers Big Sisters | | | 3,000 | | 3,000 |
| Boys and Girls Club | | | 3,000 | | 3,000 |
| Broadway Presbyterian Church | | | 2,500 | | 2,500 |
| Christian Care* | | | 1,500 | | 1,500 |
| Church of Peace Outreach Program | | | 3,000 | | 3,000 |
| Community Health Care, Inc. | | | 1,500 | | 1,500 |
| Family Resources, Inc. | | | 2,000 | | 2,000 |
| Figge Art Museum | | | 4,610 | | 4,610 |
| Girls Scouts | | | 3,000 | | 3,000 |
| Broadway Church / Greenbush Neighbors | | | 1,500 | | 1,500 |
| Humility of Mary Housing, Inc. | | | 1,000 | | 1,000 |
| Humility of Mary Shelter, Inc. | | | 1,000 | | 1,000 |
| Marriage & Family Counseling Service | | | 1,890 | | 1,890 |
| Project NOW, Inc. CAA* | | | 4,000 | | 4,000 |
| Quad Citians Affirming Diversity | | | 1,500 | | 1,500 |
| RIHS Special Education Department | | | 1,500 | | 1,500 |
| SAL Family & Community Services | | | 1,000 | | 1,000 |
| Spring Forward Learning Center | | | 3,000 | | 3,000 |
| The Salvation Army* | | | 2,500 | | 2,500 |
| Transitions Mental Health | | | 1,500 | | 1,500 |
| WVik Augustana Public Radio | | | 2,000 | | 2,000 |
| Façade Improvement Program | Transfer - Façade Improvement Program | 150,000 | 150,000 | | 150,000 |
| Arsenal Gateway/Central City Neighborhood Study | Transfer - Central City Study | 10,000 | 10,000 | | 10,000 |
| Small Business Assistance Center | Transfer - Small Business Asst Center | 50,000 | 50,000 | | 50,000 |
| Substandard Structure Demolition | Transfer - Substandard Structure Demo | 100,000 | 100,000 | | 100,000 |
| Ridgewood Sustainable Business Park Debt Service | Transfer - Rdgwd Bsns Prk Debt Service | 327,500 | 327,500 | | 327,500 |
| Community & Economic Development | | 1,238,745 | 1,238,745 | 0 | 1,238,745 |
| Fire Station 2 / Southwest Branch Roof Replacement | Transfer - FS 2/SW Library Roof Replace | 45,000 | 45,000 | | 45,000 |
| Central Fire Station Windows & Entryways (engineering) | Transfer - CFS Windows & Entryways | 17,000 | | 17,000 | 17,000 |
| Fire | | 62,000 | 45,000 | 17,000 | 62,000 |
| Financial Software Debt Service principal | Transfer - Fin Software Debt Service Prin | 90,000 | 90,000 | | 90,000 |
| Financial Software Debt Service interest | Transfer - Fin Software Debt Service Int | 6,475 | 6,475 | | 6,475 |
| Fire Dept. Mobile Data Terminals | Transfer - FD Mobile Data Terminals | 30,000 | | 30,000 | 30,000 |
| Computer Network Equipment Replacement | Transfer - Computer Network Equip Replace | 125,000 | | 125,000 | 125,000 |
| Fiber Optic Infrastructure Extension | Transfer - Fiber Optic Infrastructure | 80,000 | | 80,000 | 80,000 |
| Public Access Channel Software Upgrade | Transfer - Public Access Channel | 25,000 | | 25,000 | 25,000 |
| Contract Software Systems (122,675) | | 122,675 | | | |
| GEMS financial software | Transfer - GEMS | | 46,575 | | 46,575 |
| NorthStar billing software | Transfer - NorthStar | | 32,000 | | 32,000 |
| Class billing/receipting software | Transfer - Class | | 26,100 | | 26,100 |
| ESRI GIS software | Transfer - ESRI | | 18,000 | | 18,000 |
| Administrative Services | | 479,150 | 219,150 | 260,000 | 479,150 |

Allocation of Gaming and General Fund Carryover Funds

Table 4

| | | Request | Gaming Funds | General Fund Carryover | Total |
|---|---|------------------|------------------|---------------------------|------------------|
| 30/31 Branch Lighting Upgrade (engineering) | Transfer - 30/31 Branch Lighting | 4,000 | | 4,000 | 4,000 |
| Library | | 4,000 | 0 | 4,000 | 4,000 |
| MLK Center Expansion Debt Service principal | Transfer - MLK Center Debt Service Prin | 95,000 | 95,000 | | 95,000 |
| MLK Center Expansion Debt Service interest | Transfer - MLK Center Debt Service Int | 26,075 | 26,075 | | 26,075 |
| Martin Luther King Jr Center | | 121,075 | 121,075 | 0 | 121,075 |
| Whitewater Junction Debt Service | Transfer - WWJ Debt Service Principal | 105,000 | 105,000 | | 105,000 |
| Park | | 105,000 | 105,000 | 0 | 105,000 |
| Contract Street Maintenance (1,188,000) | | 1,188,000 | | | |
| mudjacking | Transfer - mudjacking | | 3,305 | | 3,305 |
| joint sealing | Transfer - joint sealing | | 3,045 | | 3,045 |
| pcc patching | Transfer - pcc patching | | 14,568 | | 14,568 |
| brick street | Transfer - brick street | | 4,462 | | 4,462 |
| asphalt | Transfer - asphalt | | 11,614 | | 11,614 |
| temp employees - streets | Transfer - temp employees streets | | 49,067 | | 49,067 |
| mudjacking | Transfer - mudjacking | | 24,495 | | 24,495 |
| joint sealing | Transfer - joint sealing | | 76,955 | | 76,955 |
| pcc patching | Transfer - pcc patching | | 587,432 | | 587,432 |
| brick street | Transfer - brick street | | 75,538 | | 75,538 |
| asphalt | Transfer - asphalt | | 175,651 | | 175,651 |
| sealcoat | Transfer - sealcoat | | 890 | | 890 |
| sealcoat | Transfer - sealcoat | | 28,610 | | 28,610 |
| long line painting | Transfer - long line painting | | 66,330 | | 66,330 |
| ditch cleaning | Transfer - ditch cleaning | | 3,000 | | 3,000 |
| temp employees - ROW | Transfer - temp employees ROW | | 28,038 | | 28,038 |
| weed spraying | Transfer - weed spraying | | 5,000 | | 5,000 |
| ditch cleaning | Transfer - ditch cleaning | | 30,000 | | 30,000 |
| Special Assessment Street Resurfacings | | 570,000 | | | |
| 35 St Resurfacing, 14 - 18 Av | Transfer - 35 St Resurfacing, 14 - 18 Av | | 15,000 | | 15,000 |
| 35 St Resurfacing, 14 - 18 Av | Transfer - 35 St Resurfacing, 14 - 18 Av | | 175,000 | | 175,000 |
| 42 St Resurfacing, S. of 29 Av | Transfer - 42 St Resurfacing, S. of 29 Av | | 15,000 | | 15,000 |
| 42 St Resurfacing, S. of 29 Av | Transfer - 42 St Resurfacing, S. of 29 Av | | 175,000 | | 175,000 |
| 44 St Resurfacing, S. of 29 Av | Transfer - 44 St Resurfacing, S. of 29 Av | | 15,000 | | 15,000 |
| 44 St Resurfacing, S. of 29 Av | Transfer - 44 St Resurfacing, S. of 29 Av | | 175,000 | | 175,000 |
| Special Assessment Program debt service | Transfer - Special Assess Debt Service | 401,000 | 401,000 | | 401,000 |
| 5 St Resurfacing, 18 - 25 Av | Transfer - 5 St Resurfacing, 18 - 25 Av | 445,000 | 325,000 | 120,000 | 445,000 |
| 50/50 Sidewalk, Curb, & Tree Replacement Program | Transfer - 50/50 Program | 50,000 | 50,000 | | 50,000 |
| 1 Av Extension (Columbia Park) | Transfer - 1 Av Extension | 150,000 | 150,000 | | 150,000 |
| 24th Street Resurfacing, 5th - 9th Avenue | Transfer - 24 St Resurfacing, 5 - 9 Av | 1,000,000 | 1,000,000 | | 1,000,000 |
| Southwest Business Park Street Improvements | Transfer - SW Business Park St Improve | 230,000 | 230,000 | | 230,000 |
| 13th Avenue Reconstruction, 1st - 2nd St. | Transfer - 13 Av Reconstruction, 1 - 2 St | 153,000 | 153,000 | | 153,000 |
| Longview Park / 17th St. Hill Stabilization (engineering) | | 14,000 | | 14,000 | 14,000 |
| 11th St. Sidewalk Improvements, 25th - 42nd Ave. | | 415,000 | | 415,000 | 415,000 |
| Contract Duncan Parking System | Transfer - Parking System | 19,530 | 19,530 | | 19,530 |
| Contract Tree Removal | Transfer - Tree Removal | 55,000 | 55,000 | | 55,000 |
| Public Works | | 4,690,530 | 4,141,530 | 549,000 | 4,690,530 |
| Total Allocated | | 6,830,000 | 6,000,000 | 830,000 | 6,830,000 |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|---|-----------------|----------------------|-----------------|
| 101-111041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-112041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-113041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-114041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-115041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-116041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-117041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-118041-52403-0000000 | Original iPhone 4 / 32GB | | 200 | |
| 101-131041-52405-0000000 | Chairs, Desks, Power Equipment | | 2,500 | |
| 101-212051-52405-0000000 | Electric Calculator | 229 | | |
| | Electric Stapler | 217 | 446 | |
| 101-212051-52406-0000000 | Wireless Mouse | | 35 | |
| 101-256081-52403-0000000 | Wireless Access Points | 4,000 | | |
| | Fiber Modules | 1,000 | 5,000 | |
| 101-256081-52405-0000000 | Office Chair | | 300 | |
| 101-256081-52406-0000000 | Computer Network Equipment | 125,000 | | |
| | Misc Hardware/Software | 5,500 | | |
| | Fire Dept. MDTs | 30,000 | 160,500 | |
| 101-314881-52401-0000000 | Hand Tools | | 200 | |
| 101-314881-52404-0000000 | Small Test Equipment | | 200 | |
| 101-314881-52405-0000000 | Office Equipment | | 150 | |
| 101-411041-52401-0000000 | Hand Tools | | 50 | |
| 101-411041-52405-0000000 | Office Equipment | | 160 | |
| 101-411201-52405-0000000 | Office Chair | | 235 | |
| 101-412206-52401-0000000 | Varda Trip Mats | 294 | | |
| | Tactical Backpack Kit w/ Breaching Tool | 600 | | |
| | Ratchet tool set | 100 | | |
| | Giant Revel 2 Bicycle (2) | 600 | | |
| | Bicycle tubes | 70 | | |
| | Bicycle tires | 96 | | |
| | Bicycle Patrol repair supplies | 50 | | |
| | Varda Antennas | 148 | | |
| | Varda Alarm Theft Detection Kit | 325 | 2,283 | |
| 101-412206-52405-0000000 | Office Chair | | 250 | |
| 101-412207-52401-0000000 | Foot Long Line (2) | 40 | | |
| | 15" big tug training tool (2) | 40 | | |
| | Extreme Kong | 40 | 120 | |
| 101-413215-52405-0000000 | Digital recorders | 160 | | |
| | Office Chair | 250 | | |
| | Digital Camera | 350 | | |
| | Chairs | 350 | 1,110 | |
| 101-413215-52406-0000000 | Dictation Software | | 250 | |
| 101-413217-52405-0000000 | Digital Recorders (2) | | 160 | |
| 101-413217-52406-0000000 | Hard drive terabyte (2) | | 300 | |
| 101-414221-52402-0000000 | Replacement flashlights | | 700 | |
| 101-414223-52401-0000000 | Handgun parts/magazines | 300 | | |
| | Crossing guard stop signs | 75 | | |
| | Shotgun parts | 100 | 475 | |
| 101-414226-52403-0000000 | Kenwood 5 watt portable radio | 5,790 | | |
| | Kenwood Lapel Speaker Microphone | 900 | | |
| | Radio carrying case for duty belt | 430 | 7,120 | |
| 101-414228-52409-0000000 | Storage shelving | 894 | | |
| | Tricam Aluminum 3 step project stool | 40 | 934 | |
| 101-414235-52401-0000000 | Ketch-All Poles | 50 | | |
| | 40' Pole Syringe | 50 | | |
| | Freeman nets | 88 | | |
| | Replacement cables for poles | 384 | | |
| | Darts, 2cc for type C | 60 | | |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|--|-----------------|----------------------|-----------------|
| | Chains or ties for tarps | <u>60</u> | 692 | |
| 101-414235-52405-0000000 | Misc. office equipment | | 25 | |
| 101-451041-52405-0000000 | Visitor Chair Replacement | | 500 | |
| 101-451291-52401-0000000 | Hand Tools | | 200 | |
| 101-451291-52402-0000000 | Power Equipment | | 250 | |
| 101-451291-52405-0000000 | Recliners | | 1,500 | |
| 101-451292-52401-0000000 | Hand Tools | | 150 | |
| 101-451292-52402-0000000 | Stove | | 1,050 | |
| 101-451292-52405-0000000 | Recliners | | 700 | |
| 101-451293-52401-0000000 | Hand Tools | | 250 | |
| 101-451293-52402-0000000 | Power Equipment | | 250 | |
| 101-451293-52405-0000000 | Recliners & Chairs | | 1,400 | |
| 101-451295-52401-0000000 | Hand Tools | | 150 | |
| 101-451295-52402-0000000 | Power Equipment | | 200 | |
| 101-451295-52405-0000000 | Office Equipment | | 500 | |
| 101-452271-52401-0000000 | Strm strght & stack tips over monitor | 700 | | |
| | 225 ft Rescue rope 1/2" w bag | 2,000 | | |
| | Search rope bag 200 ft rope | 2,000 | | |
| | 2 1/2" supply line | 1,150 | | |
| | 1 3/4" attack line | 1,150 | | |
| | 5" supply 50' sect | <u>3,000</u> | 10,000 | |
| 101-452271-52402-0000000 | RAM monitor w mount bracket | 1,600 | | |
| | Roof chain saw | 135 | | |
| | Angle grind, recip saw, circ saw drill | 650 | | |
| | Power Equipment | <u>750</u> | 3,135 | |
| 101-452271-52403-0000000 | Kenwood Radios | | 3,560 | |
| 101-454273-52401-0000000 | Hand Tools | | 2,000 | |
| 101-454273-52402-0000000 | Power Equipment | | 500 | |
| 101-611041-52405-0000000 | Office chairs | | 500 | |
| 101-612041-52405-0000000 | Office Equipment | | 100 | |
| 101-612383-52401-0000000 | minute meters | 510 | | |
| | hour parking meters | <u>2,040</u> | 2,550 | |
| 101-616041-52401-0000000 | replacement handles | 200 | | |
| | fiber saw blades | 350 | | |
| | misc repair tools | 1,150 | | |
| | brackets | 50 | | |
| | brooms | 216 | | |
| | picks | 44 | | |
| | shovels | 180 | | |
| | knives & mops | 175 | | |
| | hand saws | 125 | | |
| | litter sticks | 100 | | |
| | squeegees & brooms | <u>250</u> | 2,840 | |
| 101-616041-52402-0000000 | misc tools | 400 | | |
| | blower | 250 | | |
| | pump | <u>350</u> | 1,000 | |
| 101-616041-52405-0000000 | staplers, paper punches, calculators | | 100 | |
| 101-616301-52401-0000000 | traffic cones | 930 | | |
| | loots | 200 | | |
| | tampers | 100 | | |
| | finish tools | <u>700</u> | 1,930 | |
| 101-616306-52402-0000000 | post driver | | 2,000 | |
| 101-616321-52402-0000000 | replacement chain saws | | 540 | |
| 101-616322-52401-0000000 | flags/poles replacement for downtown | 1,200 | | |
| | trash receptacle replacement | <u>1,300</u> | 2,500 | |
| 101-616331-52409-0000000 | refuse cart replacements | 7,500 | | |
| | yard waste cart replacement | <u>700</u> | 8,200 | |
| 101-616332-52409-0000000 | yard waste carts | | 5,000 | |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|--|-----------------|----------------------|-----------------|
| 101-616333-52409-0000000 | 96 gallon recycling carts | | 12,500 | |
| 101-616334-52402-0000000 | weed eaters | | 700 | |
| 101-617111-52401-0000000 | misc. hand tools | | 100 | |
| 101-617111-52402-0000000 | misc. power tools | | 400 | |
| 101-617371-52401-0000000 | misc. hand tools | | 175 | |
| 101-617371-52404-0000000 | traffic loop tester | | 3,500 | |
| 101-617372-52401-0000000 | misc. hand tools | | 100 | |
| 101-617373-52403-0000000 | mobile & handheld radios | | <u>14,200</u> | 271,025 |
| 222-451291-52402-0000000 | Station tools | | 3,000 | |
| 222-451291-52405-0000000 | office furniture | | 2,000 | |
| 222-451292-52402-0000000 | Power Equipment | | 4,000 | |
| 222-451292-52405-0000000 | furniture | | 2,000 | |
| 222-451293-52402-0000000 | station power tools, mowers, etc | | 2,000 | |
| 222-451293-52405-0000000 | Furniture, mattresses, misc | | 2,000 | |
| 222-451295-52402-0000000 | Station tools | | 2,000 | |
| 222-451295-52405-0000000 | furniture | | 3,000 | |
| 222-452271-52401-0000000 | tools | | 2,000 | |
| 222-452271-52402-0000000 | firefighting tols | | 10,000 | |
| 222-452271-52403-0000000 | Radio replacments, etc. | | 5,000 | |
| 222-452271-52407-0000000 | upgrade maintenance equipment | | <u>5,000</u> | 42,000 |
| 224-412206-52401-0000000 | Redman Training Gear | 3,928 | | |
| | Taser | <u>1,640</u> | 5,568 | |
| 224-413215-52405-0000000 | Pinhole Camera | 600 | | |
| | Trail Camera | <u>1,000</u> | 1,600 | |
| 224-413215-52406-0000000 | Leads Online | | 5,890 | |
| 224-413216-52401-0000000 | sure fire tactical lights m910 | 1,100 | | |
| | flip up rear sights | 230 | | |
| | rifle upgrade parts | 1,000 | | |
| | tactical slings | 300 | | |
| | Taser | 900 | | |
| | Taser holster | 45 | | |
| | Neighborhood camera system | 12,000 | | |
| | EO Tech electronic sights | 1,000 | | |
| | PVS-14 night vision monocular | 4,000 | | |
| | Night vision helmet mounts | 460 | | |
| | Nikon EN-EL9a rechargeable battery | 50 | | |
| | Universal clamp with handle | 70 | | |
| | Heavy duty flexible arm | 30 | | |
| | replacement bulb for light source | 600 | | |
| | clothing iron | 40 | | |
| | Simunition Glock Pistols | 2,300 | | |
| | Simunition M4-Rifle Conversions | <u>1,380</u> | 25,505 | |
| 224-413216-52405-0000000 | Digital video camera | | 600 | |
| 224-414223-52406-0000000 | Monitor's for department cameras systems | | <u>3,000</u> | 42,163 |
| 225-412206-52401-0000000 | Turboflare | | 520 | |
| 225-412206-52405-0000000 | Intoxilyzer "Intox EC/IR II | 5,875 | | |
| | PBT Alco-Sensor FST | 1,308 | | |
| | Arbitrator Toughbook Transmitters | 900 | | |
| | Arbitrator Toughbook Batteries | <u>275</u> | 8,358 | |
| 225-412206-52406-0000000 | In-squad video software upgrade | | <u>11,750</u> | 20,628 |
| 242-314882-52401-6074000 | Hand Tools / Equipment | | 150 | |
| 242-314882-52402-6074000 | Power Tools / Equipment | | 850 | |
| 242-314882-52404-6074000 | Small Test Equipment | | 700 | |
| 242-314882-52405-6074000 | Office Equipment | | 300 | |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|---------------------------------------|-----------------|----------------------|-----------------|
| 242-314882-52406-6074000 | Computer Equipment | | 400 | 2,400 |
| 251-711041-52405-0000000 | office equipment | | 50 | |
| 251-711401-52401-0000000 | hand tools | | 200 | |
| 251-711401-52401-0000317 | hand tools | | 500 | |
| 251-711401-52402-0000000 | power tools | | 75 | |
| 251-711401-52405-0000000 | office equipment | | 100 | |
| 251-711401-52406-0000000 | computer equipment | | 1,000 | |
| 251-712421-52405-0000000 | office equipment | | 150 | |
| 251-712421-52406-0000000 | computer equipment | | 2,700 | |
| 251-712431-52405-0000000 | office equipment | | 200 | |
| 251-712431-52406-0000000 | computer equipment | | 300 | |
| 251-713451-52405-0000000 | office equipment | | 300 | |
| 251-713451-52406-0000000 | computer equipment | | 600 | |
| 251-713471-52406-0000000 | computer equipment | | 1,000 | |
| 251-714402-52401-0000000 | hand tools | | 25 | |
| 251-714402-52405-0000000 | office equipment | | 200 | |
| 251-714402-52405-0000317 | office equipment | | 2,000 | |
| 251-714402-52406-0000000 | computer equipment | | 700 | |
| 251-714403-52401-0000000 | hand tools | | 50 | |
| 251-714403-52405-0000000 | office equipment | | 200 | |
| 251-714403-52406-0000000 | computer equipment | | 400 | 10,750 |
| 501-613358-52401-0000000 | misc hand tools | | 300 | |
| 501-613358-52402-0000000 | power drill | | 300 | |
| 501-613358-52406-0000000 | handheld meter readers | 9,180 | | |
| | cradle/charging desk dock | 850 | 10,030 | |
| 501-618352-52401-0000000 | replacement hand tools | 1,200 | | |
| | confined space rescue winch | 2,800 | 4,000 | |
| 501-618352-52402-0000000 | replacement pumps, heaters, etc. | 5,000 | | |
| | mig welder | 1,200 | 6,200 | |
| 501-618352-52404-0000000 | precision water bath | 1,000 | | |
| | phippis/bird jar tester | 2,800 | | |
| | OPS lab turbidimeter | 1,000 | | |
| | OPS lab ph meter | 800 | 5,600 | |
| 501-619041-52405-0000000 | television | | 700 | |
| 501-619356-52401-0000000 | shovels, picks, etc. | 200 | | |
| | saw blades | 600 | | |
| | wrenches, saws, levels, cutters, etc. | 2,500 | 3,300 | |
| 501-619356-52402-0000000 | pipe saw | 3,000 | | |
| | pump hoses/adaptors | 2,500 | | |
| | generator replacement | 2,500 | 8,000 | |
| 501-619356-52403-0000000 | hand held radios | 4,563 | | |
| | mobile radios | 720 | 5,283 | |
| 501-619356-52405-0000000 | file cabinets - replacement | | 600 | 44,313 |
| 506-618041-52405-0000000 | air conditioners | | 750 | |
| 506-618041-52406-0000000 | upgrade for lift station computer | | 9,000 | |
| 506-618341-52401-0000000 | hand tools & meters | | 950 | |
| 506-618341-52402-0000000 | misc power tools | | 1,000 | |
| 506-618341-52403-0000000 | hand held radios | 3,159 | | |
| | mobile radios | 1,080 | 4,239 | |
| 506-619041-52405-0000000 | tables | | 150 | |
| 506-619346-52401-0000000 | rakes, shovels, hand saws, hammers | | 700 | |
| 506-619346-52402-0000000 | jetter hose | 1,600 | | |
| | leader hoses | 300 | | |
| | root cutter blades | 750 | | |
| | nozzles and accessories | 2,500 | | |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|--|-----------------|----------------------|-----------------|
| | cordless drill | 300 | | |
| | road construction signs | <u>1,000</u> | 6,450 | 23,239 |
| 507-619041-52401-0000000 | misc. tools and equipment | | 300 | |
| 507-619041-52404-0000000 | chemical reagents for testing, etc | | 500 | |
| 507-619348-52401-0000000 | rakes, hand saws, hammers, etc | | 600 | |
| 507-619348-52402-0000000 | misc. power tools | 300 | | |
| | nozzles, accessories | 300 | | |
| | large power drill for flood gates | <u>500</u> | 1,100 | |
| 507-619892-52401-0000000 | rain barrels | | <u>805</u> | 3,305 |
| 541-617041-52405-0000000 | paper folder | | 422 | |
| 541-617591-52401-0000000 | 4 dock carts | 1,000 | | |
| | boat stands | 2,000 | | |
| | yard arm jacks | 3,000 | | |
| | boat saw horses | 2,000 | | |
| | snow shovels, saws, screwdrivers | <u>150</u> | 8,150 | |
| 541-617591-52402-0000000 | drill | | 150 | |
| 541-617591-52403-0000000 | hand held radios | | <u>702</u> | 9,424 |
| 555-811041-52405-0000000 | chair | | 50 | |
| 555-813501-52401-0000000 | misc tools/replacement | | 30 | |
| 555-813501-52405-0000000 | small office equipment | | 100 | |
| 555-813501-52411-0000000 | goals, bball hoops, volleyball standards | | 2,000 | |
| 555-813511-52405-0000000 | air conditioner/stove/space heaters | | 500 | |
| 555-813521-52405-0000000 | paper | | 50 | |
| 555-813521-52411-0000000 | field maintenance supplies | | 700 | |
| 555-818551-52403-0000000 | two way radio support | | 50 | |
| 555-818551-52411-0000000 | Tubes for slides | | 1,000 | |
| 555-819614-52401-0000000 | small non-powered hand tools | | 200 | |
| 555-819614-52402-0000000 | small powered hand tools | | 100 | |
| 555-819614-52407-0000000 | misc. site maint. Equipment | | 2,000 | |
| 555-819614-52409-0000000 | bins, shelving, carts | | 300 | |
| 555-819614-52411-0000000 | recreational equip repair, replacement | | 400 | |
| 555-822601-52401-0000000 | non-powered hand tools & small equipment | | 400 | |
| 555-822601-52402-0000000 | small power tools and equipment | | 150 | |
| 555-822601-52405-0000000 | office equipment | | 50 | |
| 555-822601-52407-0000000 | misc small maint equipment | 300 | | |
| | power rake | 1,600 | | |
| | roofing nail gun | 300 | | |
| | irrigation controller for WWJ | 380 | | |
| | weed eaters | 640 | | |
| | backpack blower | 375 | | |
| | cordless drills | 460 | | |
| | grout skipper | 240 | | |
| | rear discharge deck for f3680 4x4 mower | <u>4,000</u> | 8,295 | |
| 555-822601-52411-0000000 | recreational equipment | | 1,000 | |
| 555-822611-52401-0000000 | non-powered hand tools | | 400 | |
| 555-822611-52402-0000000 | misc power tool replacements | 200 | | |
| | gas hedge trimmers- long blade | <u>500</u> | 700 | |
| 555-822613-52407-5672000 | maint equip- hand tools, small equip | | 1,000 | |
| 555-822621-52401-0000000 | non-powered hand tools | | 450 | |
| 555-822621-52402-0000000 | misc small power tools | | 100 | |
| 555-822621-52404-0000000 | test equipment | | 25 | |
| 555-834751-52401-0000000 | Tire Changer & misc tools | | 1,500 | |
| 555-834751-52402-0000000 | Back Pack Blower | | 300 | |
| 555-834751-52404-0000000 | Volt Meter | | 60 | |

Small Tools & Equipment

Table 5

| Account Number | Item Description | Budget Per Item | Budget Per Account # | Budget Per Fund |
|--------------------------|--|-----------------|----------------------|-----------------|
| 555-834751-52407-0000000 | Vicon Spreader | | 5,000 | |
| 555-835753-52401-0000000 | Kitchen tools, small tools | | 50 | |
| 555-835753-52402-0000000 | Basic power tools | | 50 | |
| 555-854701-52401-0000000 | tool box & misc tools | | 1,000 | |
| 555-867561-52401-0000000 | Hammers, screwdrivers | | 280 | |
| 555-867561-52407-0550000 | maintenance equipment | | 125 | |
| 555-867561-52410-0000000 | treadmills, bikes, ellipticals | | 30,000 | |
| 555-867564-52405-0000000 | Microwave or fridge replacement | | 400 | |
| 555-867564-52410-0000000 | Kids equipment | | 1,000 | |
| 555-892601-52411-0000000 | playground equipment | | 2,000 | |
| 555-897564-52410-0000000 | Contribution of fitness equipment | | 400 | |
| 555-897564-52411-0000000 | Donation of Recreational Equipment funds | | 200 | |
| 555-899615-52403-0000000 | Equipment for Donated Event | | <u>250</u> | 62,665 |
| 601-617362-52401-0000000 | hose, drain pan, misc. equip. | 500 | | |
| | transfer tank | <u>750</u> | 1,250 | |
| 601-617362-52402-0000000 | magnetic heat inductor | | 3,000 | |
| 601-617362-52404-0000000 | AllData system 2012 | 2,500 | | |
| | genisys monitor updates 2012 | 1,500 | | |
| | tech 1 & 2 updates | <u>1,000</u> | 5,000 | |
| 601-617363-52401-0000000 | painting equipment | 800 | | |
| | paint tarp | 60 | | |
| | air hose, misc. equipment | <u>150</u> | 1,010 | |
| 601-617364-52403-0000000 | hand held radios | 702 | | |
| | mobile radios | <u>720</u> | 1,422 | |
| 601-617364-52405-0000000 | misc. storage units | | 150 | |
| 601-617366-52401-0000000 | shovels, rakes, brooms, etc. | | <u>2,500</u> | 14,332 |
| 606-615041-52405-0000000 | chairs/filing cabinets | | 750 | |
| 606-615041-52406-0000000 | micropaver annual upgrade | | 950 | |
| 606-615091-52401-0000000 | screwdrivers, wrenches, etc. | | 500 | |
| 606-615091-52402-0000000 | small generator, impact tools | | 250 | |
| 606-615091-52407-0000000 | sewer camera | 18,500 | | |
| | camera cable | <u>10,000</u> | 28,500 | |
| 606-615391-52401-0000000 | hammers, measuring tapes, range poles | | 200 | |
| 606-615391-52403-0000000 | hand held radios | | 1,404 | |
| 606-615391-52404-0000000 | quarterly nuclear dosimeters | | <u>500</u> | 33,054 |
| 609-618369-52401-0000000 | misc. tools | | 265 | |
| 609-618369-52408-2590000 | overhead door replacement | | <u>6,000</u> | 6,265 |
| | | | | <u>585,563</u> |



ROCK ISLAND
ILLINOIS

General Fund Five Year Projection

Table 6

| Account Title | 2012 Budget Revised | 2013 Budget Proposed | 2014 Budget Projected | 2015 Budget Projected | 2016 Budget Projected | 2017 Budget Projected |
|---------------------------------|------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Assumptions | | | | | | |
| Property Taxes | | | 103.00% | 103.00% | 103.00% | 103.00% |
| Local Taxes | | | 102.00% | 102.00% | 102.00% | 102.00% |
| State Taxes | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Business Licenses & Permits | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Non-Business Licenses & Permits | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Federal Grants | | | 101.00% | 101.00% | 101.00% | 101.00% |
| State Grants | | | 101.00% | 101.00% | 101.00% | 101.00% |
| Local Grants | | | 101.00% | 101.00% | 101.00% | 101.00% |
| Charges for Services | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Rents & Royalties | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Transfers for Charges | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Investments & Loans | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Contributions & Donations | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Reimbursements | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Proceeds of Fixed Assets | | | 102.00% | 102.00% | 102.00% | 102.00% |
| Operating Transfers | | | 103.00% | 103.00% | 103.00% | 103.00% |
| Other | | | 102.00% | 102.00% | 102.00% | 102.00% |
| | | | | | | |
| Personnel | | | 105.00% | 105.00% | 105.00% | 105.00% |
| Supplies | | | 103.00% | 103.00% | 103.00% | 103.00% |
| Services | | | 103.00% | 103.00% | 103.00% | 103.00% |
| Other | | | 103.00% | 103.00% | 103.00% | 103.00% |
| Programs | | | 101.00% | 101.00% | 101.00% | 101.00% |
| Capital | | | 101.00% | 101.00% | 101.00% | 101.00% |
| Transfers | | | 105.00% | 105.00% | 105.00% | 105.00% |
| Contingency/Bad Debt | | | 101.00% | 101.00% | 101.00% | 101.00% |
| | | | | | | |
| Revenue | | | | | | |
| Property taxes | 7,539,186 | 7,637,578 | 7,866,705 | 8,102,707 | 8,345,788 | 8,596,161 |
| Local Taxes | 7,409,719 | 7,411,000 | 7,559,220 | 7,710,404 | 7,864,612 | 8,021,905 |
| State Taxes | 8,639,472 | 8,764,719 | 8,940,013 | 9,118,814 | 9,301,190 | 9,487,214 |
| Business license & permits | 367,860 | 419,030 | 427,411 | 435,959 | 444,678 | 453,572 |
| Non-business license & permits | 480,800 | 556,650 | 567,783 | 579,139 | 590,721 | 602,536 |
| Federal Grants | 43,477 | 5,082 | 5,133 | 5,184 | 5,236 | 5,288 |
| State Grants | 35,964 | 26,601 | 26,867 | 27,136 | 27,407 | 27,681 |
| Local Grants | 29,763 | 29,264 | 29,557 | 29,852 | 30,151 | 30,452 |
| Charges for services | 4,678,918 | 5,234,475 | 5,339,165 | 5,445,948 | 5,554,867 | 5,665,964 |
| Rents & Royalties | 31,000 | 28,600 | 29,172 | 29,755 | 30,351 | 30,958 |
| Transfers for Charges | 1,870,410 | 1,978,363 | 2,017,930 | 2,058,289 | 2,099,455 | 2,141,444 |
| Investments & Loans | 41,317 | 56,138 | 57,261 | 58,406 | 59,574 | 60,766 |
| Reimbursements | 210,518 | 65 | 66 | 68 | 69 | 70 |
| Sale of Fixed Assets | 6,100 | 3,000 | 3,060 | 3,121 | 3,184 | 3,247 |
| Operating Transfers | 3,078,702 | 3,021,940 | 3,112,598 | 3,205,976 | 3,302,155 | 3,401,220 |
| Other | 46,065 | 23,074 | 23,535 | 24,006 | 24,486 | 24,976 |
| | <u>34,509,271</u> | <u>35,195,579</u> | <u>36,005,476</u> | <u>36,834,763</u> | <u>37,683,924</u> | <u>38,553,454</u> |
| | | | | | | |
| Expenditure | | | | | | |
| Personnel | 22,683,761 | 23,309,983 | 24,475,482 | 25,699,256 | 26,984,219 | 28,333,430 |
| Supplies | 1,350,504 | 1,409,763 | 1,452,056 | 1,495,618 | 1,540,486 | 1,586,701 |
| Services | 8,070,583 | 7,676,792 | 7,907,096 | 8,144,309 | 8,388,638 | 8,640,297 |
| Other | 177,037 | 171,530 | 176,676 | 181,976 | 187,435 | 193,059 |
| Programs | 68,290 | 51,690 | 52,207 | 52,729 | 53,256 | 53,789 |
| Capital | 49,844 | 105,000 | 106,050 | 107,111 | 108,182 | 109,263 |
| Transfers | 270,729 | 370,703 | 389,238 | 408,700 | 429,135 | 450,592 |
| Contingency/Bad Debt | 1,975,390 | 2,100,118 | 2,121,119 | 2,142,330 | 2,163,754 | 2,185,391 |
| | <u>34,646,138</u> | <u>35,195,579</u> | <u>36,679,924</u> | <u>38,232,029</u> | <u>39,855,105</u> | <u>41,552,522</u> |
| | | | | | | |
| Net change in fund balances | <u>(136,867)</u> | <u>0</u> | <u>(674,448)</u> | <u>(1,397,265)</u> | <u>(2,171,181)</u> | <u>(2,999,068)</u> |

General Fund Revenue Comparisons

| Object | Account Title | 2009 Actuals | 2010 Actuals | 2011 Actuals | 2012 Budget Proposed |
|--------|-----------------------------|-------------------|-------------------|-------------------|----------------------------|
| 411 | Property Taxes | 6,843,860 | 7,125,692 | 7,470,212 | 7,539,186 |
| 412 | Local Taxes | 6,015,642 | 5,522,456 | 6,833,261 | 7,409,719 |
| 413 | State Tax | 9,670,519 | 7,578,060 | 9,360,285 | 8,639,472 |
| 419 | Penalties/Collection Fee | 0 | 0 | 0 | 0 |
| 421 | Business License/Permit | 359,716 | 379,448 | 412,856 | 367,860 |
| 422 | Non-Business License/Permit | 353,190 | 339,932 | 450,151 | 470,800 |
| 431 | Federal Grants | 41,069 | 106,463 | 187,209 | 39,027 |
| 432 | State Grants | 0 | 0 | 20,457 | 31,674 |
| 433 | Local Grants | 42,684 | 38,610 | 32,195 | 29,763 |
| 441 | Charges for Services | 4,540,824 | 4,323,844 | 4,629,364 | 4,678,918 |
| 444 | Rents & Royalties | 29,950 | 9,392 | 31,600 | 31,000 |
| 459 | Transfer for Charges | 1,749,924 | 1,815,539 | 1,842,769 | 1,870,410 |
| 461 | Investment & Loans | 119,999 | 42,562 | 62,851 | 41,317 |
| 485 | Contributions/Donations | 9,916 | 6,684 | 58 | 208,402 |
| 486 | Reimbursements | 84 | 0 | 116 | 65 |
| 492 | Proceeds of Fixed Asset | 2,429 | 8,638 | 6,844 | 6,100 |
| 493 | Bond Proceeds & Rebates | 0 | 0 | 0 | 30,000 |
| 496 | Operating Transfers | 2,592,164 | 2,469,835 | 2,066,862 | 3,050,110 |
| 499 | Other | 10,371 | 30,386 | 102,468 | 8,000 |
| | | <u>32,382,341</u> | <u>29,797,541</u> | <u>33,509,558</u> | <u>34,451,823</u> |

Table 7

| 2012 Budget Revised | Difference 2012 Budget vs 2012 Revised | 2013 Budget Proposed | Difference 2013 Budget vs 2012 Budget | Percent Change | Percent |
|------------------------------------|---|-------------------------------------|--|---------------------------|----------------|
| 7,539,186 | - | 7,637,578 | 98,392 | 1% | 100% |
| 7,409,719 | - | 7,411,000 | 1,281 | 0% | 100% |
| 8,639,472 | - | 8,764,719 | 125,247 | 1% | 100% |
| 8,000 | 8,000 | 8,000 | 8,000 | 0% | 100% |
| 367,860 | - | 419,030 | 51,170 | 14% | 100% |
| 480,800 | 10,000 | 556,650 | 85,850 | 18% | 102% |
| 43,477 | 4,450 | 5,082 | (33,945) | -87% | 111% |
| 35,964 | 4,290 | 26,601 | (5,073) | -16% | 114% |
| 29,763 | - | 29,264 | (499) | -2% | 100% |
| 4,678,918 | - | 5,234,475 | 555,557 | 12% | 100% |
| 31,000 | - | 28,600 | (2,400) | -8% | 100% |
| 1,870,410 | - | 1,978,363 | 107,953 | 6% | 100% |
| 41,317 | - | 56,138 | 14,821 | 36% | 100% |
| 210,518 | 2,116 | 65 | (208,337) | -100% | 101% |
| 65 | - | 74 | 9 | 14% | 100% |
| 6,100 | - | 3,000 | (3,100) | -51% | 100% |
| 30,000 | - | 5,000 | (25,000) | -83% | 100% |
| 3,078,702 | 28,592 | 3,021,940 | (28,170) | -1% | 101% |
| 8,000 | - | 10,000 | 2,000 | 25% | 100% |
| 34,509,271 | 57,448 | 35,195,579 | 743,756 | 2% | 100% |

General Fund Comparisons by Object

| Object | Account Title | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Budget Proposed |
|---------------|----------------------|------------------------|------------------------|------------------------|-------------------------------------|
| 51 | Personnel | 20,732,465 | 18,062,762 | 18,498,056 | 22,703,879 |
| 52 | Supplies | 1,294,212 | 1,385,798 | 1,220,390 | 1,405,752 |
| 53 | Services | 7,375,398 | 6,563,652 | 6,695,840 | 7,815,636 |
| 54 | Other | 133,134 | 498,506 | 147,834 | 177,437 |
| 55 | Programs | 44,260 | 53,911 | 43,074 | 51,790 |
| 56 | Capital | 46,502 | 0 | 148,749 | 51,210 |
| 58 | Transfers | 1,493,903 | 115,752 | 234,316 | 270,729 |
| 58 | Contingency/Bad Debt | 1,038,628 | 1,564,112 | 1,744,796 | 1,975,390 |
| | | 32,158,502 | 28,244,493 | 28,733,055 | 34,451,823 |

Table 8

| 2012 Budget Revised | Difference 2012 Budget vs 2012 Revised | 2013 Budget Proposed | Difference 2013 Budget vs 2012 Budget | Percent Change | Percent | Percent of Total |
|------------------------------------|---|-------------------------------------|--|---------------------------|----------------|-----------------------------|
| 22,683,761 | (20,118) | 23,309,983 | 606,104 | 3% | 100% | 66% |
| 1,350,504 | (55,248) | 1,409,763 | 4,011 | 0% | 96% | 4% |
| 8,070,583 | 254,947 | 7,676,792 | -138,844 | -2% | 103% | 22% |
| 177,037 | (400) | 171,530 | -5,907 | -3% | 100% | 0% |
| 68,290 | 16,500 | 51,690 | -100 | 0% | 132% | 0% |
| 49,844 | (1,366) | 105,000 | 53,790 | 105% | 97% | 0% |
| 270,729 | - | 370,703 | 99,974 | 37% | 100% | 1% |
| 1,975,390 | - | 2,100,118 | 124,728 | 6% | 100% | 6% |
| 34,646,138 | 194,315 | 35,195,579 | 743,756 | 2% | 101% | 100% |

General Fund Expenditures by Department

| Account Title | 2010 Actuals | 2011 Actuals | 2012 Proposed Budget |
|-------------------------|-------------------------|-------------------------|-------------------------------------|
| Mayor & Council | 160,220 | 134,272 | 156,032 |
| General Administration | 400,680 | 460,186 | 498,339 |
| Administrative Services | 1,626,290 | 1,653,436 | 1,686,478 |
| Finance | 1,066,864 | 1,075,043 | 1,583,882 |
| Community Development | 878,367 | 1,091,643 | 1,228,810 |
| Police | 9,628,779 | 9,761,212 | 11,697,275 |
| Fire | 6,852,094 | 7,075,342 | 9,312,875 |
| Public Works | 7,631,199 | 7,481,920 | 8,288,132 |
| Total | 28,244,493 | 28,733,054 | 34,451,823 |

Table 9

| 2012 Revised Budget | 2013 Proposed Budget | Difference 2013 Budget vs 2012 Budget | Percent |
|------------------------------------|-------------------------------------|--|----------------|
| 156,032 | 170,207 | 14,175 | 9.1% |
| 498,339 | 533,253 | 34,914 | 7.0% |
| 1,732,786 | 1,845,924 | 159,446 | 9.5% |
| 1,591,884 | 1,817,306 | 233,424 | 14.7% |
| 1,245,862 | 1,138,699 | -90,111 | -7.3% |
| 11,707,580 | 11,906,735 | 209,460 | 1.8% |
| 9,312,875 | 9,349,116 | 36,241 | 0.4% |
| 8,400,780 | 8,434,339 | 146,207 | 1.8% |
| 34,646,138 | 35,195,579 | 743,756 | 2.2% |

Revenue Comparisons

| Account title | 2009 Actual | 2010 Actual | 2011 Actual |
|--------------------------------|------------------------|------------------------|------------------------|
| Property Taxes | 13,163,082 | 15,997,667 | 16,692,596 |
| Local Taxes | 6,827,258 | 5,819,009 | 6,975,089 |
| State Taxes | 13,950,207 | 14,666,170 | 15,737,665 |
| Penalties/Collection Fees | 21,179 | 20,997 | 24,308 |
| Business License & Permits | 362,736 | 382,498 | 416,381 |
| Non-Business License & Permits | 354,110 | 341,052 | 450,796 |
| Federal Grants | 2,397,372 | 2,579,522 | 5,373,554 |
| State Grants | 25,648 | 133,085 | (46,607) |
| Local Grants | 215,888 | 143,703 | 1,024,176 |
| Charges for Services | 20,154,304 | 21,202,555 | 22,512,154 |
| Program Fees | 403,604 | 373,051 | 396,030 |
| Concessions | 427,510 | 445,606 | 456,416 |
| Rents & Royalties | 795,257 | 771,561 | 786,706 |
| Employer Contributions | 7,092,495 | 7,886,133 | 8,028,670 |
| Employee Contributions | 1,834,228 | 1,915,393 | 1,922,365 |
| Retiree Contributions | 691,156 | 726,402 | 761,653 |
| Engineering Services | 843,275 | 1,261,752 | 1,032,058 |
| Equipment Maintenance | 3,276,123 | 3,046,733 | 2,923,658 |
| Central Stores | 21,713 | 14,534 | 15,707 |
| Electricity | 77,182 | 476,778 | 257,656 |
| Transfers for Charges | 2,074,704 | 2,163,803 | 2,163,033 |
| Investments and Loans | 5,651,164 | 8,596,537 | 5,149,655 |
| Contributions & Donations | 341,761 | 2,958,582 | 638,301 |
| Sale of Fixed Assets | 46,453 | 11,975 | 46,899 |
| Bond Proceeds | - | 2,521,188 | 11,747,299 |
| Operating Transfers | 8,485,328 | 6,280,371 | 16,179,124 |
| Other | 923,473 | 267,724 | (10,379,786) |
| Total before eliminations | 90,457,210 | 101,004,381 | 111,285,556 |
| Employer Contributions | 7,092,495 | 7,886,133 | 8,028,670 |
| Transfers | 8,485,328 | 6,280,371 | 16,179,124 |
| Equipment Maintenance | 3,222,455 | 2,992,289 | 2,845,604 |
| Hydroelectric | 77,182 | 476,778 | 257,656 |
| Engineering | 843,275 | 1,261,752 | 1,032,058 |
| Total after eliminations | 70,736,475 | 82,107,058 | 82,942,444 |

Table 10

| 2012 Proposed Budget | 2012 Revised Budget | 2013 Proposed Budget | Difference 2013 Budget vs 2012 Budget | Percent Change |
|-------------------------------------|------------------------------------|-------------------------------------|--|---------------------------|
| 16,561,977 | 16,561,977 | 16,822,534 | 260,557 | 2% |
| 7,463,523 | 7,463,523 | 7,456,936 | -6,587 | 0% |
| 15,336,807 | 15,268,485 | 15,918,934 | 582,127 | 4% |
| 21,300 | 29,300 | 29,300 | 8,000 | 38% |
| 372,810 | 372,810 | 423,530 | 50,720 | 14% |
| 471,650 | 481,650 | 557,150 | 85,500 | 18% |
| 5,567,563 | 6,236,818 | 6,425,328 | 857,765 | 15% |
| 2,373,494 | 2,392,784 | 1,359,101 | -1,014,393 | -43% |
| 176,071 | 221,799 | 179,872 | 3,801 | 2% |
| 23,686,743 | 23,686,743 | 24,487,174 | 800,431 | 3% |
| 445,135 | 460,135 | 393,642 | -51,493 | -12% |
| 471,990 | 475,090 | 461,952 | -10,038 | -2% |
| 801,120 | 808,620 | 825,830 | 24,710 | 3% |
| 8,619,738 | 8,619,738 | 8,822,831 | 203,093 | 2% |
| 2,105,136 | 2,105,136 | 2,170,095 | 64,959 | 3% |
| 813,674 | 813,674 | 966,563 | 152,889 | 19% |
| 1,286,001 | 1,286,001 | 1,339,470 | 53,469 | 4% |
| 3,654,249 | 3,654,249 | 3,667,304 | 13,055 | 0% |
| 24,200 | 24,200 | 23,100 | -1,100 | -5% |
| 228,766 | 228,766 | 233,501 | 4,735 | 2% |
| 2,140,929 | 2,140,929 | 2,275,326 | 134,397 | 6% |
| 4,025,109 | 4,025,109 | 4,425,516 | 400,407 | 10% |
| 1,078,665 | 1,196,812 | 223,618 | -855,047 | -79% |
| 8,550 | 8,550 | 3,000 | -5,550 | -65% |
| 16,252,027 | 21,284,672 | 20,715,524 | 4,463,497 | 27% |
| 11,121,723 | 11,352,315 | 10,953,543 | -168,180 | -2% |
| 133,475 | 133,475 | 220,425 | 86,950 | 65% |
| 125,242,425 | 131,333,360 | 131,381,099 | 6,138,674 | 5% |
| 8,619,738 | 8,619,738 | 8,822,831 | 203,093 | 2% |
| 11,121,723 | 11,352,315 | 10,953,543 | -398,772 | -4% |
| 3,654,249 | 3,654,249 | 3,582,954 | -71,295 | -2% |
| 228,766 | 228,766 | 233,501 | 4,735 | 2% |
| 1,286,001 | 1,286,001 | 1,339,470 | 53,469 | 4% |
| 100,331,948 | 106,192,291 | 106,448,800 | 6,116,852 | 6% |

Expenditure Comparison by Object

| | 2009 Actual | 2010 Actual | 2011 Actual |
|---------------------------|--------------------------|--------------------------|--------------------------|
| Personnel | 38,938,544 | 35,616,996 | 36,316,264 |
| Supplies | 4,585,495 | 4,729,808 | 4,441,616 |
| Services | 21,237,114 | 19,842,774 | 20,987,585 |
| Other | 1,735,058 | 2,261,608 | 1,854,740 |
| Programs | 4,101,262 | 2,662,028 | 6,205,752 |
| Capital | 2,826,072 | 14,610,303 | 16,037,026 |
| Debt Service | 1,106,755 | 4,111,225 | 4,491,682 |
| Transfers | 10,560,034 | 8,444,174 | 18,342,157 |
| Other | 15,707,702 | 5,616,978 | 5,533,059 |
| Total before eliminations | <u>100,798,036</u> | <u>97,895,894</u> | <u>114,209,881</u> |
| Employer Contributions | 7,092,495 | 7,886,133 | 8,028,670 |
| Transfers | 8,485,328 | 6,280,371 | 16,179,124 |
| Equipment Maintenance | 3,222,455 | 2,992,289 | 2,845,604 |
| Hydroelectric | 77,182 | 476,778 | 257,656 |
| Engineering | 843,275 | 1,261,752 | 1,032,058 |
| Total after eliminations | <u><u>81,077,301</u></u> | <u><u>78,998,571</u></u> | <u><u>85,866,769</u></u> |

Table 11

| 2012 Proposed Budget | 2012 Revised Budget | 2013 Proposed Budget | Difference 2013 Budget vs 2012 Budget | Percent Change |
|-------------------------------------|------------------------------------|-------------------------------------|--|---------------------------|
| 41,157,529 | 41,198,190 | 42,441,078 | 1,283,549 | 3% |
| 5,139,551 | 5,112,936 | 5,167,418 | 27,867 | 1% |
| 24,439,988 | 25,401,208 | 24,737,369 | 297,381 | 1% |
| 1,853,623 | 2,322,926 | 1,900,875 | 47,252 | 3% |
| 5,973,828 | 6,068,057 | 4,794,055 | (1,179,773) | -20% |
| 28,772,600 | 34,874,038 | 31,330,819 | 2,558,219 | 9% |
| 5,108,701 | 5,108,702 | 5,330,338 | 221,637 | 4% |
| 13,262,652 | 13,493,244 | 13,228,869 | (33,783) | 0% |
| 4,815,557 | 4,750,000 | 5,050,677 | 235,120 | 5% |
| 130,524,029 | 138,329,301 | 133,981,498 | 3,457,469 | 3% |
| 8,619,738 | 8,619,738 | 8,822,831 | 203,093 | 2% |
| 11,121,723 | 11,352,315 | 10,953,543 | (168,180) | -2% |
| 3,654,249 | 3,654,249 | 3,582,954 | (71,295) | -2% |
| 228,766 | 228,766 | 233,501 | 4,735 | 2% |
| 1,286,001 | 1,286,001 | 1,339,470 | 53,469 | 4% |
| 105,613,552 | 113,188,232 | 109,049,199 | 3,435,647 | 3% |

Expenditures by Department

| | 2009 Actual | 2010 Actual | 2011 Actual |
|---------------------------|------------------------|------------------------|------------------------|
| Mayor & Council | 211,260 | 160,222 | 134,273 |
| General Administration | 683,929 | 693,048 | 683,808 |
| Administrative Services | 7,192,093 | 8,173,081 | 7,836,727 |
| Finance | 3,750,058 | 1,066,864 | 1,075,043 |
| Community Development | 10,208,757 | 8,204,186 | 14,374,864 |
| M L King Community Center | 745,692 | 1,171,113 | 4,151,250 |
| Police | 11,592,133 | 10,118,783 | 10,059,186 |
| Fire | 7,885,099 | 6,873,407 | 7,217,076 |
| Public Works | 33,501,036 | 37,735,949 | 48,312,293 |
| Library | 2,538,434 | 2,205,801 | 2,276,452 |
| Park | 6,632,923 | 15,122,143 | 11,265,170 |
| Fire pension | 7,652,183 | 3,234,423 | 3,490,141 |
| Police pension | 8,204,439 | 3,136,876 | 3,333,598 |
| Total before eliminations | <u>100,798,036</u> | <u>97,895,896</u> | <u>114,209,881</u> |
| Employer Contributions | 7,092,495 | 7,886,133 | 8,028,670 |
| Transfers | 8,485,328 | 6,280,371 | 16,179,124 |
| Equipment Maintenance | 3,222,455 | 2,992,289 | 2,845,604 |
| Hydroelectric | 77,182 | 476,778 | 257,656 |
| Engineering | 843,275 | 1,261,752 | 1,032,058 |
| | <u>81,077,301</u> | <u>78,998,573</u> | <u>85,866,769</u> |

Table 12

| 2012 Proposed Budget | 2012 Revised Budget | 2013 Proposed Budget | Difference 2013 Budget vs 2012 Budget | Percent Change |
|-------------------------------------|------------------------------------|-------------------------------------|--|---------------------------|
| 156,032 | 156,032 | 170,207 | 14,175 | 9% |
| 806,869 | 806,869 | 702,578 | (104,291) | -13% |
| 8,368,068 | 8,497,911 | 9,393,805 | 1,025,737 | 12% |
| 1,607,092 | 1,615,094 | 1,817,306 | 210,214 | 13% |
| 16,436,342 | 17,422,260 | 18,347,258 | 1,910,916 | 12% |
| 1,708,424 | 1,758,424 | 846,700 | (861,724) | -50% |
| 12,177,763 | 12,192,483 | 12,347,418 | 169,655 | 1% |
| 9,431,875 | 9,431,875 | 9,472,996 | 41,121 | 0% |
| 61,944,703 | 67,645,259 | 62,795,304 | 850,601 | 1% |
| 2,470,379 | 2,524,410 | 2,422,008 | (48,371) | -2% |
| 8,955,037 | 9,817,259 | 8,613,242 | (341,795) | -4% |
| 3,322,121 | 3,322,121 | 3,563,056 | 240,935 | 7% |
| 3,139,324 | 3,139,324 | 3,489,620 | 350,296 | 11% |
| 130,524,029 | 138,329,321 | 133,981,498 | 3,457,469 | 3% |
| 8,619,738 | 8,619,738 | 8,822,831 | 203,093 | 2% |
| 11,121,723 | 11,352,315 | 10,953,543 | (168,180) | -2% |
| 3,654,249 | 3,654,249 | 3,582,954 | (71,295) | -2% |
| 228,766 | 228,766 | 233,501 | 4,735 | 2% |
| 1,286,001 | 1,286,001 | 1,339,470 | 53,469 | 4% |
| 105,613,552 | 113,188,252 | 109,049,199 | 3,435,647 | 3% |

Cash Flow Projection

| | Cash Balance At 03/31/11 | FY2012 Revised Revenue | FY2012 Revised Expense |
|-------------------------------------|-----------------------------|------------------------------|------------------------------|
| 101: GENERAL FUND | 7,665,764 | 34,509,271 | 34,646,138 |
| 201: TIF #1 DOWNTOWN | 2,290,937 | 2,466,221 | 4,443,798 |
| 202: TIF #2 SOUTH 11TH STREET | 146,553 | 235,200 | 359,691 |
| 203: TIF #3 NORTH 11TH STREET | 414,528 | 357,000 | 709,725 |
| 204: TIF #4 JUMER'S CASINO R I | 1,025 | 2,185,283 | 2,186,482 |
| 205: TIF #5 COLUMBIA PARK | 23,870 | 35,216 | 18,728 |
| 207: COMMUNITY/ECONOMIC DEVELOPMENT | 463,232 | 1,669,354 | 2,081,275 |
| 211: M L KING CENTER | 74,829 | 192,179 | 185,108 |
| 212: MLK FACILITY IMPROVEMENT | (1,189,230) | 1,013,895 | 839,210 |
| 221: MOTOR FUEL TAX | 182,750 | 1,099,013 | 1,250,043 |
| 222: FOREIGN FIRE INSURANCE | 52,697 | 30,481 | 30,000 |
| 223: RIVERBOAT GAMING | 5,880,607 | 5,532,953 | 5,506,500 |
| 224: STATE DRUG PREVENTION | 707,846 | 27,236 | 335,010 |
| 225: DUI FINE LAW | 93,213 | 26,786 | 9,620 |
| 226: COURT SUPERVISION | 45,754 | 18,575 | 19,701 |
| 227: CRIME LABORATORY | 235 | 12,846 | 12,846 |
| 241: US DEPT OF JUSTICE GRANT | 10,471 | 48,968 | 48,968 |
| 242: COMM DEV BLOCK GRANT | (41,552) | 1,792,152 | 1,840,506 |
| 243: FEDERAL DRUG PREVENTION | 105,099 | 30,187 | 19,168 |
| 244: NEIGHBORHOOD STABILIZATION | (1,400,307) | 559,492 | 579,079 |
| 245: SCHWIEBERT PARK BOAT DOCK | 0 | 2,065,000 | 2,065,000 |
| 246: RIDGEWOOD ROAD BUSINESS PARK | 0 | 0 | 0 |
| 251: PUBLIC LIBRARY | 967,468 | 2,467,113 | 2,463,410 |
| 271: HONOR GUARD CONTRIBUTIONS | 1,341 | 10 | 0 |
| 272: DARE | 41,712 | 178 | 9,390 |
| 273: POLICE CONTRIBUTIONS | 26,221 | 5,878 | 5,700 |
| 274: ELDERLY SERVICE CONTRIBUTIONS | 15,128 | 19,636 | 19,500 |
| 275: RI AUXILIARY POLICE | 6,837 | 51 | 0 |
| 276: RI LABOR DAY PARADE | (833) | 13,254 | 12,667 |
| 277: ESO CHRISTMAS TOUR | 3,585 | 54 | 0 |
| 278: ADOPT - A - SCHOOL | 3,312 | 500 | 500 |
| 279: FIRE DONATIONS | 705 | 5 | 0 |
| 282: LEAD GRANT | (871) | 269,000 | 269,000 |
| TOTAL SPECIAL REVENUE FUNDS | 8,927,164 | 22,173,716 | 25,320,625 |
| 301: CAPITAL IMPROVEMENTS | (736,304) | 5,414,240 | 7,538,647 |
| 405: DEBT SERVICE | 1,233,628 | 2,056,491 | 2,346,467 |
| 501: WATER OPERATIONS/MAINTENANCE | 146,228 | 6,227,365 | 6,187,111 |
| 502: WATER CAPITAL 2010A BAB'S | 48,657 | 8,676 | 1,007,600 |
| 506: WASTEWATER OPER & MAINTENANCE | 519,302 | 28,688,049 | 26,023,260 |
| 507: STORMWATER UTILITY | 130,342 | 1,668,022 | 1,926,374 |

Table 13

| Add Back Depreciation | Estimated Cash Balance At 03/31/12 | FY2013 Proposed Revenue | FY2013 Proposed Expense | Add Back Depreciation | Projected Cash Balance At 03/31/13 |
|----------------------------------|---|--|--|----------------------------------|---|
| | 7,528,897 | 35,195,579 | 35,195,579 | | 7,528,897 |
| | 313,360 | 2,481,702 | 3,321,712 | | (526,650) |
| | 22,062 | 241,060 | 391,257 | | (128,135) |
| | 61,803 | 383,510 | 426,549 | | 18,764 |
| | (174) | 2,287,318 | 2,286,447 | | 697 |
| | 40,358 | 40,080 | 69,719 | | 10,719 |
| | 51,311 | 1,708,281 | 1,797,245 | | (37,653) |
| | 81,900 | 203,367 | 158,226 | | 127,041 |
| | (1,014,545) | 0 | 0 | | (1,014,545) |
| | 31,720 | 1,122,573 | 1,122,335 | | 31,958 |
| | 53,178 | 32,054 | 61,880 | | 23,352 |
| | 5,907,060 | 6,044,604 | 6,000,000 | | 5,951,664 |
| | 400,072 | 106,708 | 277,308 | | 229,472 |
| | 110,379 | 26,839 | 24,528 | | 112,690 |
| | 44,628 | 18,643 | 44,000 | | 19,271 |
| | 235 | 3,024 | 0 | | 3,259 |
| | 10,471 | 39,086 | 38,957 | | 10,600 |
| | (89,906) | 1,416,280 | 1,345,546 | | (19,172) |
| | 116,118 | 30,961 | 18,000 | | 129,079 |
| | (1,419,894) | 0 | 0 | | (1,419,894) |
| | 0 | 1,528,100 | 1,925,000 | | (396,900) |
| | 0 | 3,324,738 | 3,324,738 | | 0 |
| | 971,171 | 2,418,008 | 2,418,008 | | 971,171 |
| | 1,351 | 10 | 0 | | 1,361 |
| | 32,500 | 173 | 9,390 | | 23,283 |
| | 26,399 | 5,198 | 5,000 | | 26,597 |
| | 15,264 | 17,614 | 17,500 | | 15,378 |
| | 6,888 | 7 | 6,000 | | 895 |
| | (246) | 12,250 | 12,250 | | (246) |
| | 3,639 | 27 | 0 | | 3,666 |
| | 3,312 | 550 | 550 | | 3,312 |
| | 710 | 5 | 0 | | 715 |
| | (871) | 0 | 0 | | (871) |
| 0 | 5,780,255 | 23,492,770 | 25,102,145 | 0 | 4,170,880 |
| | (2,860,711) | 4,760,240 | 6,148,271 | | (4,248,742) |
| | 943,652 | 2,045,208 | 2,248,705 | | 740,155 |
| 632,166 | 818,648 | 6,286,157 | 6,692,314 | 635,872 | 1,048,363 |
| | (950,267) | 0 | 1,156,000 | | (2,106,267) |
| 538,313 | 3,722,404 | 27,137,465 | 25,232,543 | 542,252 | 6,169,578 |
| 128,494 | 484 | 1,668,025 | 1,735,745 | 124,848 | 57,612 |

Cash Flow Projection

| | Cash Balance At 03/31/11 | FY2012 Revised Revenue | FY2012 Revised Expense |
|-------------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|
| 508: WASTEWATER CAPITAL 2010A BAB'S | (87,509) | 18,221 | 2,712,672 |
| 541: SUNSET MARINA | 55,822 | 851,620 | 887,523 |
| 555: PARK & RECREATION | 2,387,300 | 6,830,136 | 8,298,786 |
| 581: CDBG LOAN PROGRAMS | 104,646 | 111,132 | 59,933 |
| 582: STATE AFFORDABLE HOUSING | 3,529 | 27 | 0 |
| 583: COMM/ECON DEV LOANS | 224,344 | 7,963 | 100,400 |
| 584: CIRLF LOAN FUND | 364,691 | 417,019 | 414,325 |
| 585: MPF ENDOWMENT LOANS | 13,931 | 2,500 | 24,000 |
| 586: USEPA BROWNFIELDS LOANS | 0 | 300,200 | 300,200 |
| TOTAL ENTERPRISE FUNDS | 3,911,283 | 45,130,930 | 47,942,184 |
| 601: FLEET SERVICES | 142,537 | 3,801,579 | 4,418,454 |
| 602: FLEET AMORTIZATION | 0 | 1,042,474 | 944,690 |
| 606: ENGINEERING | 198,543 | 1,445,439 | 1,351,056 |
| 609: HYDROELECTRIC PLANT | (107,305) | 230,766 | 281,954 |
| 621: SELF-INSURANCE | 350,042 | 1,312,090 | 1,222,645 |
| 626: EMPLOYEE HEALTH PLAN | 1,925,181 | 5,214,550 | 5,157,509 |
| TOTAL INTERNAL SERVICE FUNDS | 2,508,997 | 13,046,898 | 13,376,308 |
| 701: FIRE PENSION | 22,371,927 | 3,831,330 | 3,322,121 |
| 706: POLICE PENSION | 27,176,768 | 4,535,106 | 3,139,324 |
| 711: CAFETERIA PLAN | 939 | 88,000 | 88,000 |
| TOTAL TRUST FUNDS | 49,549,634 | 8,454,436 | 6,549,445 |
| 901: MLK ACTIVITY | 112,947 | 370,138 | 363,951 |
| 906: DEPT OF HUMAN SERVICES | (94,186) | 153,786 | 153,786 |
| 907: MLK CAPTIAL CONTRIBUTIONS | 33,579 | 23,454 | 91,770 |
| TOTAL COMPONENT UNIT FUNDS | 52,339 | 547,378 | 609,507 |
| | 73,112,505 | 131,333,360 | 138,329,321 |

Table 13

| Add Back Depreciation | Estimated Cash Balance At 03/31/12 | FY2013 Proposed Revenue | FY2013 Proposed Expense | Add Back Depreciation | Projected Cash Balance At 03/31/13 |
|----------------------------------|---|--|--|----------------------------------|---|
| | (2,781,960) | 0 | 0 | | (2,781,960) |
| 63,548 | 83,467 | 788,563 | 878,912 | 60,344 | 53,462 |
| 612,659 | 1,531,309 | 6,640,003 | 7,479,982 | 661,188 | 1,352,518 |
| | 155,845 | 111,549 | 59,317 | | 208,077 |
| | 3,556 | 27 | 0 | | 3,583 |
| | 131,907 | 8,052 | 150,300 | | (10,341) |
| | 367,385 | 379,565 | 480,273 | | 266,677 |
| | (7,569) | 26,500 | 26,500 | | (7,569) |
| | 0 | 200,000 | 200,000 | | 0 |
| 1,975,180 | 3,075,209 | 43,245,906 | 44,091,886 | 2,024,504 | 4,253,733 |
| 613,733 | 139,395 | 3,510,731 | 4,186,633 | 557,029 | 20,522 |
| | 97,784 | 1,050,773 | 832,081 | | 316,476 |
| | 292,926 | 1,525,714 | 1,417,044 | | 401,596 |
| 50,884 | (107,609) | 233,501 | 288,358 | 59,026 | (103,440) |
| | 439,487 | 1,328,984 | 1,197,673 | | 570,798 |
| | 1,982,222 | 5,756,179 | 5,687,753 | | 2,050,648 |
| 664,617 | 2,844,204 | 13,405,882 | 13,609,542 | 616,055 | 3,256,599 |
| | 22,881,136 | 3,980,678 | 3,563,056 | | 23,298,758 |
| | 28,572,550 | 4,765,877 | 3,489,620 | | 29,848,807 |
| | 939 | 86,607 | 86,600 | | 946 |
| 0 | 51,454,625 | 8,833,162 | 7,139,276 | 0 | 53,148,511 |
| | 119,134 | 236,352 | 277,464 | | 78,022 |
| | (94,186) | 166,000 | 168,630 | | (96,816) |
| | (34,737) | 0 | 0 | | (34,737) |
| 0 | (9,790) | 402,352 | 446,094 | 0 | (53,532) |
| 2,639,797 | 68,756,341 | 131,381,099 | 133,981,498 | 2,640,559 | 68,796,501 |

Net Income Projection

| | Total Fund Balance or Net Assets At 03/31/11 | Revised Revenue FY2012 | Revised Expense FY2012 | Revised Bond Proceeds FY2012 | Revised Loan Repayments FY2012 | Revised Loan Payments FY2012 | Revised Capital Improvements FY2012 | Revised Debt Principal FY2012 |
|-------------------------------------|---|------------------------------|------------------------------|---------------------------------------|---|---------------------------------------|--|--|
| 101: GENERAL FUND | 9,570,729 | 34,509,271 | 34,646,138 | | | | | |
| 201: TIF #1 DOWNTOWN | 2,778,832 | 2,466,221 | 4,443,798 | | | | | |
| 202: TIF #2 SOUTH 11TH STREET | 1,125,105 | 235,200 | 359,691 | | | | | |
| 203: TIF #3 NORTH 11TH STREET | 681,250 | 357,000 | 709,725 | | | | | |
| 204: TIF #4 JUMER'S CASINO R I | 4,538 | 2,185,283 | 2,186,482 | | | | | |
| 205: TIF #5 COLUMBIA PARK | 23,804 | 35,216 | 18,728 | | | | | |
| 207: COMMUNITY/ECONOMIC DEVELOPMENT | 1,560,311 | 1,669,354 | 2,081,275 | | | | | |
| 211: M L KING CENTER | 68,743 | 192,179 | 185,108 | | | | | |
| 212: MLK FACILITY IMPROVEMENT | (805,345) | 1,013,895 | 839,210 | | | | | |
| 221: MOTOR FUEL TAX | 182,557 | 1,099,013 | 1,250,043 | | | | | |
| 222: FOREIGN FIRE INSURANCE | 65,454 | 30,481 | 30,000 | | | | | |
| 223: RIVERBOAT GAMING | 6,606,241 | 5,532,953 | 5,506,500 | | | | | |
| 224: STATE DRUG PREVENTION | 477,361 | 27,236 | 335,010 | | | | | |
| 225: DUI FINE LAW | 91,681 | 26,786 | 9,620 | | | | | |
| 226: COURT SUPERVISION | 45,986 | 18,575 | 19,701 | | | | | |
| 227: CRIME LABORATORY | 235 | 12,846 | 12,846 | | | | | |
| 241: US DEPT OF JUSTICE GRANT | 10,416 | 48,968 | 48,968 | | | | | |
| 242: COMM DEV BLOCK GRANT | (77,374) | 1,792,152 | 1,840,506 | | | | | |
| 243: FEDERAL DRUG PREVENTION | 105,256 | 30,187 | 19,168 | | | | | |
| 244: NEIGHBORHOOD STABILIZATION | (1,025,191) | 559,492 | 579,079 | | | | | |
| 245: SCHWIEBERT PARK BOAT DOCK | 0 | 2,065,000 | 2,065,000 | | | | | |
| 246: RIDGEWOOD ROAD BUSINESS PARK | 0 | 0 | 0 | | | | | |
| 251: PUBLIC LIBRARY | 915,381 | 2,467,113 | 2,463,410 | | | | | |
| 271: HONOR GUARD CONTRIBUTIONS | 1,345 | 10 | 0 | | | | | |
| 272: DARE | 41,838 | 178 | 9,390 | | | | | |
| 273: POLICE CONTRIBUTIONS | 26,299 | 5,878 | 5,700 | | | | | |
| 274: ELDERLY SERVICE CONTRIBUTIONS | 19,681 | 19,636 | 19,500 | | | | | |
| 275: RI AUXILIARY POLICE | 6,858 | 51 | 0 | | | | | |
| 276: RI LABOR DAY PARADE | (837) | 13,254 | 12,667 | | | | | |
| 277: ESO CHRISTMAS TOUR | 3,596 | 54 | 0 | | | | | |
| 278: ADOPT - A - SCHOOL | 3,312 | 500 | 500 | | | | | |
| 279: FIRE DONATIONS | 708 | 5 | 0 | | | | | |
| 282: LEAD GRANT | (987) | 269,000 | 269,000 | | | | | |
| TOTAL SPECIAL REVENUE FUNDS | 12,937,056 | 22,173,716 | 25,320,625 | 0 | 0 | 0 | 0 | 0 |
| 301: CAPITAL IMPROVEMENTS | 1,799,639 | 5,414,240 | 7,538,647 | | | | | |
| 405: DEBT SERVICE | 1,221,189 | 2,056,491 | 2,346,467 | | | | | |
| 501: WATER OPERATIONS/MAINTENANCE | 6,282,181 | 6,227,365 | 6,187,111 | | | | 240,000 | 617,088 |
| 502: WATER CAPITAL 2010A BAB'S | 2,091,471 | 8,676 | 1,007,600 | | | | 972,600 | |
| 506: WASTEWATER OPER & MAINTENANCE | 12,679,685 | 28,688,049 | 26,023,260 | 15,216 | | | 20,834,682 | 721,948 |
| 507: STORMWATER UTILITY | 2,665,106 | 1,668,022 | 1,926,374 | | | | | |
| 508: WASTEWATER CAPITAL 2010A BAB'S | 2,725,264 | 18,221 | 2,712,672 | | | | 2,712,672 | |
| 541: SUNSET MARINA | 46,559 | 851,620 | 887,523 | 6,496 | | | | 120,000 |
| 555: PARK & RECREATION | 14,218,493 | 6,830,136 | 8,298,786 | | | | 1,610,540 | 230,000 |
| 581: CDBG LOAN PROGRAMS | 1,048,983 | 111,132 | 59,933 | | 75,000 | | | |
| 582: STATE AFFORDABLE HOUSING | 3,540 | 27 | 0 | | | | | |
| 583: COMM/ECON DEV LOANS | 284,706 | 7,963 | 100,400 | | 7,500 | 100,000 | | |
| 584: CIRLF LOAN FUND | 1,436,840 | 417,019 | 414,325 | | 350,000 | 400,000 | | |
| 585: MPF ENDOWMENT LOANS | 56,631 | 2,500 | 24,000 | | | | | |
| 586: USEPA BROWNFIELDS LOANS | 0 | 300,200 | 300,200 | | | 300,000 | | |
| TOTAL ENTERPRISE FUNDS | 43,539,458 | 45,130,930 | 47,942,184 | 21,712 | 432,500 | 800,000 | 26,370,494 | 1,689,036 |
| 601: FLEET SERVICES | 5,189,178 | 3,801,579 | 4,418,454 | | | | 944,690 | |
| 602: FLEET AMORTIZATION | 0 | 1,042,474 | 944,690 | | | | | |
| 606: ENGINEERING | (175) | 1,445,439 | 1,351,056 | | | | | |
| 609: HYDROELECTRIC PLANT | (4,307) | 230,766 | 281,954 | | | | | 106,667 |
| 621: SELF-INSURANCE | (48,598) | 1,312,090 | 1,222,645 | | | | | |
| 626: EMPLOYEE HEALTH PLAN | 1,457,907 | 5,214,550 | 5,157,509 | | | | | |
| TOTAL INTERNAL SERVICE FUNDS | 6,594,006 | 13,046,898 | 13,376,308 | 0 | 0 | 0 | 944,690 | 106,667 |
| 701: FIRE PENSION | 23,318,233 | 3,831,330 | 3,322,121 | | | | | |
| 706: POLICE PENSION | 29,123,415 | 4,535,106 | 3,139,324 | | | | | |
| 711: CAFETERIA PLAN | (949) | 88,000 | 88,000 | | | | | |
| TOTAL TRUST FUNDS | 52,440,698 | 8,454,436 | 6,549,445 | 0 | 0 | 0 | 0 | 0 |
| 901: MLK ACTIVITY | 187,989 | 370,138 | 363,951 | | | | | |
| 906: DEPT OF HUMAN SERVICES | (75,697) | 153,786 | 153,786 | | | | | |
| 907: MLK CAPITAL CONTRIBUTIONS | 438,073 | 23,454 | 91,770 | | | | | |
| TOTAL COMPONENT UNIT FUNDS | 550,365 | 547,378 | 609,507 | 0 | 0 | 0 | 0 | 0 |
| | 128,653,141 | 131,333,360 | 138,329,321 | 21,712 | 432,500 | 800,000 | 27,315,184 | 1,795,703 |

Table 14

| Unrestricted Fund Balance or Net Assets At 03/31/12 | Proposed Revenue FY2013 | Proposed Expense FY2013 | Proposed Bond Proceeds FY2013 | Proposed Loan Repayments FY2013 | Proposed Loan Payments FY2013 | Proposed Capital Improvements FY2013 | Proposed Debt Principal FY2013 | Unrestricted Fund Balance or Net Assets At 03/31/13 | Net Income (Loss) | Percentage Change FY2012 vs FY2013 |
|---|-------------------------|-------------------------|-------------------------------|---------------------------------|-------------------------------|--------------------------------------|--------------------------------|---|-------------------|------------------------------------|
| 9,433,862 | 35,195,579 | 35,195,579 | | | | | | 9,433,862 | 0 | 0% |
| 801,255 | 2,481,702 | 3,321,712 | | | | | | (38,755) | (840,010) | -105% |
| | 15,481 | (1,122,086) | | | | | | | | |
| 1,000,614 | 241,060 | 391,257 | | | | | | 850,417 | (150,197) | -15% |
| 328,525 | 383,510 | 426,549 | | | | | | 285,486 | (43,039) | -13% |
| 3,339 | 2,287,318 | 2,286,447 | | | | | | 4,210 | 871 | 26% |
| 40,292 | 40,080 | 69,719 | | | | | | 10,653 | (29,639) | -74% |
| 1,148,390 | 1,708,281 | 1,797,245 | | | | | | 1,059,426 | (88,964) | -8% |
| 75,814 | 203,367 | 158,226 | | | | | | 120,955 | 45,141 | 60% |
| (630,660) | 0 | 0 | | | | | | (630,660) | 0 | 0% |
| 31,527 | 1,122,573 | 1,122,335 | | | | | | 31,765 | 238 | 1% |
| 65,935 | 32,054 | 61,880 | | | | | | 36,109 | (29,826) | -45% |
| 6,632,694 | 6,044,604 | 6,000,000 | | | | | | 6,677,298 | 44,604 | 1% |
| 169,587 | 106,708 | 277,308 | | | | | | (1,013) | (170,600) | -101% |
| 108,847 | 26,839 | 24,528 | | | | | | 111,158 | 2,311 | 2% |
| 44,860 | 18,643 | 44,000 | | | | | | 19,503 | (25,357) | -57% |
| 235 | 3,024 | 0 | | | | | | 3,259 | 3,024 | 1287% |
| 10,416 | 39,086 | 38,957 | | | | | | 10,545 | 129 | 1% |
| (125,728) | 1,416,280 | 1,345,546 | | | | | | (54,994) | 70,734 | -56% |
| 116,275 | 30,961 | 18,000 | | | | | | 129,236 | 12,961 | 11% |
| (1,044,778) | 0 | 0 | | | | | | (1,044,778) | 0 | 0% |
| 0 | 1,528,100 | 1,925,000 | | | | | | (396,900) | (396,900) | NEW |
| 0 | 3,324,738 | 3,324,738 | | | | | | 0 | 0 | NEW |
| 919,084 | 2,418,008 | 2,418,008 | | | | | | 919,084 | 0 | 0% |
| 1,355 | 10 | 0 | | | | | | 1,365 | 10 | 1% |
| 32,626 | 173 | 9,390 | | | | | | 23,409 | (9,217) | -28% |
| 26,477 | 5,198 | 5,000 | | | | | | 26,675 | 198 | 1% |
| 19,817 | 17,614 | 17,500 | | | | | | 19,931 | 114 | 1% |
| 6,909 | 7 | 6,000 | | | | | | 916 | (5,993) | -87% |
| (250) | 12,250 | 12,250 | | | | | | (250) | 0 | 0% |
| 3,650 | 27 | 0 | | | | | | 3,677 | 27 | 1% |
| 3,312 | 550 | 550 | | | | | | 3,312 | 0 | 0% |
| 713 | 5 | 0 | | | | | | 718 | 5 | 1% |
| (987) | 0 | 0 | | | | | | (987) | 0 | 0% |
| 9,790,147 | 23,508,251 | 23,980,059 | 0 | 0 | 0 | 0 | 0 | 8,180,772 | (1,609,375) | -16% |
| (324,768) | 4,760,240 | 6,148,271 | | | | | | (1,712,799) | (1,388,031) | 427% |
| 931,213 | 2,045,208 | 2,248,705 | | | | | | 727,716 | (203,497) | -22% |
| 7,179,523 | 6,286,157 | 6,692,314 | | | | 510,000 | 648,058 | 7,931,424 | 751,901 | 10% |
| 2,065,147 | 0 | 1,156,000 | | | | 1,156,000 | | 2,065,147 | 0 | 0% |
| 36,885,888 | 27,137,465 | 25,232,543 | | | | 19,833,000 | 738,225 | 59,362,035 | 22,476,147 | 61% |
| 2,406,754 | 1,668,025 | 1,735,745 | | | | | | 2,339,034 | (67,720) | -3% |
| 2,743,485 | 0 | 0 | | | | | | 2,743,485 | 0 | 0% |
| 124,160 | 788,563 | 878,912 | | | | | | 151,367 | 27,207 | 22% |
| 14,590,383 | 6,640,003 | 7,479,982 | | | | 1,112,000 | 245,000 | 15,107,404 | 517,021 | 4% |
| 1,025,182 | 111,549 | 59,317 | | 75,000 | | | | 1,002,414 | (22,768) | -2% |
| 3,567 | 27 | 0 | | | | | | 3,594 | 27 | 1% |
| 284,769 | 8,052 | 150,300 | | 8,000 | 150,000 | | | 284,521 | (248) | 0% |
| 1,489,534 | 379,565 | 480,273 | | 300,580 | 468,273 | | | 1,556,519 | 66,985 | 4% |
| 35,131 | 26,500 | 26,500 | | 24,000 | 2,500 | | | 13,631 | (21,500) | -61% |
| 300,000 | 200,000 | 200,000 | | | 200,000 | | | 500,000 | 200,000 | 67% |
| 69,133,522 | 43,245,906 | 44,091,886 | 0 | 407,580 | 820,773 | 22,611,000 | 1,748,839 | 93,060,574 | 23,927,052 | 35% |
| 0 | | | | | | | | | | |
| 5,516,993 | 3,510,731 | 4,186,633 | | | | 865,081 | | 5,706,172 | 189,179 | 3% |
| 97,784 | 1,050,773 | 832,081 | | | | | | 316,476 | 218,692 | 224% |
| 94,208 | 1,525,714 | 1,417,044 | | | | | | 202,878 | 108,670 | 115% |
| 51,172 | 233,501 | 288,358 | | | | | 111,667 | 107,982 | 56,810 | 111% |
| 40,847 | 1,328,984 | 1,197,673 | | | | | | 172,158 | 131,311 | 321% |
| 1,514,948 | 5,756,179 | 5,687,753 | | | | | | 1,583,374 | 68,426 | 5% |
| 7,315,953 | 13,405,882 | 13,609,542 | 0 | 0 | 0 | 865,081 | 111,667 | 8,089,041 | 773,088 | 11% |
| 23,827,442 | 3,980,678 | 3,563,056 | | | | | | 24,245,064 | 417,622 | 2% |
| 30,519,197 | 4,765,877 | 3,489,620 | | | | | | 31,795,454 | 1,276,257 | 4% |
| (949) | 86,607 | 86,600 | | | | | | (942) | 7 | -1% |
| 54,345,689 | 8,833,162 | 7,139,276 | 0 | 0 | 0 | 0 | 0 | 56,039,575 | 1,693,886 | 3% |
| 194,176 | 236,352 | 277,464 | | | | | | 153,064 | (41,112) | -21% |
| (75,697) | 166,000 | 168,630 | | | | | | (78,327) | (2,630) | 3% |
| 369,757 | 0 | 0 | | | | | | 369,757 | 0 | 0% |
| 488,236 | 402,352 | 446,094 | 0 | 0 | 0 | 0 | 0 | 444,494 | (43,742) | -9% |
| 151,113,855 | 131,396,580 | 132,859,412 | 0 | 407,580 | 820,773 | 23,476,081 | 1,860,506 | 174,263,236 | 23,149,381 | 15% |

Percentage Change of Fund Balances

Table 14 (Addendum)

| | Unrestricted Fund Balance or Net Assets At 03/31/12 | Unrestricted Fund Balance or Net Assets At 03/31/13 | Percentage Change FY2012 vs FY2013 | Explanation for those Funds with +/- 10% Change |
|------------------------------------|--|--|---|---|
| MAJOR FUNDS | | | | |
| 101: GENERAL FUND | 9,433,862 | 9,433,862 | 0% | The percentage change in this fund is less than 10%. |
| 201: TIF #1 DOWNTOWN | 801,255 | (38,755) | -105% | FY2012 expenditures were budgeted to exceed revenues by \$1,997,577. However, actual expenditures are estimated to be underbudget by \$1,378,154 as a result of certain projects not being completed as planned. FY2013 budgeted revenues have increased by \$15,481 while budgeted expenditures have been reduced by \$1,122,086 from FY2012 levels. |
| 202: TIF #2 SOUTH 11TH STREET | 1,000,614 | 850,417 | -15% | FY2012 actual expenditures are projected to be under budget by more than \$1,000,000. FY2013 expenditures have increased by \$31,566. The majority of this increase is for a one time expenditure of \$100,000 for a development incentive program. |
| 203: TIF #3 NORTH 11TH STREET | 328,525 | 285,486 | -13% | FY2013 revenues have increased over FY2012 by \$26,510, while budgeted expenditures have decreased \$283,176. Though this fund's expenditure exceed revenues, there is sufficient fund balance to cover the \$43,039 loss for FY2013. |
| 204: TIF #4 JUMER'S CASINO R I | 3,339 | 4,210 | 26% | The primary expenditures in this fund consist of rebates to Jumer's Casino and Rock Island County. These fluctuate from year to year based on the property tax revenue received. For FY2013 revenues exceed expenditures by \$871. |
| 205: TIF #5 COLUMBIA PARK | 40,292 | 10,653 | -74% | FY2013 expenditures have increased \$50,991 due primarily to the budgeting of a one time expense of \$47,000 for land use and TIF consultant services. Revenue has increased slightly, by \$4,864. |
| 251: PUBLIC LIBRARY | 919,084 | 919,084 | 0% | The percentage change in this fund is less than 10%. |
| 301: CAPITAL IMPROVEMENTS | (324,768) | (1,712,799) | -427% | Projected revenues for FY2012 are \$800,000 more than budgeted while projected expenditures are \$3.2 million less than budgeted. This is due to projects not being completed as planned. These projects will carry over and the projected increase to the fund balance will fund the projected deficit for FY2013. |
| 501: WATER OPERATIONS/MAINTENANCE | 7,179,523 | 7,931,424 | 10% | FY 2013 expenditures are budgeted to increase \$505,203 over FY2012 while revenues are budgeted to increase \$58,792. This increase in budgeted expenditures is expected and is the result of planned projects. Even with this increase in expenditures there is still a projected increase in the fund balance of \$751,901. |
| 506: WASTEWATER OPER & MAINTENANCE | 36,885,888 | 59,362,035 | 61% | FY2013 expenditures are budgeted to decrease \$790,717 and revenues by 1,550,584. The change in revenue is the result of decreased loan proceeds to fund capital projects. Revenues for FY2013 will exceed these budgeted expenditures by \$1,904,922. |
| 555: PARK & RECREATION | 14,590,383 | 15,107,404 | 4% | The percentage change in this fund is less than 10%. |
| NON-MAJOR FUNDS | | | | |
| Total of all Non-Major Funds | 80,255,857 | 82,110,214 | 2% | Total percentage change in non-major funds is less than 10%. |



ROCK ISLAND
ILLINOIS

Transfers by Fund

Table 15

| | | | | |
|-----|--|-----------|-------------|-------------|
| 101 | General Fund | | | |
| | 221 Motor Fuel Tax | 1,122,335 | | |
| | 223 Riverboat Gaming | 1,609,705 | | |
| | 251 Library | 48,402 | | |
| | 301 Capital Improvements | 260,000 | | |
| | 501 Water Operation and Maintenance | 673,387 | | |
| | 506 Wastewater Operation and Maintenance | 378,409 | | |
| | 507 Stormwater Utility | 254,100 | | |
| | 541 Sunset Marina | 87,817 | | |
| | 555 Park | 91,538 | | |
| | 555 Park | 29,900 | | |
| | 581 Loans | 3,617 | | |
| | 601 Equipment Maintenance | 260,507 | | |
| | 606 Engineering | 176,462 | | |
| | 626 Employee Health Plan | 4,124 | 5,000,303 | |
| | 207 Community & Economic Development | (150,000) | | |
| | 211 MLK Center | (150,761) | | |
| | 555 Park | (3,800) | | |
| | 606 Engineering | (39,386) | | |
| | 901 MLK Activity Fund | (26,756) | (370,703) | 4,629,600 |
| 201 | TIF District #1 | | | |
| | 207 Community & Economic Development | | (28,000) | |
| | 301 Capital Improvements | | (770,000) | |
| | 405 Debt Service | | (1,026,579) | |
| | 506 Wastewater Operation and Maintenance | | (104,846) | |
| | 555 Park | | (190,229) | (2,119,654) |
| 202 | TIF District #2 | | | |
| | 405 Debt Service | | (110,775) | |
| | 555 Park | | (2,192) | (112,967) |
| 203 | TIF District #3 | | | |
| | 555 Park | | | (2,322) |
| 207 | Community Development | | | |
| | 101 General Fund | | 150,000 | |
| | 201 TIF District #1 | | 28,000 | |
| | 223 Riverboat Gaming | | 852,245 | 1,030,245 |
| 211 | MLK Center | | | |
| | 101 General Fund | | 150,761 | |
| | 242 Block Grant | | 41,460 | 192,221 |
| 221 | Motor Fuel Tax | | | |
| | 101 General Fund | | | (1,122,335) |
| 223 | River Boat Gaming | | | |
| | 101 General Fund | | (129,500) | |
| | 101 General Fund | | (104,675) | |
| | 101 General Fund | | (18,000) | |
| | 101 General Fund | | (50,000) | |
| | 101 General Fund | | (45,000) | |
| | 101 General Fund | | (19,530) | |
| | 101 General Fund | | (1,026,132) | |
| | 101 General Fund | | (29,500) | |
| | 101 General Fund | | (66,330) | |
| | 101 General Fund | | (55,000) | |
| | 101 General Fund | | (66,038) | |
| | 207 Community & Economic Development | | (852,245) | |
| | 246 Ridgewood Business Park | | (327,500) | |
| | 276 Labor Day Parade | | (9,000) | |
| | 301 Capital Improvements | | (1,628,000) | |
| | 301 Capital Improvements | | (280,000) | |
| | 301 Capital Improvements | | (570,000) | |
| | 405 Debt Service | | (96,475) | |
| | 405 Debt Service | | (121,075) | |
| | 405 Debt Service | | (401,000) | |
| | 555 Park | | (105,000) | (6,000,000) |
| 242 | Block Grant | | | |
| | 211 MLK Center | | (41,460) | |
| | 901 MLK Activity Fund | | (101,507) | (142,967) |
| 246 | Ridgewood Business Park | | | |
| | 223 Riverboat Gaming | | | 327,500 |

Transfers by Fund

Table 15

| | | | | | |
|-----|--|------------------|------------------|--|-----------------|
| 251 | Library | | | | |
| | 101 General Fund | | | | (48,402) |
| 276 | Labor Day Parade | | | | |
| | 223 Riverboat Gaming | | | | 9,000 |
| 301 | Capital Improvement | | | | |
| | 201 TIF District #1 | 770,000 | | | |
| | 223 Riverboat Gaming | <u>2,478,000</u> | 3,248,000 | | |
| | 101 General Fund | | <u>(260,000)</u> | | 2,988,000 |
| 405 | Debt Service | | | | |
| | 201 TIF District #1 | | 1,026,579 | | |
| | 202 TIF District #2 | | 110,775 | | |
| | 223 Riverboat Gaming | | <u>618,550</u> | | 1,755,904 |
| 501 | Water Operation & Maintenance | | | | |
| | 506 Wastewater Operation and Maintenance | | 139,419 | | |
| | 101 General Fund | (673,387) | | | |
| | 606 Engineering | <u>(39,386)</u> | <u>(712,773)</u> | | (573,354) |
| 506 | Wastewater Operation & Maintenance | | | | |
| | 201 TIF District #1 | | 104,846 | | |
| | 101 General Fund | (378,409) | | | |
| | 501 Water Operation and Maintenance | (139,419) | | | |
| | 606 Engineering | <u>(39,386)</u> | <u>(557,214)</u> | | (452,368) |
| 507 | Stormwater Utility | | | | |
| | 101 General Fund | | (254,100) | | |
| | 606 Engineering | | <u>(39,386)</u> | | (293,486) |
| 541 | Sunset Marina | | | | |
| | 101 General Fund | | | | (87,817) |
| 555 | Park & Recreation | | | | |
| | 101 General Fund | 3,800 | | | |
| | 201 TIF District #1 | 101,010 | | | |
| | 201 TIF District #1 | 89,219 | | | |
| | 202 TIF District #2 | 2,192 | | | |
| | 203 TIF District #3 | 2,322 | | | |
| | 223 Riverboat Gaming | <u>105,000</u> | 303,543 | | |
| | 101 General Fund | (91,538) | | | |
| | 101 General Fund | (17,900) | | | |
| | 101 General Fund | <u>(12,000)</u> | <u>(121,438)</u> | | 182,105 |
| 581 | CDBG Loans | | | | |
| | 101 General Fund | | | | (3,617) |
| 601 | Equipment Maintenance | | | | |
| | 602 Fleet Amortization | | 832,081 | | |
| | 101 General Fund | | <u>(260,507)</u> | | 571,574 |
| 602 | Fleet Amortization | | | | |
| | 601 Fleet | | | | (832,081) |
| 606 | Engineering | | | | |
| | 101 General Fund | 39,386 | | | |
| | 501 Water Operation and Maintenance | 39,386 | | | |
| | 506 Wastewater Operation and Maintenance | 39,386 | | | |
| | 607 Stormwater Utility | 39,386 | 157,544 | | |
| | 101 General Fund | <u>39,386</u> | <u>(176,462)</u> | | (18,918) |
| 626 | Employee Health Plan | | | | |
| | 101 General Fund | | | | (4,124) |
| 901 | MLK Center Activity Fund | | | | |
| | 101 General Fund | | 26,756 | | |
| | 242 Block Grant | | <u>101,507</u> | | 128,263 |
| | | | | | <u><u>-</u></u> |

Debt Service Schedule
At 3/31/2012

| Issue Description | Funding Source | Principal Interest | Payment Date | FYE--> | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|--|-----------------|--------------------|--------------|--------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Special Assessments 2002 G. O. | Debt Service | Interest | June 15 | | 1,850.00 | - | - | - | - | - | - | - | - |
| Bank of New York 405-616316 | | Interest | Dec 15 | | 1,850.00 | - | - | - | - | - | - | - | - |
| | | Principal | Dec 15 | | 100,000.00 | - | - | - | - | - | - | - | - |
| Total 2002 GO | | Total | | | 103,700.00 | - |
| Sunset Marina 2003 G. O. | Marina | Interest | June 15 | | - | - | - | - | - | - | - | - | - |
| Bank of New York 541-617041 | | Interest | Dec 15 | | - | - | - | - | - | - | - | - | - |
| | | Principal | Dec 15 | | - | - | - | - | - | - | - | - | - |
| Total 2003 GO | | Total | | | - |
| Wastewater 2003 G. O. | Sewer Charges | Interest | June 15 | | - | - | - | - | - | - | - | - | - |
| Bank of New York 506-618041 | | Interest | Dec 15 | | - | - | - | - | - | - | - | - | - |
| | | Principal | Dec 15 | | - | - | - | - | - | - | - | - | - |
| Total 2003 GO | | Total | | | - |
| Water 2004 G.O. Refunding | Water Sales | Interest | June 15 | | 11,162.54 | 9,694.37 | 8,430.00 | 7,425.00 | 5,675.00 | 3,850.00 | 1,950.00 | - | - |
| Wells Fargo 501-618041 | | Interest | Dec 15 | | 11,162.54 | 9,694.37 | 8,430.00 | 7,425.00 | 5,675.00 | 3,850.00 | 1,950.00 | - | - |
| | | Principal | Dec 15 | | 85,000.00 | 79,687.50 | 60,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | - | - |
| Total 2004 GO Refunding | | Total | | | 107,325.09 | 99,076.24 | 76,860.00 | 114,850.00 | 111,350.00 | 107,700.00 | 103,900.00 | - | - |
| Water 2004 G.O. Refunding | Water Sales | Interest | June 15 | | 4,888.71 | 2,504.38 | - | - | - | - | - | - | - |
| Wells Fargo 501-618041 | | Interest | Dec 15 | | 4,888.71 | 2,504.38 | - | - | - | - | - | - | - |
| | | Principal | Dec 15 | | 145,000.00 | 145,312.50 | - | - | - | - | - | - | - |
| Total 2004 GO Refunding | | Total | | | 154,777.41 | 150,321.26 | - |
| Special Assessments 2004 SA Projects | Debt Service | Interest | June 15 | | 3,852.50 | 2,680.00 | 1,507.50 | - | - | - | - | - | - |
| Wells Fargo 405-616316 | | Interest | Dec 15 | | 3,852.50 | 2,680.00 | 1,507.50 | - | - | - | - | - | - |
| | | Principal | Dec 15 | | 70,000.00 | 70,000.00 | 90,000.00 | - | - | - | - | - | - |
| Total 2004 GO | | Total | | | 77,705.00 | 75,360.00 | 93,015.00 | - | - | - | - | - | - |
| Special Assessments 2005 SA Projects | Debt Service | Interest | June 15 | | 5,527.50 | 3,852.50 | 2,093.75 | - | - | - | - | - | - |
| Wells Fargo 405-616316 | | Interest | Dec 15 | | 5,527.50 | 3,852.50 | 2,093.75 | - | - | - | - | - | - |
| | | Principal | Dec 15 | | 100,000.00 | 105,000.00 | 125,000.00 | - | - | - | - | - | - |
| Total 2004 GO | | Total | | | 111,055.00 | 112,705.00 | 129,187.50 | - | - | - | - | - | - |
| Wastewater 2005 G. O. Refunding | Sewer Charges | Interest | June 1 | | 27,612.50 | 24,550.00 | 21,487.50 | 18,425.00 | 15,362.50 | 11,762.50 | 8,062.50 | 4,218.75 | - |
| Wells Fargo 506-618041 | | Interest | Dec 1 | | 27,612.50 | 24,550.00 | 21,487.50 | 18,425.00 | 15,362.50 | 11,762.50 | 8,062.50 | 4,218.75 | - |
| | | Principal | Dec 1 | | 175,000.00 | 175,000.00 | 175,000.00 | 175,000.00 | 200,000.00 | 200,000.00 | 205,000.00 | 225,000.00 | - |
| Total 2005 GO | | Total | | | 230,225.00 | 224,100.00 | 217,975.00 | 211,850.00 | 230,725.00 | 223,525.00 | 221,125.00 | 233,437.50 | - |
| Special Assessments 2005 G. O. Refunding | Debt Service | Interest | June 1 | | - | - | - | - | - | - | - | - | - |
| Wells Fargo 405-616316 | | Interest | Dec 1 | | - | - | - | - | - | - | - | - | - |
| | | Principal | Dec 1 | | - | - | - | - | - | - | - | - | - |
| Total 2005 GO | | Total | | | 188,760.00 | 188,065.00 | 222,202.50 | - | - | - | - | - | - |
| Wastewater 2007 G. O. | Sewer Charges | Interest | June 1 | | 58,000.00 | 55,100.00 | 52,100.00 | 48,900.00 | 45,600.00 | 42,200.00 | 38,700.00 | 35,000.00 | 31,200.00 |
| Wells Fargo 506-618041 | | Interest | Dec 1 | | 58,000.00 | 55,100.00 | 52,100.00 | 48,900.00 | 45,600.00 | 42,200.00 | 38,700.00 | 35,000.00 | 31,200.00 |
| | | Principal | Dec 1 | | 145,000.00 | 150,000.00 | 160,000.00 | 165,000.00 | 170,000.00 | 175,000.00 | 185,000.00 | 190,000.00 | 200,000.00 |
| Total 2007 GO | | Total | | | 261,000.00 | 260,200.00 | 264,200.00 | 262,800.00 | 261,200.00 | 259,400.00 | 262,400.00 | 260,000.00 | 262,400.00 |
| Special Assessments 2007 G. O. | Debt Service | Interest | June 1 | | 14,500.00 | 11,800.00 | 9,000.00 | 6,100.00 | 3,100.00 | - | - | - | - |
| Wells Fargo 405-616316 | | Interest | Dec 1 | | 14,500.00 | 11,800.00 | 9,000.00 | 6,100.00 | 3,100.00 | - | - | - | - |
| | | Principal | Dec 1 | | 135,000.00 | 140,000.00 | 145,000.00 | 150,000.00 | 155,000.00 | - | - | - | - |
| Total 2007 GO | | Total | | | 164,000.00 | 163,600.00 | 163,000.00 | 162,200.00 | 161,200.00 | - | - | - | - |
| MLK Center 2008 G. O. | TIF | Interest | June 1 | | 13,037.50 | 11,375.00 | 9,625.00 | 7,875.00 | 6,037.50 | 4,112.50 | 2,100.00 | - | - |
| Wells Fargo 405-356041 | | Interest | Dec 1 | | 13,037.50 | 11,375.00 | 9,625.00 | 7,875.00 | 6,037.50 | 4,112.50 | 2,100.00 | - | - |
| | | Principal | Dec 1 | | 95,000.00 | 100,000.00 | 100,000.00 | 105,000.00 | 110,000.00 | 115,000.00 | 120,000.00 | - | - |
| Total 2008 GO | | Total | | | 121,075.00 | 122,750.00 | 119,250.00 | 120,750.00 | 122,075.00 | 123,225.00 | 124,200.00 | - | - |
| Software 2008 G. O. | Gaming | Interest | June 1 | | 3,237.50 | 1,662.50 | - | - | - | - | - | - | - |
| Wells Fargo 405-256081 | | Interest | Dec 1 | | 3,237.50 | 1,662.50 | - | - | - | - | - | - | - |
| | | Principal | Dec 1 | | 90,000.00 | 95,000.00 | - | - | - | - | - | - | - |
| Total 2008 GO | | Total | | | 96,475.00 | 98,325.00 | - |
| Special Assessments 2008 G. O. | Public Benefits | Interest | June 1 | | 4,550.00 | 3,937.50 | 3,325.00 | 2,712.50 | 2,100.00 | 1,400.00 | 700.00 | - | - |
| Wells Fargo 405-616316 | | Interest | Dec 1 | | 4,550.00 | 3,937.50 | 3,325.00 | 2,712.50 | 2,100.00 | 1,400.00 | 700.00 | - | - |
| | | Principal | Dec 1 | | 35,000.00 | 35,000.00 | 35,000.00 | 35,000.00 | 40,000.00 | 40,000.00 | 40,000.00 | - | - |
| Total 2008 GO | | Total | | | 44,100.00 | 42,875.00 | 41,650.00 | 40,425.00 | 44,200.00 | 42,800.00 | 41,400.00 | - | - |

Debt Service Schedule
At 3/31/2012

| Issue Description | Funding Source | Principal Interest | Payment Date | FYE--> | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------------------------|----------------|--------------------|--------------|--------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | | | | | | | | | | | | | |
| Hydroelectric Plant | Electric | Interest | June 1 | | 27,787.50 | 26,650.00 | 25,512.50 | 24,287.50 | 23,062.50 | 21,750.00 | 20,437.50 | 19,125.00 | 17,250.00 |
| 2008 G. O. | Charges | Interest | Dec 1 | | 27,787.50 | 26,650.00 | 25,512.50 | 24,287.50 | 23,062.50 | 21,750.00 | 20,437.50 | 19,125.00 | 17,250.00 |
| Wells Fargo | | Principal | Dec 1 | | 65,000.00 | 65,000.00 | 70,000.00 | 70,000.00 | 75,000.00 | 75,000.00 | 75,000.00 | 100,000.00 | 100,000.00 |
| 609-618369 | | | | | 120,575.00 | 118,300.00 | 121,025.00 | 118,575.00 | 121,125.00 | 118,500.00 | 115,875.00 | 138,250.00 | 134,500.00 |
| Total 2008A GO | | Interest | June 1 | | 48,612.50 | 43,625.00 | 38,462.50 | 34,875.00 | 31,200.00 | 27,262.50 | 23,237.50 | 19,125.00 | 17,250.00 |
| | | Interest | Dec 1 | | 48,612.50 | 43,625.00 | 38,462.50 | 34,875.00 | 31,200.00 | 27,262.50 | 23,237.50 | 19,125.00 | 17,250.00 |
| | | Principal | Dec 1 | | 285,000.00 | 295,000.00 | 205,000.00 | 210,000.00 | 225,000.00 | 230,000.00 | 235,000.00 | 100,000.00 | 100,000.00 |
| | | | | | 382,225.00 | 382,250.00 | 281,925.00 | 279,750.00 | 287,400.00 | 284,525.00 | 281,475.00 | 138,250.00 | 134,500.00 |
| Armory Park | TIF | Interest | June 1 | | 22,338.14 | 20,612.39 | 18,838.70 | 16,947.01 | 14,882.01 | 12,765.39 | 10,482.09 | 8,059.40 | 5,494.38 |
| 2008 G. O. | | Interest | Dec 1 | | 22,338.14 | 20,612.39 | 18,838.70 | 16,947.01 | 14,882.01 | 12,765.39 | 10,482.09 | 8,059.40 | 5,494.38 |
| Wells Fargo | | Principal | Dec 1 | | 106,200.00 | 109,150.00 | 112,100.00 | 118,000.00 | 120,950.00 | 126,850.00 | 132,750.00 | 138,650.00 | 147,500.00 |
| 405-822601-*****0526000 | | | | | 150,876.28 | 150,374.78 | 149,777.40 | 151,894.03 | 150,714.03 | 152,380.78 | 153,714.18 | 154,768.80 | 158,488.75 |
| Wastewater | Sewer | Interest | June 1 | | 15,523.11 | 14,323.86 | 13,091.30 | 11,776.74 | 10,341.74 | 8,870.86 | 7,284.16 | 5,600.60 | 3,818.13 |
| 2008 G. O. | Charges | Interest | Dec 1 | | 15,523.11 | 14,323.86 | 13,091.30 | 11,776.74 | 10,341.74 | 8,870.86 | 7,284.16 | 5,600.60 | 3,818.13 |
| Wells Fargo | | Principal | Dec 1 | | 73,800.00 | 75,850.00 | 77,900.00 | 82,000.00 | 84,050.00 | 88,150.00 | 92,250.00 | 96,350.00 | 102,500.00 |
| 506-618041 | | | | | 104,846.23 | 104,497.73 | 104,082.60 | 105,553.48 | 104,733.48 | 106,891.73 | 106,818.33 | 107,551.20 | 110,136.25 |
| Total 2008B GO | | Interest | June 1 | | 37,861.25 | 34,936.25 | 31,930.00 | 28,723.75 | 25,223.75 | 21,636.25 | 17,766.25 | 13,660.00 | 9,312.50 |
| | | Interest | Dec 1 | | 37,861.25 | 34,936.25 | 31,930.00 | 28,723.75 | 25,223.75 | 21,636.25 | 17,766.25 | 13,660.00 | 9,312.50 |
| | | Principal | Dec 1 | | 180,000.00 | 185,000.00 | 190,000.00 | 200,000.00 | 205,000.00 | 215,000.00 | 225,000.00 | 235,000.00 | 250,000.00 |
| | | | | | 255,722.50 | 254,872.50 | 253,860.00 | 257,447.50 | 255,447.50 | 258,272.50 | 260,532.50 | 262,320.00 | 268,625.00 |
| Armory Park | TIF | Interest | June 1 | | 48,813.75 | 45,563.75 | 41,941.25 | 38,091.25 | 34,008.75 | 29,353.75 | 24,253.75 | 18,821.25 | 13,011.25 |
| 2008 G. O. | | Interest | Dec 1 | | 48,813.75 | 45,563.75 | 41,941.25 | 38,091.25 | 34,008.75 | 29,353.75 | 24,253.75 | 18,821.25 | 13,011.25 |
| Wells Fargo | | Principal | Dec 1 | | 200,000.00 | 210,000.00 | 220,000.00 | 230,000.00 | 245,000.00 | 255,000.00 | 265,000.00 | 280,000.00 | 295,000.00 |
| 405-822601-*****0523000 | | | | | 297,627.50 | 301,127.50 | 303,882.50 | 306,182.50 | 313,017.50 | 313,707.50 | 313,507.50 | 317,642.50 | 321,022.50 |
| Total 2008D GO | | Interest | June 1 | | 48,813.75 | 45,563.75 | 41,941.25 | 38,091.25 | 34,008.75 | 29,353.75 | 24,253.75 | 18,821.25 | 13,011.25 |
| | | Interest | Dec 1 | | 48,813.75 | 45,563.75 | 41,941.25 | 38,091.25 | 34,008.75 | 29,353.75 | 24,253.75 | 18,821.25 | 13,011.25 |
| | | Principal | Dec 1 | | 200,000.00 | 210,000.00 | 220,000.00 | 230,000.00 | 245,000.00 | 255,000.00 | 265,000.00 | 280,000.00 | 295,000.00 |
| | | | | | 297,627.50 | 301,127.50 | 303,882.50 | 306,182.50 | 313,017.50 | 313,707.50 | 313,507.50 | 317,642.50 | 321,022.50 |
| Hydroelectric Plant | Electric | Interest | June 15 | | 2,630.83 | 2,391.67 | 2,152.50 | 1,913.33 | 1,674.17 | 1,435.00 | 1,195.83 | 956.67 | 717.50 |
| 2008 G. O. CREB | Charges | Interest | Dec 15 | | 2,630.83 | 2,391.67 | 2,152.50 | 1,913.33 | 1,674.17 | 1,435.00 | 1,195.83 | 956.67 | 717.50 |
| Bank of America | | Principal | Dec 15 | | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 |
| 609-618369 | | | | | 51,928.33 | 51,450.00 | 50,971.67 | 50,493.33 | 50,015.00 | 49,536.67 | 49,058.33 | 48,580.00 | 48,101.67 |
| Total 2008C GO CREB | | Interest | June 15 | | 2,630.83 | 2,391.67 | 2,152.50 | 1,913.33 | 1,674.17 | 1,435.00 | 1,195.83 | 956.67 | 717.50 |
| | | Interest | Dec 15 | | 2,630.83 | 2,391.67 | 2,152.50 | 1,913.33 | 1,674.17 | 1,435.00 | 1,195.83 | 956.67 | 717.50 |
| | | Principal | Dec 15 | | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 | 46,666.67 |
| | | | | | 51,928.33 | 51,450.00 | 50,971.67 | 50,493.33 | 50,015.00 | 49,536.67 | 49,058.33 | 48,580.00 | 48,101.67 |
| Armory Park | TIF | Interest | June 1 | | 84,037.50 | 77,887.50 | 71,512.50 | 64,987.50 | 57,112.50 | 48,975.00 | 40,575.00 | 31,512.50 | 21,762.50 |
| 2009A G. O. | | Interest | Dec 1 | | 84,037.50 | 77,887.50 | 71,512.50 | 64,987.50 | 57,112.50 | 48,975.00 | 40,575.00 | 31,512.50 | 21,762.50 |
| Wells Fargo | | Principal | Dec 1 | | 410,000.00 | 425,000.00 | 435,000.00 | 450,000.00 | 465,000.00 | 480,000.00 | 500,000.00 | 520,000.00 | 540,000.00 |
| 405-822601-*****0524000 | | | | | 578,075.00 | 580,775.00 | 578,025.00 | 579,975.00 | 579,225.00 | 577,950.00 | 581,150.00 | 583,025.00 | 583,525.00 |
| Total 2009A GO | | Interest | June 1 | | 84,037.50 | 77,887.50 | 71,512.50 | 64,987.50 | 57,112.50 | 48,975.00 | 40,575.00 | 31,512.50 | 21,762.50 |
| | | Interest | Dec 1 | | 84,037.50 | 77,887.50 | 71,512.50 | 64,987.50 | 57,112.50 | 48,975.00 | 40,575.00 | 31,512.50 | 21,762.50 |
| | | Principal | Dec 1 | | 410,000.00 | 425,000.00 | 435,000.00 | 450,000.00 | 465,000.00 | 480,000.00 | 500,000.00 | 520,000.00 | 540,000.00 |
| | | | | | 578,075.00 | 580,775.00 | 578,025.00 | 579,975.00 | 579,225.00 | 577,950.00 | 581,150.00 | 583,025.00 | 583,525.00 |
| RIFAC | Member | Interest | June 1 | | 42,184.38 | 40,346.88 | 38,262.50 | 35,918.75 | 33,400.00 | 30,700.00 | 27,915.63 | 24,853.13 | 21,140.63 |
| 2009B G. O. | Fees | Interest | Dec 1 | | 42,184.38 | 40,346.88 | 38,262.50 | 35,918.75 | 33,400.00 | 30,700.00 | 27,915.63 | 24,853.13 | 21,140.63 |
| Wells Fargo | | Principal | Dec 1 | | 140,000.00 | 145,000.00 | 150,000.00 | 155,000.00 | 160,000.00 | 165,000.00 | 175,000.00 | 180,000.00 | 185,000.00 |
| 555-867561 | | | | | 224,368.76 | 225,693.76 | 226,525.00 | 226,837.50 | 226,800.00 | 226,400.00 | 230,831.26 | 229,706.26 | 227,281.26 |
| Special Assessments | Debt | Interest | June 1 | | 6,700.00 | 6,109.38 | 5,462.50 | 4,681.25 | 3,868.75 | 3,025.00 | 2,096.88 | 1,134.38 | - |
| 2009B G. O. | Service | Interest | Dec 1 | | 6,700.00 | 6,109.38 | 5,462.50 | 4,681.25 | 3,868.75 | 3,025.00 | 2,096.88 | 1,134.38 | - |
| Wells Fargo | | Principal | Dec 1 | | 45,000.00 | 45,000.00 | 50,000.00 | 50,000.00 | 50,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | - |
| 405-616316 | | | | | 58,400.00 | 57,218.76 | 60,925.00 | 59,362.50 | 57,737.50 | 61,050.00 | 59,193.76 | 57,288.76 | - |
| 11th St Land | TIF | Interest | June 1 | | 2,887.50 | 1,509.38 | - | - | - | - | - | - | - |
| 2009B G. O. | | Interest | Dec 1 | | 2,887.50 | 1,509.38 | - | - | - | - | - | - | - |
| Wells Fargo | | Principal | Dec 1 | | 105,000.00 | 105,000.00 | - | - | - | - | - | - | - |
| 405-312801 | | | | | 110,775.00 | 108,018.76 | - | - | - | - | - | - | - |
| Total 2009B GO | | Interest | June 1 | | 51,771.88 | 47,965.64 | 43,725.00 | 40,600.00 | 37,268.75 | 33,725.00 | 30,012.51 | 25,987.51 | 21,140.63 |
| | | Interest | Dec 1 | | 51,771.88 | 47,965.64 | 43,725.00 | 40,600.00 | 37,268.75 | 33,725.00 | 30,012.51 | 25,987.51 | 21,140.63 |
| | | Principal | Dec 1 | | 290,000.00 | 295,000.00 | 200,000.00 | 205,000.00 | 210,000.00 | 220,000.00 | 230,000.00 | 235,000.00 | 185,000.00 |
| | | | | | 393,543.76 | 390,931.28 | 287,450.00 | 286,200.00 | 284,537.50 | 287,450.00 | 290,025.02 | 286,975.02 | 227,281.26 |
| Columbia Park | TIF | Interest | June 1 | | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 37,260.00 |
| 2009CG. O. | | Interest | Dec 1 | | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 37,260.00 |
| Wells Fargo | | Principal | Dec 1 | | - | - | - | - | - | - | - | 110,000.00 | 120,000.00 |
| 405-312801 | | | | | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 190,130.00 | 194,520.00 |
| Total 2009C GO | | Interest | June 1 | | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 37,260.00 |
| | | Interest | Dec 1 | | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 40,065.00 | 37,260.00 |
| | | Principal | Dec 1 | | - | - | - | - | - | - | - | 110,000.00 | 120,000.00 |
| | | | | | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 80,130.00 | 190,130.00 | 194,520.00 |
| Street Garage | Sewer | Interest | June 1 | | 97,976.32 | 96,734.66 | 95,234.33 | 93,392.89 | 91,146.34 | 88,384.18 | 85,129.22 | 81,367.43 | 77,011.11 |
| 2010A BAB | | Interest | Dec 1 | | 97,976.32 | 96,734.66 | 95,234.33 | 9 | | | | | |

Table 16

| 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------------|
| 15,375.00 | 13,500.00 | 11,625.00 | 9,750.00 | 7,875.00 | 6,000.00 | 4,000.00 | 2,000.00 | - | - | 275,987.50 |
| 15,375.00 | 13,500.00 | 11,625.00 | 9,750.00 | 7,875.00 | 6,000.00 | 4,000.00 | 2,000.00 | - | - | 275,987.50 |
| 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | - | - | 1,495,000.00 |
| 130,750.00 | 127,000.00 | 123,250.00 | 119,500.00 | 115,750.00 | 112,000.00 | 108,000.00 | 104,000.00 | - | - | 2,046,975.00 |
| 15,375.00 | 13,500.00 | 11,625.00 | 9,750.00 | 7,875.00 | 6,000.00 | 4,000.00 | 2,000.00 | - | - | 353,775.00 |
| 15,375.00 | 13,500.00 | 11,625.00 | 9,750.00 | 7,875.00 | 6,000.00 | 4,000.00 | 2,000.00 | - | - | 353,775.00 |
| 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | - | - | 2,685,000.00 |
| 130,750.00 | 127,000.00 | 123,250.00 | 119,500.00 | 115,750.00 | 112,000.00 | 108,000.00 | 104,000.00 | - | - | 3,392,550.00 |
| 2,765.63 | - | - | - | - | - | - | - | - | - | 133,185.13 |
| 2,765.63 | - | - | - | - | - | - | - | - | - | 133,185.13 |
| 147,500.00 | - | - | - | - | - | - | - | - | - | 1,259,650.00 |
| 153,031.25 | - | - | - | - | - | - | - | - | - | 1,526,020.25 |
| 1,921.88 | - | - | - | - | - | - | - | - | - | 92,552.38 |
| 1,921.88 | - | - | - | - | - | - | - | - | - | 92,552.38 |
| 102,500.00 | - | - | - | - | - | - | - | - | - | 875,350.00 |
| 106,343.75 | - | - | - | - | - | - | - | - | - | 1,060,454.75 |
| 4,687.50 | - | - | - | - | - | - | - | - | - | 225,737.50 |
| 4,687.50 | - | - | - | - | - | - | - | - | - | 225,737.50 |
| 250,000.00 | - | - | - | - | - | - | - | - | - | 2,135,000.00 |
| 259,375.00 | - | - | - | - | - | - | - | - | - | 2,586,475.00 |
| 6,742.50 | - | - | - | - | - | - | - | - | - | 300,601.25 |
| 6,742.50 | - | - | - | - | - | - | - | - | - | 300,601.25 |
| 310,000.00 | - | - | - | - | - | - | - | - | - | 2,510,000.00 |
| 323,485.00 | - | - | - | - | - | - | - | - | - | 3,111,202.50 |
| 6,742.50 | - | - | - | - | - | - | - | - | - | 300,601.25 |
| 6,742.50 | - | - | - | - | - | - | - | - | - | 300,601.25 |
| 310,000.00 | - | - | - | - | - | - | - | - | - | 2,510,000.00 |
| 323,485.00 | - | - | - | - | - | - | - | - | - | 3,111,202.50 |
| 478.33 | 239.19 | - | - | - | - | - | - | - | - | 15,785.01 |
| 478.33 | 239.19 | - | - | - | - | - | - | - | - | 15,785.01 |
| 46,666.67 | 46,666.62 | - | - | - | - | - | - | - | - | 513,333.32 |
| 47,623.33 | 47,145.00 | - | - | - | - | - | - | - | - | 544,903.33 |
| 478.33 | 239.19 | - | - | - | - | - | - | - | - | 15,785.01 |
| 478.33 | 239.19 | - | - | - | - | - | - | - | - | 15,785.01 |
| 46,666.67 | 46,666.62 | - | - | - | - | - | - | - | - | 513,333.32 |
| 47,623.33 | 47,145.00 | - | - | - | - | - | - | - | - | 544,903.33 |
| 11,300.00 | - | - | - | - | - | - | - | - | - | 509,662.50 |
| 11,300.00 | - | - | - | - | - | - | - | - | - | 509,662.50 |
| 565,000.00 | - | - | - | - | - | - | - | - | - | 4,790,000.00 |
| 587,600.00 | - | - | - | - | - | - | - | - | - | 5,809,325.00 |
| 11,300.00 | - | - | - | - | - | - | - | - | - | 509,662.50 |
| 11,300.00 | - | - | - | - | - | - | - | - | - | 509,662.50 |
| 565,000.00 | - | - | - | - | - | - | - | - | - | 4,790,000.00 |
| 587,600.00 | - | - | - | - | - | - | - | - | - | 5,809,325.00 |
| 17,325.00 | 13,303.13 | 9,075.00 | 4,640.63 | - | - | - | - | - | - | 339,065.66 |
| 17,325.00 | 13,303.13 | 9,075.00 | 4,640.63 | - | - | - | - | - | - | 339,065.66 |
| 195,000.00 | 205,000.00 | 215,000.00 | 225,000.00 | - | - | - | - | - | - | 2,295,000.00 |
| 229,650.00 | 231,606.26 | 233,150.00 | 234,281.26 | - | - | - | - | - | - | 2,973,131.32 |
| - | - | - | - | - | - | - | - | - | - | 33,078.14 |
| - | - | - | - | - | - | - | - | - | - | 33,078.14 |
| - | - | - | - | - | - | - | - | - | - | 405,000.00 |
| - | - | - | - | - | - | - | - | - | - | 471,156.28 |
| - | - | - | - | - | - | - | - | - | - | 4,396.88 |
| - | - | - | - | - | - | - | - | - | - | 4,396.88 |
| - | - | - | - | - | - | - | - | - | - | 210,000.00 |
| - | - | - | - | - | - | - | - | - | - | 218,793.76 |
| 17,325.00 | 13,303.13 | 9,075.00 | 4,640.63 | - | - | - | - | - | - | 376,540.68 |
| 17,325.00 | 13,303.13 | 9,075.00 | 4,640.63 | - | - | - | - | - | - | 376,540.68 |
| 195,000.00 | 205,000.00 | 215,000.00 | 225,000.00 | - | - | - | - | - | - | 2,910,000.00 |
| 229,650.00 | 231,606.26 | 233,150.00 | 234,281.26 | - | - | - | - | - | - | 3,663,081.36 |
| 34,200.00 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 523,800.00 |
| 34,200.00 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 523,800.00 |
| 130,000.00 | 130,000.00 | 140,000.00 | 150,000.00 | 150,000.00 | 160,000.00 | 170,000.00 | 180,000.00 | - | - | 1,440,000.00 |
| 198,400.00 | 191,510.00 | 194,620.00 | 196,920.00 | 188,670.00 | 190,120.00 | 191,000.00 | 190,800.00 | - | - | 2,487,600.00 |
| 34,200.00 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 523,800.00 |
| 34,200.00 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 523,800.00 |
| 130,000.00 | 130,000.00 | 140,000.00 | 150,000.00 | 150,000.00 | 160,000.00 | 170,000.00 | 180,000.00 | - | - | 1,440,000.00 |
| 198,400.00 | 191,510.00 | 194,620.00 | 196,920.00 | 188,670.00 | 190,120.00 | 191,000.00 | 190,800.00 | - | - | 1,963,800.00 |
| 72,284.76 | 67,107.69 | 61,592.14 | 55,660.96 | 49,300.11 | 42,285.11 | 34,825.09 | 26,814.84 | 18,133.78 | 9,163.34 | 1,243,544.28 |
| 72,284.76 | 67,107.69 | 61,592.14 | 55,660.96 | 49,300.11 | 42,285.11 | 34,825.09 | 26,814.84 | 18,133.78 | 9,163.34 | 1,243,544.28 |
| 252,540.00 | 259,555.00 | 266,570.00 | 273,585.00 | 280,600.00 | 291,122.50 | 305,152.50 | 315,675.00 | 326,197.50 | 333,307.50 | 4,907,087.50 |
| 397,109.51 | 393,770.37 | 389,754.28 | 384,906.92 | 379,200.22 | 375,692.72 | 374,802.68 | 369,304.68 | 362,465.05 | 351,634.19 | 7,394,176.06 |
| 30,758.37 | 28,555.44 | 26,208.49 | 23,684.67 | 20,978.02 | 17,993.02 | 14,818.66 | 11,410.16 | 7,716.23 | 3,899.16 | 529,148.92 |
| 30,758.37 | 28,555.44 | 26,208.49 | 23,684.67 | 20,978.02 | 17,993.02 | 14,818.66 | 11,410.16 | 7,716.23 | 3,899.16 | 529,148.92 |
| 107,460.00 | 110,445.00 | 113,430.00 | 116,415.00 | 119,400.00 | 123,877.50 | 129,847.50 | 134,325.00 | 138,802.50 | 141,692.50 | 2,087,912.50 |
| 168,976.75 | 167,555.89 | 165,846.98 | 163,784.34 | 161,356.04 | 159,863.54 | 159,484.82 | 157,145.33 | 154,234.95 | 149,490.81 | 3,146,210.34 |
| 103,043.13 | 95,663.13 | 87,800.63 | 79,345.63 | 70,278.13 | 60,278.13 | 49,643.75 | 38,225.00 | 25,850.00 | 13,062.50 | 1,772,693.20 |
| 103,043.13 | 95,663.13 | 87,800.63 | 79,345.63 | 70,278.13 | 60,278.13 | 49,643.75 | 38,225.00 | 25,850.00 | 13,062.50 | 1,772,693.20 |
| 360,000.00 | 370,000.00 | 380,000.00 | 390,000.00 | 400,000.00 | 415,000.00 | 435,000.00 | 450,000.00 | 465,000.00 | 475,000.00 | 6,995,000.00 |
| 566,086.26 | 561,326.26 | 555,601.26 | 548,691.26 | 540,556.26 | 535,556.26 | 534,287.50 | 526,450.00 | 516,700.00 | 501,125.00 | 10,540,386.40 |
| - | - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - | - | - |

Debt Service Schedule
At 3/31/2012

| Issue Description | Funding Source | Principal Interest | Payment Date | FYE--> | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------------|----------------|--------------------|--------------|--------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Aquatic Center | Park | Interest | June 1 | | 6,325.00 | 5,275.00 | 4,275.00 | 3,225.00 | 1,650.00 | - | - | - | - |
| 2010 G. O. Refunding | | Interest | Dec 1 | | 6,325.00 | 5,275.00 | 4,275.00 | 3,225.00 | 1,650.00 | - | - | - | - |
| Wells Fargo | | Principal | Dec 1 | | 105,000.00 | 100,000.00 | 105,000.00 | 105,000.00 | 110,000.00 | - | - | - | - |
| 555-818551 | | | | | 117,650.00 | 110,550.00 | 113,550.00 | 111,450.00 | 113,300.00 | - | - | - | - |
| Sunset Marina | Marina | Interest | June 1 | | 3,925.00 | 3,275.00 | 2,625.00 | 2,025.00 | 1,050.00 | - | - | - | - |
| 2010 G. O. Refunding | | Interest | Dec 1 | | 3,925.00 | 3,275.00 | 2,625.00 | 2,025.00 | 1,050.00 | - | - | - | - |
| Wells Fargo | | Principal | Dec 1 | | 65,000.00 | 65,000.00 | 60,000.00 | 65,000.00 | 70,000.00 | - | - | - | - |
| 541-617041 | | Total | | | 72,850.00 | 71,550.00 | 65,250.00 | 69,050.00 | 72,100.00 | - | - | - | - |
| Water | Water | Interest | June 1 | | 26,750.00 | 23,450.00 | 20,000.00 | 16,500.00 | 11,100.00 | 5,475.00 | - | - | - |
| 2010 G. O. Refunding | | Interest | Dec 1 | | 26,750.00 | 23,450.00 | 20,000.00 | 16,500.00 | 11,100.00 | 5,475.00 | - | - | - |
| Wells Fargo | | Principal | Dec 1 | | 330,000.00 | 345,000.00 | 350,000.00 | 360,000.00 | 375,000.00 | 365,000.00 | - | - | - |
| 501-618041 | | Total | | | 383,500.00 | 391,900.00 | 390,000.00 | 393,000.00 | 397,200.00 | 375,950.00 | - | - | - |
| Total 2010B G.O. Refunding | | Interest | June 1 | | 37,000.00 | 32,000.00 | 26,900.00 | 21,750.00 | 13,800.00 | 5,475.00 | - | - | - |
| | | Interest | Dec 1 | | 37,000.00 | 32,000.00 | 26,900.00 | 21,750.00 | 13,800.00 | 5,475.00 | - | - | - |
| | | Principal | Dec 1 | | 500,000.00 | 510,000.00 | 515,000.00 | 530,000.00 | 555,000.00 | 365,000.00 | - | - | - |
| | | Total | | | 574,000.00 | 574,000.00 | 568,800.00 | 573,500.00 | 582,600.00 | 375,950.00 | - | - | - |
| Special Assessments | Debt Service | Interest | June 1 | | 11,775.00 | 10,875.00 | 9,975.00 | 9,075.00 | 7,650.00 | 6,225.00 | 4,725.00 | 3,225.00 | 1,650.00 |
| 2010 G. O. | | Interest | Dec 1 | | 11,775.00 | 10,875.00 | 9,975.00 | 9,075.00 | 7,650.00 | 6,225.00 | 4,725.00 | 3,225.00 | 1,650.00 |
| Wells Fargo | | Principal | Dec 1 | | 90,000.00 | 90,000.00 | 90,000.00 | 95,000.00 | 95,000.00 | 100,000.00 | 100,000.00 | 105,000.00 | 110,000.00 |
| 405-616316 | | | | | 113,550.00 | 111,750.00 | 109,950.00 | 113,150.00 | 110,300.00 | 112,450.00 | 109,450.00 | 111,450.00 | 113,300.00 |
| Total 2010B G.O. | | Interest | June 1 | | 11,775.00 | 10,875.00 | 9,975.00 | 9,075.00 | 7,650.00 | 6,225.00 | 4,725.00 | 3,225.00 | 1,650.00 |
| | | Interest | Dec 1 | | 11,775.00 | 10,875.00 | 9,975.00 | 9,075.00 | 7,650.00 | 6,225.00 | 4,725.00 | 3,225.00 | 1,650.00 |
| | | Principal | Dec 1 | | 90,000.00 | 90,000.00 | 90,000.00 | 95,000.00 | 95,000.00 | 100,000.00 | 100,000.00 | 105,000.00 | 110,000.00 |
| | | Total | | | 113,550.00 | 111,750.00 | 109,950.00 | 113,150.00 | 110,300.00 | 112,450.00 | 109,450.00 | 111,450.00 | 113,300.00 |
| Sunset Marina | Marina | Interest | June 15 | | 8,803.26 | 5,119.15 | 4,980.00 | 4,102.50 | 3,344.44 | 2,173.89 | 1,086.94 | - | - |
| 2003 G. O. | | Interest | Dec 15 | | 5,426.67 | 5,119.15 | 4,980.00 | 4,102.50 | 3,344.44 | 2,173.89 | 1,086.94 | - | - |
| Bank of New York | | Principal | Dec 15 | | 52,555.56 | 58,723.40 | 58,500.00 | 58,500.00 | 66,888.89 | 62,111.11 | 62,111.11 | - | - |
| 541-617041 | | Total | | | 66,785.48 | 68,961.70 | 68,460.00 | 66,705.00 | 73,577.78 | 66,458.89 | 64,285.00 | - | - |
| Wastewater | Sewer Charges | Interest | June 15 | | 20,807.70 | 11,518.09 | 11,620.00 | 9,572.50 | 7,405.56 | 5,351.11 | 2,675.56 | - | - |
| 2003 G. O. | | Interest | Dec 15 | | 12,826.67 | 11,518.09 | 11,620.00 | 9,572.50 | 7,405.56 | 5,351.11 | 2,675.56 | - | - |
| Bank of New York | | Principal | Dec 15 | | 124,222.22 | 132,127.66 | 136,500.00 | 136,500.00 | 148,111.11 | 152,888.89 | 152,888.89 | - | - |
| 506-618041 | | Total | | | 157,856.59 | 155,163.83 | 159,740.00 | 155,645.00 | 162,922.22 | 163,591.11 | 158,240.00 | - | - |
| Special Assessments | Debt Service | Interest | June 15 | | 6,402.37 | 3,412.77 | - | - | - | - | - | - | - |
| 2003 G. O. | | Interest | Dec 15 | | 3,946.67 | 3,412.77 | - | - | - | - | - | - | - |
| Bank of New York | | Principal | Dec 15 | | 38,222.22 | 39,148.94 | - | - | - | - | - | - | - |
| 405-616316 | | Total | | | 48,571.26 | 45,974.47 | - | - | - | - | - | - | - |
| Total 2011A Refunding | | Interest | June 15 | | 36,013.33 | 20,050.00 | 16,600.00 | 13,675.00 | 10,750.00 | 7,525.00 | 3,762.50 | - | - |
| | | Interest | Dec 15 | | 22,200.00 | 20,050.00 | 16,600.00 | 13,675.00 | 10,750.00 | 7,525.00 | 3,762.50 | - | - |
| | | Principal | Dec 15 | | 215,000.00 | 230,000.00 | 195,000.00 | 195,000.00 | 215,000.00 | 215,000.00 | 215,000.00 | - | - |
| | | Total | | | 273,213.33 | 270,100.00 | 228,200.00 | 222,350.00 | 236,500.00 | 230,050.00 | 222,525.00 | - | - |
| Special Assessments | Debt Service | Interest | June 15 | | 15,167.78 | 8,900.00 | 8,075.00 | 7,250.00 | 6,425.00 | 5,600.00 | 4,550.00 | 3,500.00 | 2,362.50 |
| 2011 G. O. | | Interest | Dec 15 | | 9,350.00 | 8,900.00 | 8,075.00 | 7,250.00 | 6,425.00 | 5,600.00 | 4,550.00 | 3,500.00 | 2,362.50 |
| Bank of New York | | Principal | Dec 15 | | 45,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | 60,000.00 | 60,000.00 | 65,000.00 | 65,000.00 |
| 405-616316 | | Total | | | 69,517.78 | 72,800.00 | 71,150.00 | 69,500.00 | 67,850.00 | 71,200.00 | 69,100.00 | 72,000.00 | 69,725.00 |
| Total 2011 Special Assessments | | Interest | June 15 | | 15,167.78 | 8,900.00 | 8,075.00 | 7,250.00 | 6,425.00 | 5,600.00 | 4,550.00 | 3,500.00 | 2,362.50 |
| | | Interest | Dec 15 | | 9,350.00 | 8,900.00 | 8,075.00 | 7,250.00 | 6,425.00 | 5,600.00 | 4,550.00 | 3,500.00 | 2,362.50 |
| | | Principal | Dec 15 | | 45,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | 55,000.00 | 60,000.00 | 60,000.00 | 65,000.00 | 65,000.00 |
| | | Total | | | 69,517.78 | 72,800.00 | 71,150.00 | 69,500.00 | 67,850.00 | 71,200.00 | 69,100.00 | 72,000.00 | 69,725.00 |
| Total GO Debt Service | | Interest | | | 680,809.45 | 612,337.94 | 561,715.63 | 514,988.96 | 464,846.05 | 411,083.13 | 360,208.97 | 312,062.31 | 265,447.51 |
| | | Interest | | | 661,178.34 | 612,337.94 | 561,715.63 | 514,988.96 | 464,846.05 | 411,083.13 | 360,208.97 | 312,062.31 | 265,447.51 |
| | | Principal | | | 3,511,666.67 | 3,501,666.67 | 3,206,666.67 | 3,111,666.67 | 3,256,666.67 | 2,981,666.67 | 2,696,666.67 | 2,456,666.67 | 2,261,666.67 |
| | | Total | | | 4,853,654.46 | 4,726,342.54 | 4,330,097.93 | 4,141,644.59 | 4,186,358.76 | 3,803,832.93 | 3,417,084.61 | 3,080,791.28 | 2,792,561.69 |
| Governmental | | Interest | | | 284,742.04 | 250,242.66 | 221,421.20 | 197,784.51 | 175,249.51 | 151,521.64 | 129,547.72 | 106,317.53 | 81,540.63 |
| | | Interest | | | 276,468.55 | 250,242.66 | 221,421.20 | 197,784.51 | 175,249.51 | 151,521.64 | 129,547.72 | 106,317.53 | 81,540.63 |
| | | Principal | | | 1,664,422.22 | 1,623,298.94 | 1,457,100.00 | 1,288,000.00 | 1,335,950.00 | 1,231,850.00 | 1,272,750.00 | 1,273,650.00 | 1,277,500.00 |
| | | Total | | | 2,225,632.81 | 2,123,784.26 | 1,899,942.40 | 1,683,569.03 | 1,686,449.03 | 1,534,893.28 | 1,531,845.44 | 1,486,285.06 | 1,440,581.25 |
| Business Type | | Interest | | | 396,067.41 | 362,095.27 | 340,294.43 | 317,204.45 | 289,596.53 | 259,561.49 | 230,661.25 | 205,744.78 | 183,906.89 |
| | | Interest | | | 384,709.79 | 362,095.27 | 340,294.43 | 317,204.45 | 289,596.53 | 259,561.49 | 230,661.25 | 205,744.78 | 183,906.89 |
| | | Principal | | | 1,847,244.45 | 1,878,367.73 | 1,749,566.67 | 1,823,666.67 | 1,920,716.67 | 1,749,816.67 | 1,423,916.67 | 1,183,016.67 | 984,166.67 |
| | | Total | | | 2,628,021.65 | 2,602,558.28 | 2,430,155.53 | 2,458,075.57 | 2,499,909.74 | 2,268,939.66 | 1,885,239.18 | 1,594,506.22 | 1,351,980.44 |
| Special Assesments | | Interest | | | 70,325.15 | 51,567.15 | 39,438.75 | 29,818.75 | 23,143.75 | 16,250.00 | 12,071.88 | 7,859.38 | 4,012.50 |
| | | Interest | | | 62,051.67 | 51,567.15 | 39,438.75 | 29,818.75 | 23,143.75 | 16,250.00 | 12,071.88 | 7,859.38 | 4,012.50 |
| | | Principal | | | 658,222.22 | 579,148.94 | 590,000.00 | 385,000.00 | 395,000.00 | 255,000.00 | 255,000.00 | 225,000.00 | 175,000.00 |
| | | Total | | | 790,599.04 | 682,283.23 | 668,877.50 | 444,637.50 | 441,287.50 | 287,500.00 | 279,143.76 | 240,718.76 | 183,025.00 |

Table 16

| 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total |
|--------------|--------------|--------------|--------------|--------------|--------------|------------|------------|------------|------------|---------------|
| - | - | - | - | - | - | - | - | - | - | 20,750.00 |
| - | - | - | - | - | - | - | - | - | - | 20,750.00 |
| - | - | - | - | - | - | - | - | - | - | 525,000.00 |
| - | - | - | - | - | - | - | - | - | - | 566,500.00 |
| - | - | - | - | - | - | - | - | - | - | 12,900.00 |
| - | - | - | - | - | - | - | - | - | - | 12,900.00 |
| - | - | - | - | - | - | - | - | - | - | 325,000.00 |
| - | - | - | - | - | - | - | - | - | - | 350,800.00 |
| - | - | - | - | - | - | - | - | - | - | 103,275.00 |
| - | - | - | - | - | - | - | - | - | - | 103,275.00 |
| - | - | - | - | - | - | - | - | - | - | 2,125,000.00 |
| - | - | - | - | - | - | - | - | - | - | 2,331,550.00 |
| - | - | - | - | - | - | - | - | - | - | 136,925.00 |
| - | - | - | - | - | - | - | - | - | - | 136,925.00 |
| - | - | - | - | - | - | - | - | - | - | 2,975,000.00 |
| - | - | - | - | - | - | - | - | - | - | 3,248,850.00 |
| - | - | - | - | - | - | - | - | - | - | 65,175.00 |
| - | - | - | - | - | - | - | - | - | - | 65,175.00 |
| - | - | - | - | - | - | - | - | - | - | 875,000.00 |
| - | - | - | - | - | - | - | - | - | - | 1,005,350.00 |
| - | - | - | - | - | - | - | - | - | - | 65,175.00 |
| - | - | - | - | - | - | - | - | - | - | 65,175.00 |
| - | - | - | - | - | - | - | - | - | - | 875,000.00 |
| - | - | - | - | - | - | - | - | - | - | 1,005,350.00 |
| - | - | - | - | - | - | - | - | - | - | 29,610.19 |
| - | - | - | - | - | - | - | - | - | - | 26,233.59 |
| - | - | - | - | - | - | - | - | - | - | 419,390.07 |
| - | - | - | - | - | - | - | - | - | - | 475,233.85 |
| - | - | - | - | - | - | - | - | - | - | 68,950.51 |
| - | - | - | - | - | - | - | - | - | - | 60,969.47 |
| - | - | - | - | - | - | - | - | - | - | 983,238.77 |
| - | - | - | - | - | - | - | - | - | - | 1,113,158.75 |
| - | - | - | - | - | - | - | - | - | - | 9,815.14 |
| - | - | - | - | - | - | - | - | - | - | 7,359.43 |
| - | - | - | - | - | - | - | - | - | - | 77,371.16 |
| - | - | - | - | - | - | - | - | - | - | 94,545.73 |
| - | - | - | - | - | - | - | - | - | - | 108,375.83 |
| - | - | - | - | - | - | - | - | - | - | 94,562.50 |
| - | - | - | - | - | - | - | - | - | - | 1,480,000.00 |
| - | - | - | - | - | - | - | - | - | - | 1,682,938.33 |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 63,055.28 |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 57,237.50 |
| 70,000.00 | - | - | - | - | - | - | - | - | - | 585,000.00 |
| 72,450.00 | - | - | - | - | - | - | - | - | - | 705,292.78 |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 63,055.28 |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 57,237.50 |
| 70,000.00 | - | - | - | - | - | - | - | - | - | 585,000.00 |
| 72,450.00 | - | - | - | - | - | - | - | - | - | 705,292.78 |
| 221,576.46 | 176,560.45 | 154,610.63 | 131,596.26 | 107,288.13 | 86,338.13 | 64,143.75 | 45,625.00 | 25,850.00 | 13,062.50 | 5,210,151.25 |
| 221,576.46 | 176,560.45 | 154,610.63 | 131,596.26 | 107,288.13 | 86,338.13 | 64,143.75 | 45,625.00 | 25,850.00 | 13,062.50 | 5,190,520.14 |
| 2,231,666.67 | 1,066,666.62 | 1,055,000.00 | 1,095,000.00 | 890,000.00 | 925,000.00 | 705,000.00 | 730,000.00 | 465,000.00 | 475,000.00 | 36,623,333.32 |
| 2,674,819.59 | 1,419,787.52 | 1,364,221.26 | 1,358,192.52 | 1,104,576.26 | 1,097,676.26 | 833,287.50 | 821,250.00 | 516,700.00 | 501,125.00 | 47,024,004.70 |
| 56,233.13 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 1,786,420.56 |
| 56,233.13 | 30,755.00 | 27,310.00 | 23,460.00 | 19,335.00 | 15,060.00 | 10,500.00 | 5,400.00 | - | - | 1,778,147.08 |
| 1,222,500.00 | 130,000.00 | 140,000.00 | 150,000.00 | 150,000.00 | 160,000.00 | 170,000.00 | 180,000.00 | - | - | 14,727,021.16 |
| 1,334,966.25 | 191,510.00 | 194,620.00 | 196,920.00 | 188,670.00 | 190,120.00 | 191,000.00 | 190,800.00 | - | - | 18,291,588.80 |
| 165,343.34 | 145,805.45 | 127,300.63 | 108,136.26 | 87,953.13 | 71,278.13 | 53,643.75 | 40,225.00 | 25,850.00 | 13,062.50 | 3,423,730.68 |
| 165,343.34 | 145,805.45 | 127,300.63 | 108,136.26 | 87,953.13 | 71,278.13 | 53,643.75 | 40,225.00 | 25,850.00 | 13,062.50 | 3,412,373.06 |
| 1,009,166.67 | 936,666.62 | 915,000.00 | 945,000.00 | 740,000.00 | 765,000.00 | 535,000.00 | 550,000.00 | 465,000.00 | 475,000.00 | 21,896,312.16 |
| 1,339,853.34 | 1,228,277.52 | 1,169,601.26 | 1,161,272.52 | 915,906.26 | 907,556.26 | 642,287.50 | 630,450.00 | 516,700.00 | 501,125.00 | 28,732,415.90 |
| - | - | - | - | - | - | - | - | - | - | - |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 255,712.31 |
| 1,225.00 | - | - | - | - | - | - | - | - | - | 247,438.82 |
| 70,000.00 | - | - | - | - | - | - | - | - | - | 3,587,371.16 |
| 72,450.00 | - | - | - | - | - | - | - | - | - | 4,090,522.29 |

Revenue and Expense by Fund Type

| | General Fund | Special Revenue | Debt Service | Capital Projects | Enterprise | Internal Service | Trust and Agency | Component Unit |
|--------------------------------|-----------------|--------------------|-----------------|---------------------|------------|---------------------|---------------------|-------------------|
| Revenue: | | | | | | | | |
| Property taxes | 7,637,578 | 7,194,904 | 237,858 | - | 1,752,194 | - | - | - |
| State and local taxes | 16,175,719 | 7,154,215 | 45,936 | - | - | - | - | - |
| Business license & permits | 419,030 | - | - | - | - | 4,500 | - | - |
| Non-business license & permits | 556,650 | - | - | - | 500 | - | - | - |
| Government grants | 60,947 | 5,084,506 | - | 852,240 | 1,662,000 | 45,000 | - | 259,608 |
| Charges for services | 5,234,475 | 664,849 | - | 35,000 | 18,360,305 | 192,545 | - | - |
| Program fees | - | 1,950 | - | - | 385,592 | - | - | 6,100 |
| Concessions | - | - | - | - | 461,952 | - | - | - |
| Rents and royalties | 28,600 | 30,800 | - | - | 766,430 | - | - | - |
| Employer contribution | - | - | - | - | - | 4,673,622 | 4,149,209 | - |
| Employee contribution | - | - | - | - | - | 1,194,119 | 975,976 | - |
| Retiree contribution | - | - | - | - | - | 966,563 | - | - |
| Engineering | - | - | - | - | - | 1,339,470 | - | - |
| Equipment maintenance | - | - | - | - | - | 3,690,404 | - | - |
| Hydroplant | - | - | - | - | - | 233,501 | - | - |
| Transfers | 5,000,303 | 1,558,966 | 1,755,904 | 3,248,000 | 547,808 | 989,625 | - | 128,263 |
| Investments and loans | 56,138 | 60,629 | 5,510 | - | 569,648 | 25,033 | 3,707,977 | 581 |
| Contributions and donations | 65 | 192,903 | - | - | 22,850 | - | - | 7,800 |
| Reimbursements | 74 | - | - | - | - | - | - | - |
| Sale of fixed assets | 3,000 | - | - | - | - | - | - | - |
| Proceeds from LT liabilities | 5,000 | 1,498,619 | - | 625,000 | 18,586,905 | - | - | - |
| Other | 18,000 | 50,429 | - | - | 129,722 | 51,500 | - | - |
| Revenue 2012/13 | 35,195,579 | 23,492,770 | 2,045,208 | 4,760,240 | 43,245,906 | 13,405,882 | 8,833,162 | 402,352 |
| Revenue 2011/12 | 34,451,823 | 21,281,474 | 2,045,558 | 5,414,240 | 40,045,618 | 13,046,898 | 8,454,436 | 502,378 |
| Revenue 2010/11 | 33,226,293 | 22,439,047 | 2,041,030 | 5,991,275 | 29,529,511 | 10,789,292 | 6,171,589 | 997,806 |
| Revenue 2009/10 | 31,707,406 | 19,377,754 | 1,378,303 | 8,116,559 | 24,218,633 | 11,070,640 | 5,868,578 | 468,741 |
| Revenue 2008/09 | 30,560,181 | 16,457,278 | 883,541 | 13,172,567 | 22,499,942 | 12,013,955 | 7,246,801 | 535,830 |
| Revenue 2007/08 | 30,204,080 | 16,637,559 | 747,588 | 6,434,480 | 18,733,083 | 9,096,654 | 7,259,701 | 451,042 |
| Revenue 2006/07 | 27,709,361 | 17,703,137 | 1,036,256 | 3,326,000 | 22,980,817 | 9,144,725 | 5,133,811 | 343,508 |
| Revenue 2005/06 | 26,721,845 | 15,126,060 | 1,777,613 | 3,818,597 | 15,690,102 | 9,051,782 | 4,888,677 | 407,878 |
| Revenue 2004/05 | 24,617,515 | 14,147,938 | 1,397,879 | 2,162,250 | 16,670,921 | 7,260,765 | 4,877,677 | 369,649 |
| Difference from 2011/12 | 743,756 | 2,211,296 | (350) | (654,000) | 3,200,288 | 358,984 | 378,726 | (100,026) |
| Percent change from 2011/12 | 2.2% | 10.4% | 0.0% | -12.1% | 8.0% | 2.8% | 4.5% | -19.9% |
| Expense: | | | | | | | | |
| Personnel | 23,309,983 | 2,740,179 | - | - | 6,840,128 | 2,161,684 | 7,036,376 | 352,728 |
| Supplies | 1,409,763 | 203,068 | - | - | 2,189,523 | 1,352,064 | - | 13,000 |
| Services | 7,676,792 | 1,265,490 | 23,070 | 3,813,271 | 4,718,336 | 7,091,694 | 90,700 | 58,016 |
| Other | 171,530 | 1,565,131 | - | - | 112,379 | 17,285 | 12,200 | 22,350 |
| Programs | 51,690 | 3,777,392 | - | - | 964,973 | - | - | - |
| Capital | 105,000 | 5,674,738 | - | 2,075,000 | 22,611,000 | 865,081 | - | - |
| Debt | - | 327,500 | 2,225,635 | - | 2,604,698 | 172,505 | - | - |
| Transfers | 370,703 | 9,548,647 | - | 260,000 | 1,776,345 | 1,273,174 | - | - |
| Depreciation/Contingency/Other | 2,100,118 | - | - | - | 2,274,504 | 676,055 | - | - |
| Expense 2012/13 | 35,195,579 | 25,102,145 | 2,248,705 | 6,148,271 | 44,091,886 | 13,609,542 | 7,139,276 | 446,094 |
| Expense 2011/12 | 34,451,823 | 24,213,906 | 2,335,533 | 7,039,044 | 42,003,463 | 13,376,308 | 6,549,445 | 564,507 |
| Expense 2010/11 | 33,167,503 | 28,305,915 | 2,153,154 | 12,567,302 | 33,065,111 | 11,694,725 | 6,299,218 | 606,942 |
| Expense 2009/10 | 31,707,406 | 19,206,622 | 1,325,424 | 9,335,143 | 27,767,495 | 10,038,806 | 6,917,089 | 431,208 |
| Expense 2008/09 | 30,560,181 | 19,812,680 | 848,771 | 4,525,208 | 24,726,540 | 12,032,771 | 5,100,300 | 438,698 |
| Expense 2007/08 | 30,204,080 | 19,107,893 | 868,486 | 7,929,644 | 23,479,244 | 9,499,320 | 5,107,950 | 363,197 |
| Expense 2006/07 | 27,558,406 | 17,873,349 | 1,248,545 | 4,442,790 | 20,925,832 | 9,081,887 | 4,614,227 | 355,092 |
| Expense 2005/06 | 26,721,845 | 18,244,833 | 1,603,499 | 7,129,050 | 20,195,917 | 8,964,613 | 4,401,611 | 424,323 |
| Expense 2004/05 | 24,365,760 | 16,042,107 | 1,424,874 | 3,235,440 | 24,847,604 | 7,201,140 | 4,378,611 | 383,365 |
| Difference from 2011/12 | 743,756 | 888,239 | (86,828) | (890,773) | 2,088,423 | 233,234 | 589,831 | (118,413) |
| Percent change from 2011/12 | 2.2% | 4.5% | -10.2% | -19.7% | 8.4% | 1.9% | 11.6% | -27.0% |
| Cash flow 2012/13: | | | | | | | | |
| Revenue less expense | - | (1,609,375) | (203,497) | (1,388,031) | (845,980) | (203,660) | 1,693,886 | (43,742) |
| Add back depreciation | - | - | - | - | 2,024,504 | 616,055 | - | - |
| Budgeted cash flow | - | (1,609,375) | (203,497) | (1,388,031) | 1,178,524 | 412,395 | 1,693,886 | (43,742) |
| Income (loss) 2012/13: | | | | | | | | |
| Revenue less expense | - | (1,609,375) | (203,497) | (1,388,031) | (845,980) | (203,660) | 1,693,886 | (43,742) |
| Loan repayments received | - | - | - | - | 407,580 | - | - | - |
| Loans issued | - | - | - | - | 820,773 | - | - | - |
| Capital outlay | - | - | - | - | 22,611,000 | 865,081 | - | - |
| Debt principal | - | - | - | - | 1,748,839 | 111,667 | - | - |
| Budgeted income (loss) | - | (1,609,375) | (203,497) | (1,388,031) | 23,927,052 | 773,088 | 1,693,886 | (43,742) |

Table 17

| Total FY 2013 | Total FY 2012 | Total FY 2011 | Total FY 2010 | Total FY 2009 | Total FY 2008 | Total FY 2007 | Total FY 2006 | Total FY 2005 |
|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 16,822,534 | 16,561,977 | 16,107,780 | 13,806,920 | 13,125,764 | 12,424,549 | 11,997,569 | 11,915,704 | 11,072,700 |
| 23,375,870 | 22,800,330 | 7,194,338 | 6,503,292 | 7,058,748 | 7,181,248 | 7,061,248 | 6,782,457 | 6,681,675 |
| 423,530 | 372,810 | 358,210 | 356,335 | 324,000 | 311,510 | 326,335 | 306,350 | 262,740 |
| 557,150 | 471,650 | 470,950 | 494,545 | 444,500 | 442,700 | 442,900 | 442,754 | 399,924 |
| 7,964,301 | 8,117,128 | 9,464,921 | 4,405,504 | 4,031,939 | 7,611,076 | 5,688,362 | 4,868,063 | 2,501,942 |
| 24,487,174 | 23,686,743 | 22,558,069 | 21,071,639 | 19,321,369 | 18,361,297 | 17,188,200 | 15,688,995 | 15,121,029 |
| 393,642 | 445,135 | 392,740 | 375,435 | 341,670 | 333,699 | 307,959 | 306,774 | 309,923 |
| 461,952 | 471,990 | 447,034 | 443,668 | 434,628 | 437,978 | 429,734 | 417,199 | 406,930 |
| 825,830 | 801,120 | 811,677 | 796,330 | 835,273 | 862,041 | 783,134 | 752,940 | 654,347 |
| 8,822,831 | 8,619,738 | 7,959,115 | 7,262,809 | 6,432,272 | 6,110,871 | 5,963,645 | 5,573,844 | 4,848,568 |
| 2,170,095 | 2,105,136 | 1,992,374 | 1,888,100 | 1,753,756 | 1,724,379 | 1,691,111 | 1,848,438 | 1,625,980 |
| 966,563 | 813,674 | 736,482 | 740,298 | 705,725 | 648,986 | 673,963 | 777,206 | 662,667 |
| 1,339,470 | 1,286,001 | 1,107,938 | 1,186,588 | 1,170,865 | 1,109,750 | 1,061,000 | 851,000 | 851,554 |
| 3,690,404 | 3,678,449 | 3,389,565 | 3,563,880 | 3,034,087 | 2,862,055 | 2,688,039 | 2,416,529 | 2,129,803 |
| 233,501 | 228,766 | 277,239 | 257,445 | 115,786 | - | - | - | - |
| 13,228,869 | 13,270,338 | 2,163,033 | 2,163,803 | 2,074,719 | 1,761,738 | 1,456,990 | 1,424,896 | 1,367,209 |
| 4,425,516 | 4,017,423 | 2,242,698 | 3,315,816 | 5,322,109 | 5,320,826 | 2,944,868 | 2,796,734 | 2,990,341 |
| 223,618 | 1,078,665 | 1,942,100 | 1,369,268 | 582,960 | 509,315 | 190,652 | 123,810 | 151,510 |
| 74 | 65 | 84 | 100 | 300 | 300 | 708 | 758 | 708 |
| 3,000 | 8,550 | - | 2,450 | - | - | - | - | 1,025 |
| 20,715,524 | 16,252,027 | 7,972,000 | 9,440,000 | 16,559,000 | 3,037 | 5,653,000 | - | 550,000 |
| 249,651 | 154,710 | 158,815 | 179,813 | 76,299 | 131,021 | 50,301 | 25,211 | 37,186 |
| 131,381,099 | 125,242,425 | 87,747,162 | 79,624,038 | 83,745,769 | 68,148,376 | 66,599,718 | 57,319,662 | 52,627,761 |
| 125,242,425 | | | | | | | | |
| 111,185,843 | | | | | | | | |
| 102,206,614 | | | | | | | | |
| 103,370,095 | | | | | | | | |
| 89,564,187 | | | | | | | | |
| 87,377,615 | | | | | | | | |
| 77,482,554 | | | | | | | | |
| 71,504,594 | | | | | | | | |
| 6,138,674 | | | | | | | | |
| 4.9% | | | | | | | | |
| 42,441,078 | 41,157,529 | 40,525,904 | 36,720,879 | 36,720,879 | 35,268,691 | 33,908,641 | 32,566,997 | 30,426,734 |
| 5,167,418 | 5,139,551 | 4,603,121 | 4,675,903 | 4,675,903 | 4,549,184 | 4,409,730 | 3,768,408 | 2,900,041 |
| 24,737,369 | 24,439,988 | 25,304,306 | 23,460,472 | 23,460,472 | 21,555,139 | 17,874,455 | 21,642,716 | 20,585,273 |
| 1,900,875 | 1,853,623 | 1,970,382 | 1,654,346 | 1,654,346 | 1,823,608 | 1,697,285 | 1,418,486 | 1,193,544 |
| 4,794,055 | 5,973,828 | 6,931,012 | 5,256,214 | 5,256,214 | 5,769,704 | 4,601,989 | 4,406,710 | 3,885,468 |
| 31,330,819 | 28,772,600 | 27,694,315 | 11,588,565 | 11,588,565 | 12,337,151 | 8,629,841 | 8,204,027 | 7,199,322 |
| 5,330,338 | 5,108,701 | 4,960,033 | 2,438,138 | 2,438,138 | 2,549,792 | 2,830,456 | 3,208,652 | 4,107,319 |
| 13,228,869 | 13,262,652 | 11,172,716 | 8,125,509 | 8,125,509 | 8,821,422 | 8,487,689 | 8,777,590 | 8,262,666 |
| 5,050,677 | 4,825,557 | 2,060,974 | 1,014,188 | 1,014,188 | 1,009,188 | 889,000 | 940,000 | 240,000 |
| 133,981,498 | 130,534,029 | 125,222,763 | 94,934,214 | 94,934,214 | 93,683,879 | 86,100,128 | 84,933,586 | 78,800,367 |
| 130,534,029 | | | | | | | | |
| 127,859,870 | | | | | | | | |
| 106,729,193 | | | | | | | | |
| 98,045,149 | | | | | | | | |
| 96,559,814 | | | | | | | | |
| 86,100,128 | | | | | | | | |
| 87,685,691 | | | | | | | | |
| 81,878,901 | | | | | | | | |
| 3,447,469 | | | | | | | | |
| 3.5% | | | | | | | | |
| (2,600,399) | | | | | | | | |
| 2,640,559 | | | | | | | | |
| 40,160 | | | | | | | | |
| (2,600,399) | | | | | | | | |
| 407,580 | | | | | | | | |
| 820,773 | | | | | | | | |
| 23,476,081 | | | | | | | | |
| 1,860,506 | | | | | | | | |
| 23,149,381 | | | | | | | | |

Employees by Department
(includes full time, part time, & seasonal employees)

Table 18

| | Budget 2008 | Budget 2009 | Budget 2010 | Budget 2011 | Budget 2012 | Budget 2013 | Var |
|---|----------------|----------------|----------------|----------------|----------------|----------------|------------|
| Mayor & Council | 8 | 8 | 8 | 8 | 8 | 8 | 0 |
| City Clerk | 1 | 1 | 2 | 2 | 2 | 1 | -1 |
| General Administration | 2 | 2 | 2 | 2 | 2 | 3 | 1 |
| Administrative Services | 0 | 0 | 11 | 11 | 11 | 11 | 0 |
| Personnel | 0 | 0 | 4 | 4 | 4 | 4 | 0 |
| Information Technology | 0 | 0 | 7 | 7 | 7 | 7 | 0 |
| Personnel | 4 | 4 | 0 | 0 | 0 | 0 | 0 |
| Finance | 10 | 10 | 11 | 11 | 11 | 10 | -1 |
| Administration | 2 | 2 | 2 | 2 | 2 | 1 | -1 |
| Customer Service | 4 | 4 | 4 | 4 | 4 | 4 | 0 |
| Accounting | 4 | 4 | 5 | 5 | 5 | 5 | 0 |
| Information Technology | 8 | 8 | 0 | 0 | 0 | 0 | 0 |
| Community/Economic Development | 23 | 23 | 22 | 23 | 22 | 20 | -2 |
| Administration | 2 | 1 | 1 | 1 | 1 | 1 | 0 |
| Economic Dev | 2 | 2 | 2 | 2 | 2 | 1 | -1 |
| Planning/Redev | 9 | 10 | 9 | 9 | 9 | 8 | -1 |
| Inspection | 10 | 10 | 10 | 11 | 10 | 10 | 0 |
| ML King Center | 6 | 6 | 5 | 22 | 22 | 14 | -8 |
| Full Time | 6 | 6 | 5 | 5 | 5 | 5 | 0 |
| Part Time | 0 | 0 | 0 | 17 | 17 | 9 | -8 |
| Police | 112 | 112 | 112 | 112 | 110 | 110 | 0 |
| Administration | 3 | 3 | 3 | 4 | 4 | 4 | 0 |
| Operations | 59 | 59 | 59 | 58 | 56 | 56 | 0 |
| Investigations | 23 | 23 | 23 | 23 | 24 | 24 | 0 |
| Staff Support | 27 | 27 | 27 | 27 | 26 | 26 | 0 |
| Fire | 61 | 61 | 61 | 61 | 60 | 59 | -1 |
| Administration | 6 | 6 | 3 | 3 | 3 | 3 | 0 |
| Emergency/Disaster | 17 | 17 | 13 | 13 | 14 | 14 | 0 |
| Fire Prevention | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Ambulance | 37 | 37 | 44 | 44 | 42 | 41 | -1 |
| Public Works | 115 | 116 | 121 | 118 | 117 | 117 | 0 |
| Administration | 32 | 34 | 34 | 33 | 33 | 45 | 12 |
| Municipal Services | 27 | 29 | 28 | 27 | 33 | 23 | -10 |
| Utilities Operation | 26 | 26 | 26 | 25 | 21 | 21 | 0 |
| Equipment Maintenance | 19 | 16 | 16 | 16 | 16 | 13 | -3 |
| Engineering | 11 | 11 | 17 | 17 | 14 | 15 | 1 |
| City Total | 350 | 351 | 355 | 370 | 365 | 353 | -12 |

Employees by Department
(includes full time, part time, & seasonal employees)

Table 18

| | Budget 2008 | Budget 2009 | Budget 2010 | Budget 2011 | Budget 2012 | Budget 2013 | Var |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------|
| Parks & Recreation | 256 | 256 | 258 | 221 | 252 | 249 | -3 |
| Full Time | 31 | 31 | 31 | 31 | 25 | 27 | 2 |
| Part Time | 61 | 61 | 63 | 53 | 59 | 53 | -6 |
| Seasonal | 164 | 164 | 164 | 137 | 168 | 169 | 1 |
| Library | 41 | 41 | 43 | 43 | 43 | 44 | 1 |
| Grand Total | 647 | 648 | 656 | 634 | 660 | 646 | -14 |

Full Time Equivalent by Cost Center

Table 19

| | Budget 2008 | Budget 2009 | Budget 2010 | Budget 2011 | Budget 2012 | Budget 2013 | Variance |
|---------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|-----------------|
| Mayor and Council | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | - |
| City Clerk | 1.00 | 1.00 | 1.50 | 1.40 | 1.45 | 1.00 | (0.45) |
| General Administration | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| Administrative Services | | | | | | | |
| Administration | - | - | - | 3.00 | 3.10 | 3.40 | 0.30 |
| Personnel Services | - | - | - | 1.00 | 0.70 | 0.40 | (0.30) |
| Insurance | - | - | - | 1.00 | 1.60 | 1.60 | - |
| IT Services | - | - | - | 6.00 | 5.35 | 5.35 | - |
| GIS | - | - | - | - | 0.25 | 0.25 | - |
| | - | - | - | 11.00 | 11.00 | 11.00 | (0.00) |
| Personnel | | | | | | | |
| Administration | 2.20 | 2.20 | 2.20 | - | - | - | - |
| Personnel Services | 0.40 | 0.40 | 0.40 | - | - | - | - |
| Insurance | 1.40 | 1.40 | 1.40 | - | - | - | - |
| | 4.00 | 4.00 | 4.00 | - | - | - | - |
| Finance | | | | | | | |
| Administration | 2.00 | 2.00 | 1.00 | 1.25 | 1.25 | 1.00 | (0.25) |
| Customer Service | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Accounting | 4.00 | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 | - |
| | 10.00 | 10.00 | 10.00 | 10.25 | 10.25 | 10.00 | (0.25) |
| Information Technology | | | | | | | |
| Administration | 2.35 | 2.35 | 1.30 | - | - | - | - |
| Services | 5.40 | 5.40 | 5.35 | - | - | - | - |
| GIS | 0.25 | 0.25 | 0.35 | - | - | - | - |
| | 8.00 | 8.00 | 7.00 | - | - | - | - |
| Community/Economic Development | | | | | | | |
| Administration | 0.92 | 0.60 | 0.50 | 0.50 | 0.50 | 0.50 | - |
| Economic Development | 2.28 | 2.60 | 2.80 | 2.80 | 2.70 | 1.88 | (0.82) |
| Planning/Zoning/Historic Preservation | 6.43 | 6.43 | 6.26 | 6.52 | 6.62 | 5.72 | (0.90) |
| Neighborhood Redevelopment | 2.80 | 2.80 | 1.90 | 1.90 | 1.90 | 1.90 | - |
| Inspection | 5.85 | 5.85 | 5.85 | 5.85 | 4.85 | 4.95 | 0.10 |
| Rental Inspection | 4.15 | 4.15 | 4.15 | 5.15 | 5.15 | 5.05 | (0.10) |
| | 22.43 | 22.43 | 21.46 | 22.72 | 21.72 | 20.00 | (1.72) |
| Martin Luther King Jr. Center | | | | | | | |
| Administration | 1.10 | 1.10 | 1.15 | 1.15 | 2.00 | 2.20 | 0.20 |
| Sponsored Programs | 4.90 | 4.90 | 3.85 | 6.68 | 9.58 | 7.56 | (2.02) |
| | 6.00 | 6.00 | 5.00 | 7.83 | 11.58 | 9.76 | (1.82) |
| Police | | | | | | | |
| Administration | 3.00 | 3.00 | 3.00 | 4.00 | 4.00 | 4.00 | - |
| Patrol | 58.80 | 58.80 | 58.48 | 56.00 | 56.00 | 56.00 | - |
| Community Services | 3.45 | 3.45 | 3.45 | 3.45 | 2.45 | 2.45 | - |
| Auxiliary Police | 0.20 | 0.20 | 0.17 | - | - | - | - |
| Resource Services | 2.53 | 2.53 | 2.53 | 2.53 | 2.53 | 2.53 | - |
| Communications | 13.16 | 13.16 | 13.16 | 13.16 | 13.16 | 13.16 | - |
| Technical Services | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 | 2.38 | - |

Full Time Equivalent by Cost Center

Table 19

| | Budget 2008 | Budget 2009 | Budget 2010 | Budget 2011 | Budget 2012 | Budget 2013 | Variance |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|
| Records | 5.48 | 5.48 | 5.48 | 5.48 | 5.48 | 5.48 | - |
| Major Crime | 10.25 | 10.25 | 10.40 | 10.40 | 10.10 | 10.20 | 0.10 |
| Narcotics/Vice | 5.30 | 5.30 | 5.40 | 7.30 | 7.30 | 7.30 | - |
| Juvenile | 7.45 | 7.45 | 7.55 | 7.30 | 6.60 | 6.50 | (0.10) |
| | <u>112.00</u> | <u>112.00</u> | <u>112.00</u> | <u>112.00</u> | <u>110.00</u> | <u>110.00</u> | <u>-</u> |
| Fire | | | | | | | |
| Administration | 9.16 | 10.16 | 9.16 | 9.16 | 8.98 | 8.94 | (0.04) |
| Emergency/Disaster Services | 21.28 | 21.28 | 21.28 | 21.28 | 20.65 | 20.52 | (0.13) |
| Fire Prevention | 7.16 | 7.16 | 7.16 | 7.16 | 6.98 | 6.94 | (0.04) |
| Ambulance | 23.40 | 22.40 | 23.40 | 23.40 | 22.74 | 22.60 | (0.14) |
| | <u>61.00</u> | <u>61.00</u> | <u>61.00</u> | <u>61.00</u> | <u>59.35</u> | <u>59.00</u> | <u>(0.35)</u> |
| Public Works | | | | | | | |
| Administration | 21.13 | 20.70 | 20.65 | 19.98 | 21.11 | 20.46 | (0.65) |
| Street Maintenance & Repair | 7.77 | 9.00 | 8.22 | 7.57 | 7.69 | 8.32 | 0.63 |
| Snow & Ice Control | 0.58 | 0.73 | 0.68 | 0.64 | 0.64 | 0.64 | - |
| Refuse Collection | 8.04 | 8.02 | 8.02 | 8.02 | 8.02 | 8.02 | - |
| Levee/ROW Maintenance | 6.99 | 7.78 | 6.52 | 6.01 | 5.92 | 5.92 | - |
| Water Distribution | 13.93 | 14.03 | 14.28 | 14.28 | 13.68 | 13.75 | 0.07 |
| Wastewater Collection | 2.92 | 2.90 | 2.87 | 2.87 | 3.67 | 3.02 | (0.65) |
| Motor Vehicle Parking | 1.58 | 1.58 | 1.53 | 1.53 | 1.38 | 1.88 | 0.50 |
| Water Treatment | 11.12 | 10.98 | 11.08 | 10.98 | 10.68 | 10.63 | (0.05) |
| Wastewater Treatment | 9.72 | 9.58 | 9.68 | 9.08 | 9.68 | 9.68 | - |
| Equipment Replacement | - | - | - | - | - | - | - |
| Fleet Services | 9.25 | 9.20 | 9.15 | 9.15 | 9.15 | 9.15 | - |
| Electrical Maintenance | 3.00 | 3.00 | 2.45 | 2.45 | 2.55 | 3.00 | 0.45 |
| Engineering Services | 11.25 | 10.98 | 10.98 | 10.55 | 10.28 | 10.62 | 0.34 |
| Building Maintenance | 1.70 | 1.20 | 1.95 | 2.10 | 2.00 | 1.70 | (0.30) |
| Sunset Marina | 1.86 | 1.24 | 1.24 | 1.24 | 1.24 | 1.24 | - |
| Hydroelectric Plant | - | 0.25 | 0.30 | 0.15 | 0.15 | - | (0.15) |
| Stormwater | 5.89 | 6.56 | 7.13 | 7.13 | 5.95 | 5.75 | (0.20) |
| | <u>116.73</u> | <u>117.73</u> | <u>116.73</u> | <u>113.73</u> | <u>113.79</u> | <u>113.78</u> | <u>(0.01)</u> |
| Parks & Recreation | | | | | | | |
| Administration | 3.50 | 3.50 | 3.50 | 2.25 | 2.20 | 2.45 | 0.25 |
| Park Maintenance | 18.23 | 19.16 | 18.02 | 15.17 | 16.08 | 14.77 | (1.31) |
| Recreation Programs | 16.39 | 16.63 | 15.88 | 11.23 | 14.02 | 12.17 | (1.85) |
| Highland Springs Golf | 14.45 | 14.41 | 14.41 | 14.18 | 13.98 | 14.12 | 0.14 |
| Saukie Golf | 10.24 | 10.28 | 10.28 | 9.66 | 9.64 | 8.73 | (0.91) |
| Golf Pro Shop | 0.26 | 0.26 | 0.26 | 0.14 | 0.14 | 0.14 | - |
| Whitewater Junction | 8.00 | 8.25 | 8.57 | 7.09 | 7.09 | 7.09 | - |
| RI Fitness Center | 14.93 | 14.67 | 15.80 | 17.01 | 15.66 | 14.92 | (0.74) |
| Riverfront Park | - | - | - | 1.77 | 2.17 | 2.27 | 0.10 |
| | <u>86.00</u> | <u>87.16</u> | <u>86.72</u> | <u>78.50</u> | <u>80.98</u> | <u>76.66</u> | <u>(4.32)</u> |
| Library | | | | | | | |
| Administration | 2.00 | 2.00 | 2.00 | 2.00 | 1.91 | 2.00 | 0.09 |
| Main Library | 21.38 | 20.48 | 22.36 | 22.36 | 21.28 | 21.98 | 0.70 |
| 30/31 Library | 4.00 | 4.00 | 4.00 | 4.00 | 3.82 | 4.00 | 0.18 |
| Southwest Library | 2.75 | 3.87 | 3.25 | 3.25 | 3.10 | 3.25 | 0.15 |
| | <u>30.13</u> | <u>30.35</u> | <u>31.61</u> | <u>31.61</u> | <u>30.11</u> | <u>31.23</u> | <u>1.12</u> |
| Total | <u>467.29</u> | <u>469.67</u> | <u>467.02</u> | <u>460.04</u> | <u>460.23</u> | <u>453.43</u> | <u>(6.80)</u> |

Principal Property Taxpayers

Table 20

| Taxpayer | Type of Business | 2010 Assessed Valuation | Percent of City |
|--|--------------------------------|--|--------------------------------|
| Rock Island Boatworks Inc. | Casino/Hotel/Restaurant | 22,519,448 | 4.77% |
| Modern Woodmen of America | Insurance (Home Office) | 9,543,326 | 2.02% |
| Thoms-Proester Co. | Wholesale Food Distributor | 5,643,419 | 1.19% |
| Mid-American Energy Co. | Gas and Electricity Utility | 5,492,915 | 1.16% |
| Friendship Manor | Residential Life Care Facility | 3,114,708 | 0.66% |
| First Equity Management | Grocery Store | 2,630,048 | 0.56% |
| Barjan Products LLC | Corporate Headquarters | 2,393,235 | 0.51% |
| Illinois Housing Development Authority | Affordable Housing for Seniors | 2,140,549 | 0.45% |
| LRC Developers | Manufacturing | 2,063,779 | 0.44% |
| Eye Surgeons Associates | Eye Clinic | 1,649,666 | 0.35% |
| Total | | \$57,191,093 | 12.10% |

Notes:

1. Valuation as of January 1, 2010, for taxes collected in 2011.
2. Total City assessed valuation equals 472,460,100

General Community Information

Table 21

Census Data:

| <u>Population</u> | <u>1980 Census</u> | <u>1990 Census</u> | <u>2000 Census</u> | <u>2010 Census</u> | <u>% Change 2000 - 2010</u> |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|
| City of Moline, Illinois | 46,278 | 43,202 | 43,768 | 43,483 | -0.65% |
| City of East Moline, Illinois | 20,907 | 20,147 | 20,333 | 21,302 | 4.77% |
| City of Rock Island, Illinois | 46,928 | 40,552 | 39,684 | 39,018 | -1.68% |
| Rock Island County, Illinois | 166,759 | 148,723 | 149,374 | 147,546 | -1.22% |
| City of Bettendorf, Iowa | 27,381 | 28,132 | 31,275 | 33,217 | 6.21% |
| City of Davenport, Iowa | 103,243 | 95,333 | 98,359 | 99,685 | 1.35% |
| Scott County, Iowa | 160,022 | 150,979 | 158,668 | 165,224 | 4.13% |

City of Rock Island, Illinois

| <u>Age-Group Distributions</u> | <u>1980 Census</u> | <u>1990 Census</u> | <u>2000 Census</u> | <u>2010 Census</u> | <u>% Change 2000 - 2010</u> |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------------------|
| Under 5 years | 3,690 | 2,860 | 2,554 | 2,613 | 2.31% |
| 5 to 19 years | 11,109 | 8,837 | 8,369 | 7,658 | -8.50% |
| 20 to 24 years | 5,058 | 3,378 | 3,413 | 3,417 | 0.12% |
| 25 to 44 years | 11,150 | 11,028 | 10,190 | 9,252 | -9.21% |
| 45 to 54 years | 4,453 | 3,626 | 5,282 | 5,263 | -0.36% |
| 55 to 59 years | 2,661 | 1,788 | 1,834 | 2,635 | 43.68% |
| 60 to 64 years | 2,362 | 2,005 | 1,572 | 2,147 | 36.58% |
| 65 to 74 years | 3,838 | 3,738 | 3,011 | 2,827 | -6.11% |
| 75 years and over | 2,715 | 3,292 | 3,459 | 3,206 | -7.31% |
| Median age | 29.7 | 34.3 | 36.4 | 37.0 | 1.65% |

General Community Information

Table 21

General Information:

| | |
|----------------------------|----------|
| Population | 39,018 |
| Average Winter Temperature | 24.80 F |
| Average Summer Temperature | 73.20 F |
| Average Annual Rainfall | 38.04 In |
| Average Annual Snowfall | 35.00 In |

Municipal Services:

| | |
|---|--------------------------------|
| Type of Local Government | Council / Mayor / City Manager |
| Municipal Zoning | Yes |
| Comprehensive City Plan | Yes - revised 1986 |
| County Zoning | Yes |
| Subdivision Ordinance w/ Design Standards | Yes |
| Home Rule | Yes |
| Public Library in City | Yes |
| Enhanced 911 system | Yes |
| Rescue Squad | Yes |
| Fire Insurance Class: | |
| In City | 4 |
| Outside City | 9 |
| Fire Department Personnel | 59 |
| Police Department Personnel | 84 (sworn) |

Commercial Services:

| | |
|------------------------|-------------------|
| General Waste Disposal | Yes |
| Special Waste Disposal | Yes |
| Radio Stations | 21 |
| Television Channels | 5 |
| Cable | Yes |
| Newspapers: | |
| Daily | 2 |
| Weekly | 2 |
| Machine Shops | 3 |
| Tool & Die | 2 |
| Banks | 10 |
| Bank Assets | \$370,209,130,000 |

General Community Information

Table 21

Additional Economic Amenities:

| | |
|------------------------------------|-----|
| Competitive Communities Initiative | No |
| Foreign Trade Zone | Yes |
| Enterprise Zone | Yes |
| Tax Increment Financing District | 5 |

Transportation - Motor Carrier:

| | |
|-------------------------------|-------|
| Highways Serving Community: | |
| Federal | 1 |
| State | 3 |
| Interstates Serving Community | I-280 |
| Motor Freight Terminals | 15 |
| Local Carriers | 3 |
| Interstate Carriers | 43 |
| Intrastate Carriers | 27 |
| Package Delivery Service | Yes |
| Commercial Bus Service | Yes |

Transportation - Air:

| | |
|-------------------------------|---------------------------------|
| Nearest Commercial Airport | Quad City International Airport |
| Commercial Airlines | 5 |
| Flights Per Day | 50 |
| Nearest Public Airport | Quad City International Airport |
| Type of Surface | Concrete |
| Longest Runway | 10,000 Ft |
| Runway Lighted | Yes |
| Fuel Available | Yes |
| Charter Service Available | Yes |
| Private Storage Available | Yes |
| Private Maintenance Available | Yes |

Transportation - Water:

| | |
|---------------------------------|--------------------------|
| City Adjoins Navigable Waterway | Yes |
| Name of Waterway(s) | Mississippi & Rock River |
| Public Barge | Yes |
| Private Barge | Yes |
| Channel Depth | 12 Feet |
| Length of Season | 10 Months |

General Community Information

Table 21

| | |
|---|---------------------------|
| Public Dock | Yes |
| <u>Transportation - Railroad:</u> | |
| Railroad: | |
| Burlington Northern-Santa Fe | Daily Switching |
| Iowa Interstate | Daily Switching |
| Piggyback Service | Yes |
| Container Service | Yes |
| <u>Utilities - Water:</u> | |
| Water Supplier | City of Rock Island |
| Water Source | Mississippi River |
| Storage Capacity | 10,850,000 Gallons/Day |
| Treatment Capacity | 12,000,000 Gallons/Day |
| Average Daily Demand | 5,861,000 Gallons/Day |
| Peak Daily Demand | 8,000,000 Gallons/Day |
| Excess Capacity | 4,000,000 Gallons/Day |
| <u>Utilities - Waste Water Treatment:</u> | |
| Type of Sewage Treatment Plant | Tertiary |
| Treatment Capacity | 17,500,000 Gallons/Day |
| Present Load | 16,220,000 Gallons/Day |
| Excess Capacity | 1,280,000 Gallons/Day |
| <u>Utilities - Natural Gas / Electricity / Telecommunications:</u> | |
| Gas Supplier | Mid-American Energy Co. |
| Electric Supplier | Mid-American Energy Co. |
| Local Telephone Supplier(s) | SBC, McLeod |
| Digital Switching | Yes |
| Fiber Optics | Yes |
| Long Distance Carrier(s) | AT&T, MCI, Sprint, McLeod |
| <u>Health Facilities in Community:</u> | |
| Number of Hospitals | 1 |
| Number of Beds | 338 |
| Clinic | Yes |
| Doctors | 47 |

General Community Information

Table 21

| | |
|-----------------------------------|-----|
| Dentists | 13 |
| Emergency Medical Treatment Local | Yes |

Education Facilities in Community:

| | |
|------------------------------|-------|
| Elementary Schools | 9 |
| Elementary Enrollment | 3,478 |
| Junior High Schools | 2 |
| Junior High Enrollment | 880 |
| High Schools | 2 |
| High School Enrollment | 1,589 |
| Trade & Technical | 0 |
| Community College | 0 |
| Four Year College | 1 |
| Four Year College Enrollment | 2,532 |
| University | 0 |
| Latest ACT Composite Score | 18.1 |

Major Employers in Community:

| | |
|--------------------------------|-------|
| Rock Island Arsenal | 8,500 |
| John Deere & Company | 6,300 |
| Trinity Regional Health System | 2,900 |
| US Army Corps of Engineers | 900 |
| Augustana College | 570 |
| Jumer's Casino | 470 |
| Modern Woodmen of Rock Island | 450 |
| Thoms-Proestler Company | 390 |

Community Facilities Available Within 10 Miles:

| | |
|----------------------------------|-------|
| Civic Centers / Arena | 1 |
| Motels/Hotels | 47 |
| Number of Hotel/Motel Rooms | 5,090 |
| Restaurants | 492 |
| Public Golf Courses | 1,500 |
| Capacity of Largest Banquet Room | 26 |
| Public Tennis Courts | 37 |
| Public Access to Lake/River | Yes |
| Protestant Churches | 122 |
| Catholic Churches | 15 |
| Jewish Synagogues | 1 |

General Community Information

Table 21

| | |
|-----------------------|----|
| Country Clubs | 7 |
| Health Clubs | 48 |
| Public Swimming Pools | 10 |

GENERAL INFORMATION ABOUT THE CITY OF ROCK ISLAND

Rock Island is located in western Illinois along the Mississippi River. Rock Island, Moline and East Moline in Rock Island County, Illinois and Davenport, in Scott County, Iowa make up the "Quad Cities". They are the largest Cities in the Davenport - Rock Island - Moline Standard Metropolitan Statistical Area, which had a 2010 population of 379,690. Chicago is 175 miles to the east and Des Moines is approximately 162 miles to the west. The economy of the area has traditionally been centered around agriculture - rich farming areas in the rural area and farm implement makers in the urban area. Deere and Company is headquartered in Moline and is the largest employer in the three county area with approximately 6,400 employees.

The Indian Village of Sauk-e-Nuk with its late 1700's population of some 7,000 (now in the City of Rock Island) and the nearby high bluff now known as Black Hawk State Park were the sites of the westernmost battle of the Revolutionary War. The first structure erected in the present Quad-Cities was Fort Armstrong built in 1816 on the lower end of Rock Island----today the Rock Island Arsenal. Many of today's municipal corporations were named after local military commanders (Col. Davenport and Generals Whiteside and Scott) in the 1800's.

The Illinois General Assembly established Rock Island County in approving an Act on February 9, 1831 that defined the County's boundaries including an area of 452 square miles of which 424 square miles are land area. The area comprising the new Rock Island County had been a part of Jo Davies County with the county seat at Galena since 1827. In 1856 a referendum established the formation of 16 townships. The County's principal municipalities include: the City of Rock Island-prior to its incorporation as a town in 1841 it was the Village of Stephenson; the City of Moline (taken from the French name "Moulin" meaning city of mills) incorporated in 1848; and East Moline (first name Port Byron Junction due to many converging railroad lines) incorporated in 1903.

The population of the City of Rock Island, the County Seat of Rock Island County, peaked at 51,863 at the 1960 census (up 6.5% from 48,710 at the 1950 Census). Population since 1960 has declined with 50,166 at the 1970 Census, 47,036 at the 1980 Census, 40,630 at the 1990 Census, and 39,684 at the 2000 Census. The 2010 Census reported the City's population at 39,018, a decrease of 168% from the 2000 census. While each of the five counties in the Quad Cities area lost population in the 1980's, with Rock Island County down 10.8%; Whiteside County down 8.8%; Henry County down 11.7%; Mercer County down 10.3%; and, Scott County, Iowa down 5.7%, the 2000 Census showed a stabilizing of the area and population with the combined population of 436,672 up 1.9% from 1990's 428,307. The 2010 Census showed a combined population of 438,188, up 0.35% from 2000's 436,672.

Rock Island Arsenal

Rock Island Arsenal Island is on an island in the Mississippi River that is three miles long, 3/4 of a mile wide and consists of 946.3 acres. It is located between Rock Island and Moline, Illinois, and Davenport and Bettendorf, Iowa. The Rock Island Arsenal Industrial Complex occupies approximately 866.5 acres. The balance of the Island consists of the Veterans Administration (70.3 acres) with a U.S. National Cemetery, a Confederate Cemetery (the burial place of 1,961 men who died in the Island's Confederate Prison Camp which housed approximately 12,000 Confederate prisoners) and the headquarters of the Rock Island District Corps of Engineers (9.3 acres).

The Joint Manufacturing and Technology Center – Rock Island is the Army's only vertically integrated metal manufacturing facility. It supports the armed services through the manufacture of armaments and the fabrication/assembly of sets, kits and outfits and basic issue items. Core products are the howitzers, cradles, recoils, mounts, tool sets and shelters. Rock Island Arsenal is the only domestic producer of hydro-pneumatic recoil mechanisms for artillery systems. Current production also includes armored door kits and machine gun pedestals for contingencies in southwest Asia, the prototype and production of the Forward Repair System, Shop Equipment Maintenance vehicle, M2 machine gun parts, artillery components, Petroleum Quality Analytical System, Dragon Fire mortar system prototypes, and many other parts of critical importance to our Joint Services. The RIA-JMTC employs approximately 1,100 personnel, over half of whom are directly involved in the manufacturing and logistics missions.

These tenant organizations located on the Arsenal employ approximately 6,600 employees. Some of the major tenant organizations are the headquarters of the U.S. Army Sustainment Command and U.S. Army Joint Munitions Command, the U.S. Army TACOM Life Cycle Management Command-Rock Island, the U.S. Army Civilian Human Resource Agency-North Central Region, and U.S. Army Armament Research Development and Engineering Center.

Economic Activity in the City of Rock Island

The Rock Island City Council has identified community and economic development as a top priority and has supported a number of initiatives directed at creating and retaining jobs in the community, expanding the city's tax base and promoting the city as a place to work, live and play.

The downtown area, known regionally as "The District", has become a destination for some 100,000 people who attend one of ten major events and weekly music presentations throughout the year. This success in attracting regional residents to the downtown has fostered the establishment of over thirty restaurants, bars, art galleries and entertainment outlets generating significant private investment. Retail art establishments such as the Art Place, The ARTery, and the Quad City Arts offer unique venues for experiencing and purchasing art. Dphilms, a commercial video production business, maintains state of the art video production facilities along with Brass Sail Recordings who provide complementary audio recording support. Services for District patrons and residents have expanded too with the opening of nationally known eating establishments like Subway and Bennigan's complementing more unique local restaurants like LeFigaro, Huckleberry's, Mama Compton's and Alante. Aside from arts and entertainment, downtown Rock Island continues to benefit from the home office operations of five insurance companies: Modern Woodman of America, Royal Neighbors of America, Illinois Casualty, Bitco and the Cleveland Agency. Several new businesses opened in the District last year including Realm Wellness, Lighthouse Home Care, The Speakeasy, Comedy Sportz at the Establishment Theatre, D'Allasandro's Italian Restaurant, El Patron and Longley Time Systems. Expected to begin operations in 2012 is Great River Productions, a digital film production facility that will produce digitally animated movies.

Housing in the District has also been an area of major focus and investment. To provide ownership opportunities, Rock Island GROWTH has been instrumental in creating over 150 units of housing in the downtown. Projects such as the \$1.6 million Clipper condos, the \$5 million Voss Lofts, the \$5 million Sala Flats and the newest project, the \$6 million McKesson redevelopment, have greatly increased downtown housing opportunities, expanded the downtown resident population and helped achieve the goal of creating a downtown neighborhood. GROWTH opened its newest housing project in early 2012, Jackson Square. This \$8.5 million investment converted the former Illinois Oil Products property into thirty apartment units and over 3,000 square feet of commercial space. While GROWTH has led the way, several private developers have followed with projects to convert the upper floors of eight commercial buildings into living space.

A major change for the District and the City in late 2008 was the opening of the new Jumer's Casino. The current casino operations moved from its Mississippi River waterfront location in the District to a new 110 acre site in southwest Rock Island at the intersection of Interstate 280 and Illinois Route 92. At \$150 million, the project represents the largest single private development project in the City's history. The casino complex includes a 250 room hotel, four restaurants, a 700 seat multi-purpose conference center and various support facilities. Employment doubled and revenue to the city has increased significantly.

Relocation of the casino allowed the City to reclaim a key piece of downtown waterfront for public use. Following an active community planning effort, Schwiebert Park was built at this location, serving as a front door to the City and as a legacy for generations to come. This new park represents a major and needed green component to the City's downtown and has already become a place for Rock Island citizens to gather either for special events or just to enjoy the riverfront. The park development represents the fulfillment of a long standing City goal of providing greater access to one of the most well known attractions, the Mississippi River.

Planning for new growth and redevelopment is critically important as the city looks to the future. Two major geographic areas of activity with plans in place and undergoing transformation are located at the northeastern and northwestern corners of the city: Columbia Park and the New Old Chicago Neighborhood. The Columbia Park project, entails conversion of the old International Harvester Farmall Tractor manufacturing property into a mixed use development. When completed, Columbia Park will blend a mix of residential, commercial and recreational uses at an eighty acre waterfront location mid-point between downtown Rock Island and downtown Moline, adjacent to the Augustana College campus and the Quad City Botanical Center. The first phase of redevelopment is completed with one million square feet of obsolete building structures demolished and the Phase I and II environmental assessment finished. Metro (the Illinois Quad Cities mass transit provider) is currently planning construction of a \$30 million operations and maintenance facility in Columbia Park. In the northwestern part of the City, the New Old Chicago Neighborhood redevelopment is moving forward as planned. A major street reconstruction project was completed with landscaping, bike lanes and decorative lighting as integral elements to enhance both the street views and improve access. A \$3 million expansion of the Martin Luther King Jr. community center was completed in 2011 and a new public park adjacent to the center is planned. In addition, over \$13 million in Neighborhood Stabilization Program (NSP) funds have been targeted for housing and related improvements in this neighborhood and other areas of the city. NSP funds will allow the removal of deteriorated houses, rehabilitation of substandard structures and the construction of new homes.

Over the past decade in the city's southwest area, several projects have been completed that build on the already strong warehouse/distribution sector. For example, Performance Food Group –Thoms Proestler Company, expanded their 240,000 square feet distribution facility by adding 200,000 square feet of freezer space. Employment at the company has reached over 300 and sales continue to grow. Also in the southwest, Thermo King refrigeration completed construction of a new 35,000 square foot facility and Steel Warehouse Company added 40,000 square feet to their existing 80,000 square foot steel processing plant. These companies complement major existing warehousing, production and transportation facilities operated by Miller Container, USF Holland, CCS, Group O, Valspar and Export Packaging. A new business park owner is Rock Island Auction, a seller of collectable and pre-owned firearms. The company purchased and extensively remodeled a 70,000 square foot building to house its business enterprise.

From a growth standpoint, the City continues to move steadily forward, avoiding the major development peaks and valleys experienced in other areas of the country. Modest, steady and sustainable growth has allowed the City to maintain high service levels at very reasonable costs.

MUNICIPAL SERVICES

The City of Rock Island is organized under the Council-Manager form of government, with legislative authority vested in a City Council made up of a Mayor and seven members. Council members are elected from wards to staggered four-year terms. The City became a home rule unit with the adoption of the 1970 Illinois Constitution. As such, the City has no tax rate or debt limits, nor is it required to conduct a referendum to authorize the issuance of debt or to increase property taxes.

The City has unified its administrative functions through the appointment of a City Manager (the position was created by action of the City Council on July 1, 1952), who is responsible for the day-to-day operations of the City and its full-time employees. The City's police department, with 84 sworn police officers, is housed at City Hall. The City has had an enhanced 911 system since 1990. The fire department currently has four stations housing the department's 59 full-time personnel. The City negotiates with the following bargaining units: Fraternal Order of Police (FOP), Police Command, International Association of Firefighters (IAFF), United Auto Workers (UAW), and American Federation of State, Municipal Employees (AFSME). The City considers its employee relations to be good.

The City's source of water is the Mississippi River. The municipal water system consists of over 220 miles of water mains, 13MG of storage, and a 16 million gallon per day (MGD) water plant, with average consumption of 6.0 MGD and peak consumption of 10.2 MGD. Sewage collection and treatment are also

City responsibilities. The city operates two sewage treatment plants with 17.5 MGD design capacity and 8.7 MGD average load.

The City Library serves the community through a main library and its two branches, and provides services on a contractual basis to Blackhawk Township and Village of Milan. In 1985-1986, the main library underwent a \$1.8 million renovation and expansion. The City provides all park and recreational services (there is no separate municipal corporation providing park district services). The City operates 26 parks on 850 acres, including two golf courses. Other major facilities include a marina with 485 slips on the Mississippi River and an aquatic center. A portion of the proceeds of the Series 2001 Bonds (\$1,325,000) together with \$2,900,000 of locally raised funds was used to fund a Family Aquatic Center, which replaced a pool built in 1956. The \$4.2 million facility includes a tube flume slide, a body flume slide and two drop slides. The main pool has a zero depth entry with spray toys in the shallow area and four, 25-meter lap lanes. The facility is placed in such a way as to take advantage of the hillside for the slides and visibility of the community. Joint reciprocity agreements with the public school system and a parochial high school serve to expand the facilities for the City's recreational programs.

On September 10, 1990 the former Rock Island Family YMCA building with its indoor running track and swimming pool became the Rock Island Park and Recreation department Fitness and Activity Center (RIFAC). Since 1990, the City has renovated the facility, which currently consists of an indoor pool, gymnasium, fitness-cardiac room, weight room, three racquetball courts and five classroom areas. The \$2,300,000 expansion of RIFAC includes expanded locker room space, new cardiac and weight room area, expanded running track and basement storage area. The City's parks are supplemented by 2,292 acres owned by the Rock Island County Forest Preserve District. The district operates five preserves, including the 228-acre Niabi Zoological Preserve.

The City's 1979 Annual Financial Report was awarded the Certificate of Achievement for financial reporting by the Government Finance Officers Association (GFOA) of the United States and Canada. A supplemental Certificate of Achievement was awarded for the City's 1981 - 1985 and 1987 - 2011 reports. The significance of the GFOA award is emphasized by their statement. . . "The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting and its attainment represents a significant accomplishment by a governmental unit and its management." The City's 1987/88 - 2011/12 budget received the Award for Distinguished budget Presentation awarded by the GFOA. The GFOA notes . . . 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 medium.

Other examples of the City's strengthened planning and financial management policies include: Comprehensive Plan; Capital Improvements Program; Statement of Financial Policies; and, an Investment Policy. The Comprehensive Plan was first prepared in 1957-58 by outside consultants. The last update was done by City staff members and was adopted by the Council in 1986 (several neighborhood plans have been completed since that time).

The City's Statement of Financial Policies was adopted on September 14, 1987 with updates dated December, 1989 and November 1994 by the City Council. The statement, which was formulated by the City of Rock Island Financial Planning Task force (membership included representatives of the local banks, insurance companies, accounting firms and Augustana college), includes policies on borrowing, General Fund cash and fund balance, revenue sources, accounting and financial reporting, reserves for the General Fund and for equipment replacement, the appropriate uses of debt, various other fund balances, etc. The statement also calls for a five-year projection of General Fund operations, updated annually.

While it is the policy of the City to establish and maintain sufficient cash in its General Fund so a positive cash balance and fund balance is maintained at the end of each fiscal year, it is the City's goal to maintain a positive unrestricted and non-designated balance at a level equal to an amount representing 90 days of budgeted operating expenditures for the following fiscal year. This financial goal was revised in 2005 from 60 days to 90 days and was phased in over a five year period ending in fiscal year 2009.

Any General Fund balance in excess of this requirement is transferred to the Capital Improvements Fund at the completion of the annual audit.

DOCUMENT ORGANIZATION

The budget is organized by the function rather than accounting structure.

| | |
|---|---|
| <ul style="list-style-type: none"> Legislative/Administrative <ul style="list-style-type: none"> Mayor and Council City Clerk General Administration Personnel Finance Information Technology | <ul style="list-style-type: none"> Wastewater Stormwater Fleet Maintenance Engineering Capital Improvement Projects Motor Vehicle Parking System |
| <ul style="list-style-type: none"> Community/Economic Development <ul style="list-style-type: none"> Community Development Economic Development Planning and Redevelopment Inspection Services Rental Inspection Services Martin Luther King Center | <ul style="list-style-type: none"> Cultural/Recreational <ul style="list-style-type: none"> Parks Recreational Programs Golf Courses Aquatic Center Fitness Center Libraries Sunset Marina |
| <ul style="list-style-type: none"> Public Safety <ul style="list-style-type: none"> Police Fire Emergency Services Ambulance Police/Fire Commission | <ul style="list-style-type: none"> Non-Operating Funds <ul style="list-style-type: none"> Police Pension Fire Pension Illinois Municipal Retirement Fund Employees Health Benefit Plan Liability Insurance Workmen's Compensation Unemployment Benefits Cafeteria Plan Debt Service Special Assessments |
| <ul style="list-style-type: none"> Public Works <ul style="list-style-type: none"> Public Works Administration Building Maintenance Streets Refuse Water | |

The Financial Summary section, contains tables which summarize revenues, expenditures, and financial trends. It is a useful tool for developing an overall understanding of the budget and the city fund structure. The Financial Trend Monitoring System includes approximately fifty charts that show economic and financial trends affecting the City of Rock Island.

Departments, Divisions, Cost Centers

Programs are grouped together into departments within each functional area. The first page of each department contains a listing of department goals and a department organizational chart. Department goals identify ongoing results of work which departments have been directed to achieve. The second page of the department narrative provides a written overview of the entire department. This narrative gives a general description of proposed 2012/2013 activities and describes significant changes in operations, staffing and services. Changes in policy, funding sources and accounting procedures are also highlighted.

Staffing and expenditure schedules are the last information provided at the department level. These schedules compare actual 2008/09, actual 2009/10, actual 2010/11, budget 2011/12, estimated or actual 2011/12 and proposed 2012/13 activity. Expenditures are classified by type. The number of employees working within the department is provided along with a staffing count in full time equivalents (fte's).

The program description is a specific statement found on each of the cost center pages. It identifies the principal 2012/13 activity for that cost center. Activities planned are further defined by a set of program objectives which relate to Council goals. These goals are outlined on the first page of the Mayor/Council Department. Council goals are defined the preceding fall during the Council goal setting session which starts the budget process. Council goals are summarized by the City Manager who then instructs city departments on their implementation. Goals at the Council level are very general. They become less general and more specific as they pass down through the various levels of the city organization; City Manager, Department and Cost Center. One objective of the budget is to provide a link between the specific cost center goals and objectives, and the general Council goals and objectives.

Goals, objectives and focus statements must meet the following guidelines:

- They must be relevant and meet the highest priority needs.
- They must be understandable, clearly and concisely written.
- They must be measurable and have established success indicators.
- They must have the commitment of those assigned to complete the task.
- They must be achievable.

In addition to the program description and objectives, each cost center has a series of service indicators. These are statistical measures of actual and planned performance which report on four important characteristics of each program ----- demand, workload, productivity and effectiveness.

Demand is the external factor that demonstrates the need for the program. Demand data enables adjustments in services and costs in response to changes in the direction and/or magnitude of the demand for the service. Demand describes how much service is required or requested. Examples of demand indicators are eligible populations, service area size, deficient conditions, requests or applications and complaints.

Workload tells how much service is being provided. It allows the comparison of outputs to demand for the services. Workload data is the basis along with total expenditures, for unit cost, or productivity measures. Examples of workload indicators are units of output, transactions processed, people served and time spent.

Productivity indicators tell if the program is being run efficiently by providing the average cost of one unit of service. Productivity unit costs can be used to quickly estimate the cost of adding more service or the savings that can be realized by reductions in service.

Effectiveness tells how well the program is doing. Effectiveness data can show that quality does not suffer as productivity increases, or that quality improves if productivity declines. Examples of effectiveness indicators are response time, workload and a percentage of demand, objectives accomplished, error rate and interval between service repetitions.

FUND TYPES AND DESCRIPTIONS

General Fund

101 - General Fund (major)

Special Revenue Funds

201 – TIF District #1 (major)
202 – TIF District #2 (major)
203 – TIF District #3 (major)
204 – TIF District #4 (major)
205 – TIF District #5 (major)
207 – Community & Economic Development
210 – Public Benefit
211 – Martin Luther King Jr. Community Center
212 – Martin Luther King Jr Facility Improvement
221 – Motor Fuel Tax
222 – Foreign Fire Insurance
223 – Riverboat Gaming
224 – State Drug Prevention
225 – DUI Fine Law
226 – Court Supervision
227 – Crime Laboratory
241 – Federal COPS Grant
242 – Community Development Block Grant
243 – Federal Drug Prevention
244 – Neighborhood Stabilization
245 – Schwiebert Park Boat Dock
246 – Ridgewood Business Park
251 – Rock Island Public Library (major)
271 – Honor Guard Contributions
272 – DARE
273 – Police Contributions
274 – Elderly Service Officer Contributions
275 – Rock Island Auxiliary Police
276 – Rock Island Labor Day Parade
277 – Elderly Service Officer Christmas Tour
278 – Adopt a School
279 – Fire Donations
282 – Lead Grant

Capital Improvement Fund

301 – Capital Improvements (major)

Debt Service Fund

405 – Debt Service

Enterprise Funds

501 – Water Operation and Maintenance (major)
502 – Water Capital 2010A BAB
506 – Wastewater Operation and Maintenance (major)
507 – Stormwater Operation and Maintenance
508 – Wastewater Capital 2010A BAB
511 – Centennial Bridge
541 – Sunset Marina
555 – Park and Recreation (major)
581 – Community Development Block Grant Loan Programs
582 – State Affordable Housing Loans
583 – Community and Economic Development Loans
584 – Commercial and Industrial Revolving Loans (CIRLF)
585 – MPF Endowment Loans
586 – Brownfield Revolving Loan Fund
595 – Public Housing

Internal Service Funds

601 – Fleet Services
602 – Fleet Amortization
606 – Engineering
609 – Hydroelectric Plant
621 – Self-Insurance
626 – Employee Health Plan

Fiduciary Funds

701 – Fire Pension
706 – Police Pension
711 – Section 125 Cafeteria Plan
712 Loan Escrow

Component Unit Funds

901 – Martin Luther King Jr. Activity Fund
906 – Martin Luther King Jr. Drug Prevention
907 – Martin Luther King Jr. Capital Contributions
950 – Rock Island Public Library Foundation



ROCK ISLAND
ILLINOIS

STRATEGIC PLAN 2009 → 2015 → 2025



ROCK ISLAND
ILLINOIS

Rock Island, Illinois
October 2009

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Table of Contents

| | |
|---|-----------|
| Strategic Planning for the City of Rock Island | 1 |
| Rock Island Vision 2025 | 3 |
| Rock Island: A Sustainable City | 8 |
| City of Rock Island: Mission | 14 |
| Plan 2009 – 2015 | 17 |

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STRATEGIC PLANNING FOR THE CITY OF ROCK ISLAND

Strategic Planning Model for the City of Rock Island

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, Management for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

ROCK ISLAND VISION 2025

City of Rock Island Vision 2025

ROCK ISLAND

is a **GROWING CITY** ^(A) with **BEAUTIFUL RIVERFRONTS**, ^(B) a **VIBRANT DOWNTOWN**, ^(C) and **LIVABLE NEIGHBORHOODS**. ^(D)

ROCK ISLAND

RESPECTS DIVERSITY AND HISTORY. ^(E)

OUR CITIZENS

have **QUALITY HOUSING OPPORTUNITIES** ^(F) and **PLACES FOR ENJOYMENT AND FUN.** ^(G)

ROCK ISLAND

is a **PROUD COMMUNITY.** ^(H)

Rock Island Vision 2025

PRINCIPLE A

GROWING CITY

► Means

1. More housing units within Rock Island, maintaining quality of housing stock
2. Expanded local economy through new industries including high tech, sustainability and environmental businesses, and retail stores
3. Home of major insurance companies and financial institutions
4. Southwest Rock Island with commercial and residential developments
5. Expanded Rock Island Arsenal, federal agencies and businesses with employees living in Rock Island
6. Growing Augustana College with a vibrant Campustown
7. Government partnering with the private sector for growth that benefits the whole community

PRINCIPLE B

BEAUTIFUL RIVERFRONTS

► Means

1. Clean and attractive riverfronts with public access
2. People viewing the rivers as a prime location to live and enjoy
3. Upgraded, well maintained riverfront parks with a variety of activities
4. Recreation opportunities on the rivers and along riverfronts
5. Well-integrated mixed-use development with old industrial sites reused and cleaned up
6. Connected riverfronts by beautiful path, water taxi and trolley with links to other communities
7. Specialty retail and restaurant opportunities along the rivers
8. Successful marina providing access to the river

PRINCIPLE C

VIBRANT DOWNTOWN

► Means

1. Attractive urban center for the Rock Island community and the Quad City region – destination for entertainment, dining, shopping
2. Revitalized and safe “Arts and Entertainment District” serving the Quad Cities
3. Well-balanced activities for day time and evening time
4. Business center for financial institutions, insurance companies, professional offices and specialty retail businesses
5. People living in Downtown neighborhoods with services available for residents
6. Riverfront Park developed as a focal point, a destination and a community gathering place and linked to downtown
7. Successful community events, festivals and celebrations with family events and activities

PRINCIPLE D

LIVABLE NEIGHBORHOODS

► **Means**

1. Neighborhoods promoted as a key Rock Island strength
2. Strong, distinctive and diverse neighborhood identities and pride
3. Quality neighborhood streets, sidewalks, alleys and infrastructure
4. Well, maintained, landscaped homes
5. Neighbors helping neighbors and taking responsibility for their neighborhoods
6. People feeling safe at home and in the neighborhood
7. Convenient services and neighborhood retail
8. Campustown neighborhood partnering with Augustana College

PRINCIPLE E

RESPECTS DIVERSITY AND HISTORY

► **Means**

1. People respect people and acting as one community
2. Enjoying and celebrating socio-economic diversity
3. Incorporating historic sites in marketing Rock Island
4. Celebrating cultural traditions and heritage
5. Inclusive community with diverse population

PRINCIPLE F

QUALITY HOUSING OPPORTUNITIES

► **Means**

1. New residential subdivisions in Rock Island
2. Downtown and infill housing developed consistent with neighborhood character
3. Choices of housing: location, types, and prices
4. Renovation or removal of blighted homes
5. Quality rental opportunities
6. Positive image with realtors, developers, homebuyers
7. Mixed-income housing development at appropriate locations

PRINCIPLE G

PLACES FOR ENJOYMENT AND FUN

► Means

1. Quality parks, swimming facility and community centers
2. Quality libraries, galleries and museums
3. Active use of two riverfronts by residents
4. Variety of entertainment and specialty retail venues throughout the City and Downtown
5. World-class Botanical Center and Gardens
6. Multi-use trails connecting the City and the region
7. Affordable quality golf courses
8. Access to recreational venues and activities, cultural opportunities and professional sports in the Quad Region
9. Rock Island Casino

PRINCIPLE H

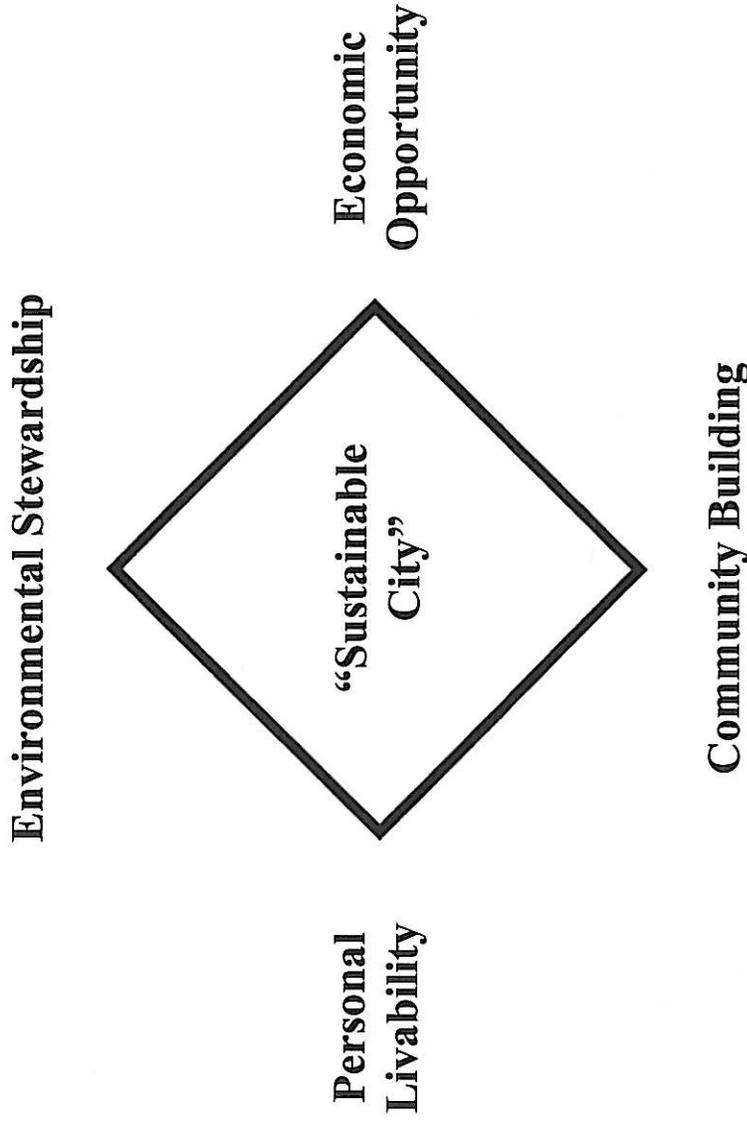
PROUD COMMUNITY

► Means

1. Rock Island having a positive image with other cities, State of Illinois and nationally
2. Rock Island having a positive image with our residents
3. Every resident contributing to make Rock Island a better community
4. Strong community partnerships: business, schools and colleges, community organizations
5. Preserving and celebrating our history and heritage of Rock Island
6. Citizens promoting Rock Island and celebrating community successes
7. Attractive, well maintained entrance and gateways identifying Rock Island

ROCK ISLAND A SUSTAINABLE CITY

Sustainable City Model



Personal Livability for Rock Island

Reputation of safe neighborhoods

Quality programming for Library, King Center, Parks and Recreation – affordable and free

Easy access to programs (e.g. summer camps, King Center)

Recognition of quality schools and educational programs for a lifetime

Residents involved in community safety

Information to “survive” today

Affordable housing opportunity

Aesthetically pleasing city – attractive streetscape, corridors, public spaces

Basic services – water, sewer, snow removal, streets, sidewalks, bike path – necessary for daily living

Opportunities to live near work

Access to the rivers for public use

Arts and Entertainment District

Easy access to interstate system

Environmental Stewardship for Rock Island

Image: Green City (actions and projects – real)

Bike paths

Hydro Plant

Greenhouse Gas and Carbon Footprint

Parks – expansions

Solid Waste System, including recycling

Stormwater management, including rain gardens, wetland protection

Public awareness and taking responsibility

Sustainable business incentives

Hybrid City Fleet

Sewer Treatment Plant design and future operation

Products used by the City government (e.g. golf course)

Clean Air; including burn ban

Clean Water in rivers, streams, ponds

Sunset Marina

Mill Creek

Sylvan Slough Natural Area

Economic Opportunity for Rock Island

Amtrak Service

Business assistance for expansion and retention

Façade program and facility

ISO rating upgrade

Home grown retail programs

Diverse tax base

Brand – living and working in Rock Island

Land for business development

Tournaments bringing people and dollars to Rock Island

Rock Island Arsenal expansion and various business opportunities – Arsenal Development Group

Federal agencies, including Corps of Engineers

Diverse industrial businesses and major employers in Quad Cities and Rock Island County

Rock Island Casino

Easy access to airport

Community Building for Rock Island

Strong community pride – neighborhoods working together

Confidence in City: leadership, Mayor-Council, City staff

Neighborhood associations involving residents

Boards, commissions, taskforces

Residents willing to volunteer

City awarding and rewarding residents efforts

Community events: Labor Day, district events, King memorial, July 4th, concerts, plays, lectures, film series, neighborhood events

Opportunities to address issues, solving problems – engagement and responsibilities

Partnering with community organizations, Augustana College, businesses, schools

Cooperation among City, GROWTH, Housing Authority

Active volunteers contributing to the community

Inclusive community with a diverse population

CITY OF ROCK ISLAND OUR MISSION

***Rock Island City Government
Our Mission***

ROCK ISLAND CITY GOVERNMENT

is *FINANCIALLY SOUND* ⁽¹⁾

and provides the

***BEST SERVICES IN THE QUAD CITIES.* ⁽²⁾**

Rock Island City Government

Our Mission

PRINCIPLE 1

FINANCIALLY SOUND

► Means

1. Providing services in the most efficient, cost-effective manner
2. Being fiscally responsible City's debt and reserves
3. Having adequate resources to support City services and service levels
4. Producing services responsive to citizens needs
5. Maintaining a strong bond rating

PRINCIPLE 2

BEST SERVICES IN THE QUAD CITIES

► Means

1. Creatively using of unique resources to obtain unique results
2. Having well-built and well-maintained City facilities and infrastructure
3. Having well-trained City employees dedicated to serving Rock Island
4. Anticipating problems and not just react to problems
5. Proudly reliable City services responsive to the citizens needs

CITY OF ROCK ISLAND PLAN 2009 – 2015

City of Rock Island Goals 2015

Quality Services, Financially Sound City

Grow the Economy

Great Neighborhoods

**More New Housing Opportunities, Upgraded and Well
Maintained Older Homes**

More and Better Retail

Improve Riverfront and Downtown

Goal 1 Quality Services, Financially Sound City

| OBJECTIVES | MEANS TO CITIZENS | SHORT TERM CHALLENGES AND OPPORTUNITIES |
|--|---|---|
| 1. Expand City tax base | 1. Adequate resources to retain “best services in the Quad Cities.” | 1. Reduction of revenues from the State of Illinois |
| 2. Invest in well-maintained City infrastructure | 2. Strong customer service by the City. | 2. Funding for City’s infrastructure maintenance and upgrades |
| 3. Deliver City services in a customer-driven and cost-effective manner | 3. Reliable service delivery. | 3. National recession and impact on city revenues |
| 4. Control the cost of government | 4. Timely response with resolution of the problem. | 4. Labor contracts and employee expectations |
| 5. Take financial responsibility for actions creating a long-term, sustainable City government | 5. Well-maintained and upgraded City facilities and infrastructure. | 5. Aging City facilities needing major reinvestment |
| 6. Increase citizen engagement and involvement in city services and governance | | |

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Willingness to increase taxes and fees
2. Projected significant reduction in city revenues
3. Funding current services and service levels
4. Rising demands for services and residents’ expectations
5. Cutbacks in grants and outside funding sources
6. Willingness to increase fees

POLICY ACTIONS 2009 – 2010

1. Alternative Revenue Sources Study: Evaluation, Direction
2. Capital Improvement Plan: Update, Funding (Annual) (Less Available Dollars)
3. Water and Sewer Rates: Evaluation, Direction
4. Sunset Marina: Evaluation, Direction
5. Fees: Evaluation, Direction

PRIORITY

Top Priority

High Priority

High Priority

MANAGEMENT ACTIONS 2009 – 2010

1. Compensation Policy: Direction
2. Customer Service: Evaluation, Training
3. City Services, Identification, Prioritization, Link to Budget

PRIORITY

Top Priority

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. Green Initiatives: Direction, City Actions
2. Financial Software: Implementation
3. Mediacom Franchise: Revision
4. Voice Over Internet Protocol: Phase I and Phase II
5. On Site Nurse for City: Monitoring Impact and Effectiveness
6. Police Reorganization: Evaluation of Impact
7. Census: Compete Count
8. Document Imaging Plan: Implementation
9. Online Billing: Utility Bills
10. Firearm Training Simulator: Protocol
11. In Car Video Camera: Installation
12. Burn Ban: Implementation

MAJOR PROJECTS 2009 – 2010

1. Wastewater Plant Project
2. Hydropower Plant: Expansion

ON THE HORIZON 2011 – 2015

1. New Strategies for Outreach to Residents
2. Arts Policy: Evaluation, Direction, City's Role, Funding
3. Youth Programs: Evaluation, Direction
4. Central Fire Station: Evaluation, Plan, Direction, Funding
5. Property Tax Assessment and Exemptions: Evaluation, Direction
6. Wind Energy for City Operation: Evaluation, Direction
7. Management Succession: Planning and Process
8. Ferguson Group: Performance Evaluation, Direction
9. Black Hawk Historic Site: City's Role
10. Drop Off Site: Option, Direction
11. Stormwater Maintenance Plan: Evaluation, Direction, Actions
12. Legal Services: Evaluation, Direction
13. Junior Baseball: City's Role, Direction
14. Human Rights: Direction
15. Street Sweeping: Evaluation, Direction, Funding
16. 800 MHz Radio System Feasibility Study and Funding
17. New Police Headquarters: Evaluation, Direction

Goal 2 Grow the Economy

| OBJECTIVES | MEANS TO CITIZENS | SHORT TERM CHALLENGES AND OPPORTUNITIES |
|--|---|---|
| 1. Create and retain more jobs | 1. Job opportunities for residents. | 1. Attracting new businesses – helping them to discover Rock Island |
| 2. Retain and expand local businesses | 2. Attracting younger population to Rock Island. | 2. Retention and expansion of Rock Island businesses |
| 3. Expand high tech and environmental sustainability economy | 3. Opportunities to grow your business in Rock Island. | 3. Expansion of Rock Island Arsenal |
| 4. Attract and retain the “creative class” and young professionals | 4. Reducing tax burden on residential taxpayers. | 4. Uncertain operation and success of “Quad Cities First” |
| 5. Attract high tax generating businesses | 5. A local economy that competes in our national economy. | 5. Perception of Rock Island by businesses and realtors |

| LONG TERM CHALLENGES AND OPPORTUNITIES |
|---|
| 1. Smaller sites ready for development |
| 2. Perception: State of Illinois – unfriendly to businesses |
| 3. Competition among Quad Cities |
| 4. Global positioning and trends |
| 5. Perception of Rock Island Schools |

POLICY ACTIONS 2009 – 2010

PRIORITY

1. Casino Area Development in Southwest
2. Andalusia Corridor South and Parkway Development Plan (Including Review of Southwest Area Plan)
3. Economic Development Incentive Policy: Evaluation Direction

| |
|---------------|
| Top Priority |
| High Priority |

MANAGEMENT ACTIONS 2009 – 2010

PRIORITY

1. Mill Creek: Study, Direction, Funding
2. Columbia Park Development
3. Highway 92 Corridor: Direction, Actions, Funding

| |
|---------------|
| Top Priority |
| High Priority |
| High Priority |

MANAGEMENT IN PROGRESS 2009 – 2010

1. Quad Cities First: Performance Report

ON THE HORIZON 2011 – 2015

1. Insurance Industries: Outreach, City's Action
2. Rock Island Economic Expansion Strategy: City Actions
3. Annexations: Evaluation, Direction, Strategy, Actions
4. TIF: Evaluation, Direction
5. Rock Island Image: Assessment, Action Plan
6. "Rock Solid Rock Island": Evaluation
7. Micro Loan Program: Evaluation, Direction

Goal 3 Great Neighborhoods

OBJECTIVES

1. Upgrade neighborhood infrastructure, streets and facilities
2. Strengthen neighborhood identity and pride with stronger neighborhood associations and block clubs
3. More attractive and beautiful neighborhoods, corridors and gateways
4. Have people feel and are safe in their neighborhoods
5. People want to live in the neighborhoods
6. Design new neighborhoods (infill and southwest)

MEANS TO CITIZENS

1. Pride in Rock Island.
2. More attractive and beautiful City.
3. Opportunities to take responsibility for the neighborhood.
4. Involvement in shaping the City's future.
5. Citizens want to live in Rock Island.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Condition of neighborhood streets
2. Crime and gang activity in Quad Cities
3. Aging neighborhood infrastructure
4. Addressing neighborhood nuisances
5. Residents buy in and support for neighborhoods

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Financing infill development
2. Perception of Rock Island public schools
3. Obtaining reinvestment in neighborhoods
4. Reputation of specific neighborhoods

POLICY ACTIONS 2009 – 2010

PRIORITY

1. Safe Communities Taskforces and Report (Including Focus Groups – Community Organizing)
2. Campustown Development (with Augustana College)
3. Sidewalk Program: Direction, Funding (Including Safe Route to School)
4. Vacant Homes and Buildings: Evaluation, Direction, Actions

Top Priority

Top Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. King Center: Facility Expansion

MAJOR PROJECTS 2009 – 2010

1. King Center Park Project

ON THE HORIZON 2011 – 2015

MANAGEMENT ACTIONS 2009 – 2010

PRIORITY

1. Rental Housing Inspection Program: Staffing, Funding (Including Internal Inspection)

Top Priority

1. Old Lincoln School: Direction on Future Uses
2. Vacant School Buildings: Direction
3. Mandatory Landlord Training Workshop: Policy Direction, Direction
4. Sunset Park: Upgrade
5. Rebrand Old Chicago Neighborhoods
6. Gateway and entrance Beautification: Future Direction, Funding
7. Douglas Park Improvements
8. City-Schools Relationship and Communications

Goal 4 More New Housing Opportunities, Upgraded and Well Maintained Older Homes

OBJECTIVES

1. Better marketing of Rock Island housing
2. More Downtown and Riverfront view residential units
3. More new homes built in Southwest Rock Island
4. Better quality rental units
5. More infill housing in older neighborhoods
6. Upgrade older homes and removal if necessary

MEANS TO CITIZENS

1. More housing choices.
2. Attracting new residents.
3. Opportunities to move up within the City.
4. Protection and enhancement of property values.
5. Better quality older homes and rental units.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Realtors labeling and comments about Rock Island
2. Lack of middle and high income housing especially rental units
3. People relocating to Quad Cities due to employment at Rock Island Arsenal
4. Attracting people to make the decision to live in Rock Island
5. Partnering the City, among GROWTH and Rock Island Housing Authority
6. Increasing number of vacant homes, especially due to foreclosure

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition for housing dollars and funding
2. Working with developers and builders
3. National recession and slow housing market
4. No clear vision and strategic plan for housing in Rock Island
5. Variety of housing options available in Rock Island

POLICY ACTIONS 2009 – 2010

PRIORITY

1. Rock Island Housing: Vision, Plan and Working Relationships
2. Columbia Park Resident Development
3. Upper Income Rental Property: Development

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2009 – 2010

1. Building Code Update: Adoption

ON THE HORIZON 2011 – 2015

1. Southwest Rock Island Residential Development
2. Spencer Towers: Direction
3. Older Homes Upgrades: Loan Program Options, Public Information
4. New “Old Chicago” Residential Development
5. Creekwood Park Residential Development
6. GROWTH: Evaluation
7. Rock Island Housing Authority: Evaluation
8. Highland Springs Residential Development

MANAGEMENT ACTIONS 2009 – 2010

PRIORITY

1. Jackson Square Development: Funding

Goal 5 More and Better Retail

| OBJECTIVES | MEANS TO CITIZENS | SHORT TERM CHALLENGES AND OPPORTUNITIES |
|--|---|--|
| <ol style="list-style-type: none">1. Attract new major retail businesses2. Strengthen retail corridors3. Retain and expand current retailers4. Target retail for future development | <ol style="list-style-type: none">1. Convenient shopping opportunities within Rock Island.2. Choices of places to shop.3. More revenues to the City with an expanded sales tax base.4. New revenues from people coming to Rock Island to shop. | <ol style="list-style-type: none">1. Empty retail buildings and commercial centers2. Attracting major retail to locate in Rock Island3. Retaining current retail businesses4. Defining Rock Island's retail "niche" and needs5. Developing retail along major corridors6. Rock Island location and demographics |
| | | LONG TERM CHALLENGES AND OPPORTUNITIES |
| | | <ol style="list-style-type: none">1. Developing retail in Southwest Rock Island before "roof tops"2. Competition from Moline, Milan and others3. National recession and its impact on retail expansion4. Impact of internet sales on retail businesses5. Residents' expectations vs. reality of the retail economy |

POLICY ACTIONS 2009 – 2010

1. Campustown Retail Development
2. Black Hawk Corridor Retail Development (9th Street to 44th Street)

PRIORITY

- | |
|---------------|
| Top Priority |
| High Priority |

MANAGEMENT ACTIONS 2009 – 2010

1. Downtown 1st Floor Retail Development

PRIORITY

- | |
|---------------|
| High Priority |
|---------------|

ON THE HORIZON 2011 – 2015

1. Casino Area Retail Development
2. 11th Street Retail Development
3. Southwest Andalusia Road Retail Development
4. 18th Avenue Retail Development
5. U.S. 67 and Parkway Retail Development

Goal 6 Improve Riverfront and Downtown

OBJECTIVES

1. More retail and dining
2. Enhance Arts and Entertainment District
3. Expand public uses of Riverfront
4. Downtown is a tech-friendly neighborhood
5. More residential opportunities

MEANS TO CITIZENS

1. An inviting Riverfront – a place to want to go
2. A variety of activities along the Riverfront
3. Riverfront becoming the pride of Rock Island – community showcase
4. Protecting natural areas along the Riverfront
5. Job opportunities for residents, opportunities for businesses

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Vacant 1st floor storefronts
2. Safety in the “District”
3. Developing retail businesses in Downtown
4. Filling office space in Downtown

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Tapping the potential of Riverfront Park
2. Lack of people during daytime
3. Attracting businesses to Downtown
4. Creating a unique destination in Rock Island Downtown
5. Working with Downtown property owners and businesses
6. Competition from other “downtowns” in the region

POLICY ACTIONS 2009 – 2010

PRIORITY

1. Downtown Master Plan: Update
2. Transient Boat Dock: Evaluation, Direction, Funding
3. Downtown Retail Development

MANAGEMENT ACTIONS 2009 – 2010

PRIORITY

1. District Safety Report: Direction, Actions, City's Role, Funding
2. Downtown Litter Control: Evaluation, City's Role, Direction, Owners' Responsibilities

Top Priority

High Priority

ON THE HORIZON 2011 – 2015

1. Artspace (Old Lincoln School): Evaluation, Direction
2. Water Taxi: Evaluation, Direction
3. Late Night Transportation: Evaluation, Direction
4. Lot "C" Utilization: Evaluation, Direction
5. Highway 92: Alignment
6. Liquor Licenses: Modification
7. Rocket Theater: Direction
8. Use of Modern Woodmen Lot (17th-18th)
9. Second Avenue Parking Policy: Direction



ROCK ISLAND
ILLINOIS

ORDINANCE NO. 022-2012

Property Tax Levy

An ordinance providing for the levy, assessment and collection of taxes for the City of Rock Island, Rock Island County, Illinois, for the fiscal year beginning the first day of April, 2011 and ending the thirty-first day of March, 2012. Be it ordained by the City Council of the City of Rock Island, Illinois, as follows:

Section 1. That there be levied, assessed and collected upon the real property of the City of Rock Island for the fiscal year beginning the first day of April, 2011 and ending the thirty-first day of March, 2012, the sum of eleven million, four hundred sixty thousand, nine hundred seventy-two dollars, (\$11,460,972) being the total of the budgeted amounts determined to be necessary to be raised by taxation for the fiscal year of the City of Rock Island. The specific amounts are levied for the purposes listed below, indicated by being placed in a separate column designated "Amount Raised by Taxation", which item appears at the right hand column of this ordinance. The tax so levied is for the fiscal year of the City of Rock Island, and is for the budgeted amounts to be raised by taxation, the total of which has been determined as follows:

| | Budget 2011/12 | Amount raised by other than taxation | Amount raised by taxation |
|-------------------------------|-------------------|--|------------------------------|
| General Fund: | 34,451,823 | 31,099,442 | 3,352,381 |
| Police Pension | 3,139,324 | 968,660 | 2,170,664 |
| Fire Pension | 3,322,121 | 1,343,576 | 1,978,545 |
| Library | 2,409,379 | 440,049 | 1,969,330 |
| Park | 7,436,564 | 5,684,370 | 1,752,194 |
| Debt Service | 2,335,533 | 2,097,675 | 237,858 |
| Total | 53,094,744 | 41,633,772 | 11,460,972 |
| TIF District #1 | 4,443,796 | 4,443,796 | 0 |
| TIF - Columbia Park | 18,728 | 18,728 | 0 |
| TIF District #2 | 359,691 | 359,691 | 0 |
| TIF District #3 | 709,725 | 709,725 | 0 |
| TIF District #4 | 2,186,482 | 2,186,482 | 0 |
| Community Development | 3,928,192 | 3,928,192 | 0 |
| M.L.K. Center | 185,108 | 185,108 | 0 |
| MLK Facility Improvement | 839,210 | 839,210 | 0 |
| Motor Fuel Tax | 1,167,335 | 1,167,335 | 0 |
| Foreign Fire Insurance | 30,000 | 30,000 | 0 |
| Riverboat Gaming | 5,500,000 | 5,500,000 | 0 |
| State Drug Prevention | 330,595 | 330,595 | 0 |
| DUI Fine Law | 9,620 | 9,620 | 0 |
| Court Supervision | 19,701 | 19,701 | 0 |
| Crime Laboratory Fund | 12,846 | 12,846 | 0 |
| US Dept of Justice Grant | 48,968 | 48,968 | 0 |
| Block Grant | 1,633,978 | 1,633,978 | 0 |
| Neighborhood Stabilization | | | |
| ARRA | 119,627 | 119,627 | 0 |
| Federal Drug Prevention | 19,168 | 19,168 | 0 |
| DARE | 9,390 | 9,390 | 0 |
| Police Contributions | 5,700 | 5,700 | 0 |
| Elderly Service Contributions | 19,500 | 19,500 | 0 |
| Labor Day Parade | 12,667 | 12,667 | 0 |
| Adopt-A-School | 500 | 500 | 0 |

| | Budget 2011/12 | Amount raised by other than taxation | Amount raised by taxation |
|------------------------------------|-------------------|--|------------------------------|
| Federal Lead Grant | 194,000 | 194,000 | 0 |
| Capital Improvements | 7,039,044 | 7,039,044 | 0 |
| Water | 7,194,711 | 7,194,711 | 0 |
| Wastewater | 23,676,444 | 23,676,444 | 0 |
| Stormwater | 1,919,160 | 1,919,160 | 0 |
| Sunset Marina | 881,027 | 881,027 | 0 |
| CDBG Loan Programs | 56,632 | 56,632 | 0 |
| CIRLF Loan Programs | 414,325 | 414,325 | 0 |
| Community & Economic Dev. Loans | 100,400 | 100,400 | 0 |
| MPF Endowment Loans | 24,000 | 24,000 | 0 |
| USEPA Brownfields Loans | 300,200 | 300,200 | 0 |
| Fleet Services | 5,363,144 | 5,363,144 | 0 |
| Engineering | 1,351,056 | 1,351,056 | 0 |
| Hydropower Plant | 281,954 | 281,954 | 0 |
| Self-Insurance | 1,222,645 | 1,222,645 | 0 |
| Health Insurance | 5,157,509 | 5,157,509 | 0 |
| Cafeteria Plan | 88,000 | 88,000 | 0 |
| MLK Activity | 338,951 | 338,951 | 0 |
| Department of Human Services | 153,786 | 153,786 | 0 |
| MLK Capital Contribution | 71,770 | 71,770 | 0 |
| Total all funds | 130,534,029 | 119,073,057 | 11,460,972 |
| Eliminations | (24,858,511) | | |
| Net Total | 105,675,518 | | |

Section 2. All ordinances and parts of ordinances in conflict herewith are hereby repealed, insofar as they do so conflict.

Section 3. This ordinance shall be in full force and effect from and after its passage and approval as required by law.


MAYOR OF THE CITY OF ROCK ISLAND

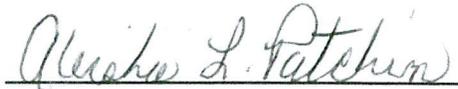
PASSED: March 19, 2012

AYES: Alderman Brooks
Conroy
Foley

APPROVED: March 20, 2012

Tollenaer
Jones
Murphy
Austin

ATTEST:



CITY CLERK

NAYS: None

ABSENT: None

ORDINANCE NO. 023-2012

An ordinance adopting the budget for all corporate purposes of the City of Rock Island, Illinois, in lieu of the appropriation ordinance, for the fiscal year commencing on the first day of April, 2012 and ending on the thirty-first day of March, 2013.

Whereas, on February 20, 2012 there was submitted to the Mayor and Council of the City of Rock Island, Illinois, a proposed budget for all corporate purposes of the City of Rock Island for the fiscal year commencing on the first day of April, 2012 and ending on the thirty-first day of March, 2013; and

Whereas, the Public hearing was conducted on March 12, 2012 as required by law; and

Whereas, the City, as a home rule unit has enacted such Ordinance under the provisions of Section 6, Article VII of the Constitution of the State of Illinois;

Now therefore, be it ordained by the Mayor and City Council of the City of Rock Island, Illinois that the budget for all corporate purposes of the City of Rock Island, Illinois for the fiscal year beginning April 1, 2012 and ending on March 31, 2013 is incorporated herein by reference, and is hereby adopted.

Be it further ordained that this Budget Adoption Ordinance is instead of the statutory appropriation ordinance and that the amounts set forth in the budget for various corporate purposes shall constitute the aggregate amount of appropriation for the City of Rock Island, Illinois.

| | | |
|-----|--------------------------------|------------|
| 101 | GENERAL FUND | 35,195,579 |
| 201 | TIF #1 DOWNTOWN | 3,321,712 |
| 202 | TIF #2 SOUTH 11TH STREET | 391,257 |
| 203 | TIF #3 NORTH 11TH STREET | 426,549 |
| 204 | TIF #4 JUMER'S CASINO R I | 2,286,447 |
| 205 | TIF #5 COLUMBIA PARK | 69,719 |
| 207 | COMMUNITY/ECONOMIC DEVELOPMENT | 1,797,245 |
| 211 | M L KING CENTER | 158,226 |
| 221 | MOTOR FUEL TAX | 1,122,335 |
| 222 | FOREIGN FIRE INSURANCE | 61,880 |
| 223 | RIVERBOAT GAMING | 6,000,000 |
| 224 | STATE DRUG PREVENTION | 277,308 |
| 225 | DUI FINE LAW | 24,528 |
| 226 | COURT SUPERVISION | 44,000 |
| 241 | US DEPT OF JUSTICE GRANT | 38,957 |
| 242 | COMM DEV BLOCK GRANT | 1,345,546 |
| 243 | FEDERAL DRUG PREVENTION | 18,000 |
| 245 | SCHWIEBERT PARK BOAT DOCK | 1,925,000 |
| 246 | RIDGEWOOD BUSINESS PARK | 3,324,738 |
| 251 | PUBLIC LIBRARY | 2,418,008 |
| 272 | DARE | 9,390 |
| 273 | POLICE CONTRIBUTIONS | 5,000 |
| 274 | ELDERLY SERVICE CONTRIBUTIONS | 17,500 |
| 275 | RI AUXILIARY POLICE | 6,000 |
| 276 | RI LABOR DAY PARADE | 12,250 |
| 278 | Adopt - A - School | 550 |
| 301 | CAPITAL IMPROVEMENTS | 6,148,271 |
| 405 | DEBT SERVICE | 2,248,705 |
| 501 | WATER OPERATIONS/MAINTENANCE | 6,692,314 |

| | | |
|-------------------|-------------------------------|---------------------------|
| 502 | WATER CAPITAL 2010A BAB'S | 1,156,000 |
| 506 | WASTEWATER OPER & MAINTENANCE | 25,232,543 |
| 507 | STORMWATER UTILITY | 1,735,745 |
| 541 | SUNSET MARINA | 878,912 |
| 555 | PARK & RECREATION | 7,479,982 |
| 581 | CDBG LOAN PROGRAMS | 59,317 |
| 583 | COMM/ECON DEV LOANS | 150,300 |
| 584 | CIRLF LOAN FUND | 480,273 |
| 585 | MPF ENDOWMENT LOANS | 26,500 |
| 586 | USEPA BROWNFIELDS LOANS | 200,000 |
| 601 | FLEET SERVICES | 4,186,633 |
| 602 | FLEET AMORTIZATION | 832,081 |
| 606 | ENGINEERING | 1,417,044 |
| 609 | HYDROELECTRIC PLANT | 288,358 |
| 621 | SELF-INSURANCE | 1,197,673 |
| 626 | EMPLOYEE HEALTH PLAN | 5,687,753 |
| 701 | FIRE PENSION | 3,563,056 |
| 706 | POLICE PENSION | 3,489,620 |
| 711 | CAFETERIA PLAN | 86,600 |
| 901 | MLK ACTIVITY | 277,464 |
| 906 | DEPT OF HUMAN SERVICES | 168,630 |
| Total | | <u>133,981,498</u> |
| Less Eliminations | | <u>(24,932,299)</u> |
| Budget | | <u><u>109,049,199</u></u> |

This ordinance shall be in full force and effect from and after its passage and approval as required by law.



 MAYOR OF THE CITY OF ROCK ISLAND

PASSED: March 19, 2012

AYES: Aldermen Brooks
 Conroy
 Foley
 Tollenaer
 Jones
 Murphy
 Austin

APPROVED: March 20, 2012

ATTEST: 
 CITY CLERK

NAYS: None

ABSENT: None

- (3) Submit a development plan which shall include:
 - a. A description of how the land will be developed.
 - b. A performance schedule to cover both the duration of the option and project development after purchase.
 - c. Proposal for project financing.
- (4) Indicate the purchase price the applicant is willing to pay for the real estate.

(Ord. of 6-1-81, § 1)

Sec. 2-157. Same—Consideration paid.

In the event a determination is made to enter into an option under section 2-156, the option shall contain, among other requirements, the following: The consideration for the option shall not be less than five hundred dollars (\$500.00) with a provision that in the event the option is exercised, the consideration will be applied to the purchase price. (Ord. of 6-1-81, § 1)

Sec. 2-158. Same—Applicability.

Sections 2-156 and 2-157 shall apply only to those options entered into from and after this date [June 1, 1981]. (Ord. of 6-1-81, § 3)

Sec. 2-159. Bids on behalf of city at tax sales, etc.

The finance director and the city attorney are authorized to attend annually any sale of property to enforce the collection of any tax or special assessment and bid for and on behalf of the city all delinquent special assessments offered for sale, on default of other bidders therefor, as provided for in 65 ILCS 5/9-2-98. (Ord. No. 82-32, § 1, 9-27-82)
 Cross reference—Taxation, ch. 15.

Sec. 2-160. Public works contract wages.

(a) To the extent and as required by “An Act regulating wages of laborers, mechanics and other workers employed in any public works by state, county, city or any public body or any political subdivision or by anyone under contract for public works,” approved June 26, 1941, as amended, the

general prevailing rate of wages in this locality for laborers, mechanics and other workers engaged in construction of public works coming under the jurisdiction of the city is hereby ascertained to be the same as the prevailing rate of wages for construction work in Rock Island County area as determined by the Department of Labor of the State of Illinois as of July, 1986, a copy of that determination being attached hereto [but not set out herein at length] and incorporated herein by reference. The definition of any terms appearing in this section which are also used in aforesaid act shall be the same as in that act.

(b) Nothing herein contained shall be construed to apply general prevailing rate of wages as herein ascertained to any work or employment except public works construction of the city to the extent required by the aforesaid act.

(c) The city clerk shall publicly post or keep available for inspection by any interested party in the main office of the city this determination of such prevailing rate of wage.

(d) The city clerk shall mail a copy of this determination to any employer, and to any association of employers and to any person of association of employees who have filed or file their names and addresses, requesting copies of any determination stating the particular rates and particular class of workers whose wages will be affected by such rates.

(e) The city clerk shall promptly file a certified copy of this section with both the secretary of state and the department of labor of the state. (Ord. No. 85-18, §§ 1-4, 6-17-85; Ord. No. 86-40, §§ 1-5, 8-11-86)

Editor’s note—Nonamendatory Ord. No. 85-18, §§ 1-4, adopted June 17, 1985, has been codified as § 2-160 at the editor’s discretion.

Cross reference—Public works, ch. 13.

Secs. 2-161–2-170. Reserved

DIVISION 2. BUDGET POLICIES AND PROCEDURES

Sec. 2-171. Establishment of policy.

There is hereby established a budget policy, which shall be implemented by the city manager in the orderly preparation of an annual budget. (Ord. of 3-15-82, § 1)

Sec. 2-172. Implementation by manager.

The city manager shall:

- (1) Establish and encourage the use of efficient fiscal management procedures in all departments of the city.
 - (2) Prepare and present to the council an annual budget.
 - (3) Obtain detailed information from all city departments for the purpose of compiling the budget. Such information shall be in the form required by the city manager.
- (Ord. of 3-15-82, § II)

Sec. 2-173. Budget—Compilation; contents.

The budget shall contain estimates of revenue available to the city for the fiscal year for which the budget is drafted, together with recommended expenditures for all departments. Revenue and expenditure recommendations shall be presented in a manner which is in conformity with good fiscal management practices. The budget shall contain actual revenues and expenditures for the two (2) budget years immediately preceding the fiscal year for which the budget is prepared. The budget shall show the specific fund from which each anticipated expenditure is to be made.

(Ord. of 3-15-82, § III)

Sec. 2-174. Same—Passage; effect.

Passage of the annual budget by the city council shall be in lieu of the passage of the appropriation ordinance as heretofore required. The budget shall be adopted by ordinance before the beginning of the fiscal year to which it applies. Subsequent to the passage of the budget, an ordinance shall be passed establishing property taxes to be levied for the fiscal year in accordance with applicable law. This ordinance shall establish property taxes as may be required by the approved budget and shall be known and referred to as the tax levy ordinance.

(Ord. of 3-15-82, § IV)

Sec. 2-175. Same—Revision.

During the fiscal year, the city manager may make adjustments with any departmental budget

as becomes necessary, providing that those revisions of not delete or basically change any activity or program approved by the city council in the budget document. Any such adjustments shall not cause total expenditures within the budget to exceed revenues.

(Ord. of 3-15-82, § V)

Sec. 2-176. Contingency funds.

The annual budget may contain funds set aside for contingency purposes not to exceed five (5) percent of the budget.

(Ord. of 3-15-82, § VI)

Sec. 2-177. Public inspection, notice and hearing on budget.

The city manager shall make the proposed annual budget conveniently available for public inspection at least ten (10) days prior to the public hearing on the budget as provided in this division. Notice of the availability for inspection of the proposed budget shall be given at least ten (10) days prior to the time of the hearing.

(Ord. of 3-15-82, § VII)

Sec. 2-178. Holding of hearing; notice published.

At least one (1) public hearing shall be held on the proposed annual budget prior to final approval thereof. Notice shall be given by publication in a newspaper having a general circulation in the city at least ten (10) days prior to the date of the hearing.

(Ord. of 3-15-82, § VIII)

Sec. 2-179. Annual financial report; home rule.

Following the conclusion of each fiscal year the city manager shall prepare and submit to the city council an annual report of the financial condition of the city and a summary of revenues and expenditures for the preceding fiscal year. This report shall be substantially in accordance with the recommendations of the municipal finance officers association for such reports. It shall be the responsibility of the city manager to see that the annual fiscal report is complete and made available for public inspection. The state law requiring

an annual appropriation ordinance and an annual treasurer's report shall not be applicable within the city. This division is adopted pursuant to the Illinois Constitution and the city's power as a home rule unit.

(Ord. of 3-15-82, § IX)

State law reference—Treasurer's reports and accounts, 65 ILCS 5/3-10-5 et seq.

Secs. 2-180–2-200. Reserved.

ARTICLE VI. BOARDS, COMMISSIONS AND COMMITTEES GENERALLY*

DIVISION 1. GENERALLY

Sec. 2-201. Meetings.

All boards and commissions created by the city council shall hold meetings at least four (4) times each year.

(Ord. of 6-28-65, § 1)

Secs. 2-202–2-215. Reserved.

DIVISION 2. APPOINTMENTS; REMOVALS

Sec. 2-216. Compliance.

All appointments to boards and commissions of the city shall be made as provided in this division, except where prohibited by law.

(Ord. of 1-14-74, § 1)

Sec. 2-217. Application forms.

The city clerk shall have available in his office and at the city hall reception desk application forms wherein citizens of the city may apply for consideration to appointment to any board or com-

***Cross references**—Electrical code board of appeals, § 4-24; board of trustees of firemen's pension fund, § 6-48 et seq.; health code board of appeals, § 7-22; planning commission, § 11-1 et seq.; beautification commission, § 11-51 et seq.; preservation commission, § 11-101 et seq.; site plan review committee, § 11-139; board of trustees of police pension fund, § 12-4 et seq.; Rock Island Centennial Bridge Commission, § 13-136 et seq.; park and recreation board, § 14-17 et seq.; arts commission, § 14-51 et seq.; Hauberg Civic Center Committee, § 14-73 et seq.; water pollution control commission, § 16-107; zoning board of appeals, app. A, art. V; cable television committee, app. C, art. I, § 13.

mission in the city. Any application received by the city clerk pursuant to this division shall be submitted by him to the mayor and city council for consideration at the time appointments are considered.

(Ord. of 1-14-74, § 1)

Sec. 2-218. Council notified of vacancy.

Not later than thirty (30) days prior to the expiration of the term of any member of a board or commission of the city, the mayor's office shall notify the members of city council in writing of the forthcoming vacancy. In the event of a resignation, termination for cause or death of any member of any board or commission of the city, the mayor's office shall notify the members of the city council in writing of this information when the mayor's office receives the information.

(Ord. of 1-14-74, § 1)

Sec. 2-219. Consideration of appointments.

During the thirty-day period prior to the expiration of a term of any member of a board or commission of the city, or during the thirty-day period following the resignation, termination for cause or death of any member of any board or commission, the mayor shall consult with the members of the city council regarding possible candidates for the appointment to the vacant position; and all applications from citizens of the city for appointment as set forth in this division shall also be considered.

(Ord. of 1-14-74, § 1)

Sec. 2-220. Decision of mayor and council.

After due consideration of candidates for appointment described in this division, the mayor shall, within the aforementioned thirty-day period, appoint the member or members to the boards or commissions of the city with the consent of the members of the city council.

(Ord. of 1-14-74, § 1)

Sec. 2-221. Failure to appoint.

In the event the mayor fails to make an appointment within the period described in this division, or in the event the mayor makes an appointment within the period which is not confirmed by the

DEPARTMENT BUDGET SCHEDULE
FY 2012-2013
(revised 02-10-12)

| | |
|--------|--|
| Jun 29 | Department CIP request memo sent by Public Works to departments. |
| Jul 05 | Department software/computer budget request memo sent by ITSD to departments. |
| Jul 15 | Finance Department compiles Financial Trend Monitoring System report |
| Jul 22 | Technology related budget requests for FY 12-13 are due to the Administrative Services Department. |
| Jul 29 | CIP budget requests for FY 12-13 are due to the Public Works Department. |
| Aug 01 | Department Budget Schedule disseminated to Department Managers. E-mail group developed. Persons who need access to budget prep module and budget folders in S: drive identified. |
| Aug 08 | City Council approves CDBG & Gaming policies. |
| Aug 15 | Request for payroll assumptions sent to the Finance Department and Administrative Services Department. |
| Aug 26 | Assumptions due for FY 12-13 ref. the following: <ul style="list-style-type: none">- General Wage Increase for all employee groups- FICA/Medicare- Illinois Municipal Retirement Fund- Fire Pension- Police Pension- Health Insurance |
| Sep 01 | Departments provided with payroll position report for verification of FY 12-13 proposed staffing body count, account distribution, and fte's. |
| Sep 01 | CDBG / Gaming application deadline. |
| Sep 02 | Finance completes initial set up of the Budget Preparation module and creates the Budget Preparation database. |
| Sep 09 | Departments return completed payroll position reports with requested additions and corrections. |
| Sep 09 | Overtime amounts due from all departments. |
| Sep 12 | Instructions for FY 12-13 budget preparation distributed. |
| Sep 12 | Budget Prep module (Budget Version 02 – Department) open for all departments to begin entry of revenue and expenditure amounts for FY 12-13. |
| Sep 19 | Departments provided with revised payroll position report for final verification of FY 12-13 proposed staffing body count, account distribution, and fte's. |
| Sep 19 | Following expenditure amounts due from departments for entry by Finance Dept.: <ul style="list-style-type: none">- Self Insurance charges due from Personnel- Vehicle maintenance charges due from Public Works |

- Telephone service charges due from Administrative Services
- Internal copy/printing charges due from Administrative Services
- Cell Phone Stipend amounts due from all departments

Sep 23 Departments return completed payroll position reports with requested additions and corrections.

Sep 23-24 City Council Goal Setting Session.

Oct 03 Public Hearing on CAC recommendations.

Oct 10 City Council approves CDBG / Gaming allocations.

Oct 21 BUDGET SUMMARY DUE TO FINANCE DEPARTMENT (5 copies)
Public Works, Fire, Police, City Clerk, General Administration, Personnel/Insurance, Information Technology, Park/Recreation, Library, King Center, Finance, Comm/Econ Dev. This includes the Grant Worksheets.

Oct 24 Budget Version 02 – Department rolled to Budget Version 03 – City Manager.

Nov 07 to 11 Budget analysis by Budget Team/
City Manager departmental budget reviews

Monday (Nov. 7th)

| | |
|----------|-----------|
| Overview | 1:30-2:30 |
| MLK | 2:30-3:30 |
| Fire | 3:30-4:00 |

Tuesday (Nov. 8th)

| | |
|-----|-----------|
| CED | 1:30-3:00 |
|-----|-----------|

Wednesday (Nov. 9th)

| | |
|---------|-----------|
| Finance | 1:30-2:00 |
| Parks | 2:00-3:00 |

Thursday (Nov. 10th)

| | |
|-------------------------|-------------|
| Police | 9:00-10:00 |
| Administrative Services | 10:00-11:00 |
| Library | 11:00-11:45 |

Friday (Nov. 11th)

| | |
|------------------------------|---------------|
| Public Works | 10:00-11:30 |
| Gen Admin/City Clerk/Council | 11:30 – 12:00 |

Nov 15 Budget Version 03 – City Manager rolled to Budget Version 04 – Changes.

Nov 16 Professional Development Budget Review form sent to departments.

Nov 21 Draft property tax levy to City Council (Truth in Taxation memo).

Nov 23 Completed Professional Development Budget Review forms due.

Nov 28 - Dec 05 Notice of Property Tax Hearing, if necessary, to be published not more than 14 days & not less than 7 days prior to date of public hearing.

Dec 12 to 16 Follow-up Budget Review Meetings

Monday (Dec. 12th)

| | |
|-------------------------|-------------|
| Finance | 11:00-12:00 |
| Administrative Services | 4:00-5:00 |
| Library | 5:00-5:30 |

Tuesday (Dec. 13th)

Police 2:00-3:00
CED 3:00-4:00
Fire 4:00-4:45

Friday (Nov. 16th)

Public Works 2:00-3:00
Parks 3:00-4:00
MLK 4:00-4:45

- Dec 12 Property Tax Levy Ordinance recommendation to be considered by City Council at study session.
- Dec 19 Capital Improvement Program (CIP) to be reviewed by City Council during study session.
- Dec 19 Property Tax Levy Ordinance included on council meeting agenda for their final approval and submission of property tax abatement resolutions for council approval.
- Dec 30 Deadline for filing Property Tax Levy and Truth in Taxation Certification with Rock Island County Clerk.
- Jan 06 Deadline for departments to return final adjustments to Finance, including all carryover items.
- Jan 13 Review of proposed budget changes to balance General Fund budget.
- Jan 16 Departments provided with instructions for completion of budget documents/templates.
- Jan 16 to 20 Budget reports run and Expense by Object and Expense by Fund data entered into department templates by Finance.
- Jan 17 Budget Version 04 – Changes rolled to Budget Version 05 – Council.
- Jan 19 to 24 Individual budget update meetings with Mayor and Council Members.
- Jan 27 Updated Professional Development Budget Review forms due.
- Feb 03 Deadline for departments to update templates (analysis, narrative, staffing and service indicators) and return to Finance.
- Feb 17 Deadline for budget document completion.
- Feb 20 Draft FY 12-13 Budget to City Council.
City Manager Budget Presentation.
Capital Improvement Program (CIP) to be approved by City Council.
- Feb 21 Publish Notice of Public Hearing on Budget (03/12/12).
- Feb 25 Saturday Budget Review with Council
8:00 am to 8:30 am Budget Overview
8:30 am to 9:00 am MLK
9:00 am to 9:30 am Police
9:30 am to 10:00 am Comm & Econ Dev
10:00 am to 10:30 am Library
10:30 am to 11:30 am Public Works

| | |
|--------|--|
| Mar 03 | <p>Saturday Budget Review with Council</p> <p>8:00 am to 8:15 am Follow-up to 2/25 meeting</p> <p>8:15 am to 8:45 am Park & Recreation</p> <p>8:45 am to 9:15 am Finance</p> <p>9:15 am to 9:45 am City Clerk</p> <p>9:45 am to 10:15 am Fire</p> <p>10:15 am to 11:15 am Administrative Services</p> <p>11:15 am to 11:45 am General Discussion and Direction</p> |
| Mar 05 | Budget Version 05 – Council rolled to Budget Version 06 – Final. |
| Mar 12 | Public Hearing on Budget Ordinance. |
| Mar 19 | <p>City Council adopts Budget Ordinance.</p> <p>City Council adopts Amended Property Tax Levy.</p> |
| Mar 22 | File Amended Property Tax Levy with Rock Island County Clerk. |

GLOSSARY

The budget contains specialized and technical terminology that is unique to public financing and budgeting. A budget glossary is included to assist you in understanding these terms.

ABATEMENT: a complete or partial cancellation of a levy imposed by a government. Abatements usually apply to tax levies, special assessments and service charges.

ACCOUNTABILITY: the state of being obliged to explain one's actions to justify what one does. Accountability requires governments to answer to the citizenry—to justify the raising of public resources and the purposes for which they are used.

ACCOUNTING SYSTEM: the methods and records established to identify, assemble, analyze classify, record and report a government's transactions and to maintain accountability for the related assets and liabilities.

ACCOUNTS PAYABLE: a short-term liability account reflecting amounts owed to private persons or organizations for goods and services received by a government.

ACCOUNTS RECEIVABLE: an asset account reflecting amounts due from private persons or organizations for goods and services furnished by a government (but not including amounts due from other funds or other governments).

ACCRUAL BASIS: the recording of financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by governments.

ACCURED BENEFITS: the amount of a pension plan participant's benefit (whether or not vested) as of a specified date, determined in accordance with the terms of the pension plan and based on compensation (if applicable) and service to that date.

AFSCME: American Federation of State, County and Municipal Employees.

ANNUAL BUDGET: a budget applicable to a single fiscal year.

APPROPRIATION: a legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSED VALUATION: a valuation set upon real estate or other property by a government as a basis for levying taxes.

ASSESSMENT: (1) the process of making the official valuation of property for taxation; (2) the valuation placed upon property as a result of this process.

ASSETS: property owned by a government having a monetary value.

BALANCED BUDGET: in some funds, budgeted expenditures may exceed budgeted revenue. This typically occurs when funds are accumulated for capital projects and the projects are carried forward from one fiscal year to another. Therefore, a budget is defined as balanced when cash plus budgeted revenue is equal to or exceeds budgeted expenditures.

BASIS OF ACCOUNTING: a term used to refer to *when* revenues, expenditures, expenses and transfers—and related assets and liabilities—are recognized in the accounts and reported in the financial statements. Specifically, it relates to the *timing* of the measurements made.

BENEFITS: payments to which participants may be entitled under a pension plan, including pension benefits, death benefits and benefits due on termination of employment.

BOND: most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, (called the maturity date), together with periodic interest at a specific rate. Sometimes, all or a substantial portion of the interest is included in the face value of the security. The difference between a note and a bond is that the latter is issued for a longer period and requires greater legal formality.

BUDGET: a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating governing body for adoption, and sometimes the plan finally approved by the body.

BUDGET CALENDAR: the schedule of key dates or milestones which departments follow in the preparation, adoption and administration of the budget.

BUDGET DOCUMENT: the instrument used by the budget-making authority to present a comprehensive financial program to the appropriate governing body. The budget is a policy document, financial plan, operations guide and communications device to inform the public and the governing body of plan to collect and spend the city's resources.

BUDGET REVIEW: a general discussion of the proposed budget as presented in writing by the budget making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past budget period, its financial status at the time of the message and recommendations regarding the financial policies for the coming budget period.

BUDGETARY COMPARISONS: statements or schedules presenting comparisons between approved budgetary amounts and actual results of operations on the budgetary basis.

BUDGETARY CONTROL: the control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limits of available appropriations and available revenues.

CAPITAL BUDGET: a plan of proposed capital outlays and the means of financing them.

CAPITAL EXPENDITURES: expenditures resulting in the acquisition of or addition to the government's general fixed assets.

CAPITAL IMPROVEMENT PLAN: an expenditure plan for capital spending to be incurred each year over a fixed period of several years, setting forth each capital project, identifying the expected

beginning and date of each project, the amount to be spent each year, and the method of financing the project.

CAPITAL IMPROVEMENT SPECIAL ASSESSMENTS: special assessment projects that are capital in nature and enhance the utility, accessibility or aesthetic value of the affected properties. Usually, the projects also provide improvements or additions to a government's general fixed assets or infrastructure. Typical special assessment capital improvements are streets, sidewalks, parking facilities and curbs and gutters. Sometimes the improvements provide capital assets that become an integral part of a government's enterprise activities (e.g., water or sewer main construction).

CAPITAL OUTLAY: expenditures for the acquisition of capital assets such as vehicles, equipment, land, buildings and major improvements or reconstruction.

CASH: cash includes currency on hand and demand deposits with banks or other financial institutions. Cash also includes deposits in other kinds of accounts that have the general characteristics of demand deposit accounts.

CASH MANAGEMENT: the management of cash necessary to pay for products and services while investing temporary cash excesses to earn interest. Cash management refers to activities of forecasting the inflow and outflow of cash, pooling cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds to protect principal and diversify risk while obtaining the highest return possible.

CASH BASIS: a basis of accounting under which transactions are recognized when cash is received or disbursed.

CODING: a system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used quickly reveals information regarding the funding source, responsibility, function and purpose of the revenue or expenditure which it represents.

CONTINGENCY: budgetary reserve set aside for emergencies or unanticipated expenditures not otherwise budgeted.

COPS Grant – Department of Justice local law enforcement block grant.

COST: the amount of money or other consideration exchanged for goods or services.

COST CENTER: the smallest unit of accountability in a cost center budget.

CURRENT: as applied to budgeting and accounting, designates the operations of the present fiscal period as opposed to past or future periods. It usually connotes items likely to be consumed or converted to cash within one year.

DEBT: an obligation resulting from the borrowing of money or from the purchase of goods or services. Debts of governments include bonds, time warrants and notes.

DEBT SERVICE: the city's obligation to pay the principal and interest of all bonds and other debt payment schedule.

DEBT SERVICE FUND: a fund established to account for the accumulation of resources for and the payment of general long term debt principal and interest. Sometimes referred to as a sinking fund.

DEFERRED COMPENSATION PLANS: plans that offer employees the opportunity to defer receipt of a portion of their salary and the related liability for federal income taxes. Several sections of the Internal Revenue Code authorize certain state and local governments to provide deferred compensation plans for their employees.

DEFICIT: (1) the excess of the liabilities of a fund over its assets; (2) the excess of expenditures over revenues during an accounting period or in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

DEPRECIATION: (1) expiration in the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence; (2) the portion of the cost of a fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

ENCUMBRANCE: commitment related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are

not GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

ENDOWMENT: funds or property that are donated with either a temporary or permanent restriction as to the use of principal.

ENTERPRISE FUND: (1) a fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; transit systems, etc.). In this case the governing body intends that the costs (i.e. expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; (2) a fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

ENTITLEMENT: the amount of payment to which a state or local government is entitled pursuant to an allocation formula contained in applicable statutes.

EQUALIZED ASSESSED VALUATION (EAV): In Illinois, a Board of Review, on a county-wide basis, reviews the assessed valuation of all townships and may assign multipliers to equalized assessed valuations from township to township. If necessary, the state will then assign multipliers for counties in order that all property is assessed at 33.3% of market value.

EXPENDITURES: decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

FICA: Federal Insurance Contributions Act.

FIDUCIARY FUND TYPE: the trust and agency funds used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

FINANCIAL ACCOUNTABILITY (FINANCIALLY ACCOUNTABLE): the level of accountability that exists if a primary government appoints a voting majority of an organization's governing board *and* is either able to impose its will on that organization or

there is potential for the organization to provide specific financial benefits to, or impose specific financial burdens on the primary government. A primary government may also be financially accountable for governmental organizations with a separately elected governing board, a governing board appointed by another government, or jointly appointed board that is fiscally dependent on the primary government.

FISCAL PERIOD: any period at the end of which a government determines its financial position and the results of its operations.

FISCAL YEAR: a twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. Rock Island's fiscal year begins April 1.

FOP: Fraternal Order of Police.

FOREIGN FIRE INSURANCE TAX: all corporations, companies and associations not incorporated under the laws of the State of Illinois and which are engaged in the City in effecting fire insurance shall pay to the Treasurer of the City a tax or license fee amounting to two percent (2%) of the gross receipts received by their agency. The money paid over to the City as a result of the tax levied shall be set aside and appropriated for the maintenance, use and benefit of the Fire Department.

FRANCHISE: a special privilege granted by a government, permitting the continued use of public property, such as streets and usually involving the elements of monopoly and regulation.

FULL TIME EQUIVALENT (FTE): the decimal equivalent of a staff position based on 2,080 hours annually for a full time position. For example, an intern working for nine months or 1,560 hours would be equivalent to .75 of a full time position.

FUND: a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulation, restrictions or limitations.

FUND BALANCE: the difference between fund asset and fund liabilities for governmental activities. For business type funds, the fund balance is measured as the unrestricted net assets.

FUND TYPE: governmental accounting includes eight types of funds: general, special, debt service, capital, enterprise, internal service, trust and agency. These funds types are indicative of accounting procedures to be used and the function of each type.

GENERAL FUND: the fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND: a municipal bond secured by the taxing and borrowing power of the municipality issuing it.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): uniform, minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB (Governmental Accounting Standards Board).

GFOA: Government Finance Officer's Association.

GRANTS: contributions of gifts of cash or other assets from another government or private donor to be used or expended for a specified purpose, activity or facility and for which the entity must offer an accounting of revenues and expenditures.

GROWTH: Rock Island Economic Growth Corporation, also referred to as RIEGC.

IAFF: International Association of Fire Fighters.

IMRF: Illinois Municipal Retirement Fund.

INTERGOVERNMENTAL REVENUES: revenues from other governments in the form of grants, entitlement, shared revenue or payment in lieu of taxes.

INTERNAL SERVICE FUND: a fund used to account for the financing of goods or services provided by department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INVESTMENT: securities and real estate purchased and held for the purpose of income in the form of interest, dividends, rental or base payment.

JUDGMENT: an amount to be paid or collected by a government as the result of a court decision, including a condemnation award in payment for private property taken for public use.

LEVY: (1) to impose taxes, special assessments or service charges for the support of governmental activities; (2) the total amount of taxes, special assessments or service charges imposed by a government.

LINE ITEM BUDGET: a budget that lists each expenditure category (salary, benefits, office supplies, professional development, etc.) separately along with dollar amount budgeted in each category.

LONG TERM DEBT: debt with a maturity of more than one year after the date of issuance.

MAINTENANCE: the act of keeping capital assets in a state of good repair. It includes preventive maintenance; normal periodic repairs; replacement of parts, structural components and other activities needed to maintain the asset so that it continues to provide normal service and achieves its optimum life.

MANAGER'S BRIEF: the opening section of the budget that provides the City Council and public with a brief summary of the most important aspects of the budget, changes from the current and previous years, and the views and recommendations of the City Manager.

MGD: Million Gallons per Day.

MODIFIED ACCRUAL BASIS: the accrual basis of accounting adapted to the governmental fund type measurement focus. Revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, when they become both measurable and available to finance expenditures of the current period. Available means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for (1) inventories of materials and supplies that may be considered expenditures either when purchased or when used, and (2) prepaid insurance and similar items that may be considered

expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

MPF: stands for Mortgage Partnership Finance Program which deals with HUD Section 184 loans.

MUNICIPAL: in its broadest sense, an adjective denoting the state and all subordinate units of government. In a more restricted sense, an adjective denoting a city or village as opposed to other local governments (e.g., townships and counties).

OMB: Office of Management and Budget.

OPERATING BUDGET: plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even when not required by law, annual operating budgets are essential to sound financial management and should be adopted by every government.

ORDINANCE: a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

PER CAPITA DEBT: the amount of a government's debt divided by its population. Per capita debt is used to indicate the government's credit position by reference to the proportionate debt borne per resident.

PROGRAM BUDGET: a budget wherein expenditures are based primarily on programs of work and secondarily on character and object class, and performance.

PROGRAM OBJECTIVES: measurable output of a program directed toward maintaining the effectiveness of the program.

PROPERTY TAX: a tax levied on real property according to the property's valuation and the tax rate.

PROPRIETARY FUND TYPES: sometimes referred to as income determination or commercial type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets and liabilities, equities, revenues, expenses and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncement applicable to those entities and activities, they should be guided by these pronouncements.

QCIC: Quad City Industrial Center, also referred to as Columbia Park Redevelopment.

RATING: the credit worthiness of the city as evaluated by independent financial agencies.

REALLOCATE: moving staff or budgeted revenues and expenditures to a different cost center to better reflect the results of their function.

RECLASSIFICATION: renaming a specific type of expenditure or revenue to better define its purpose.

RESERVE: an account used to indicate that the portion of a fund balance is legally restricted to a specific purpose and is not available for general appropriation.

REVENUE: funds received as income including taxes, fees for services, fines, interest, etc.

REVENUE BONDS: bonds sold for a construction project that will produce revenue for the government. The revenue is then used to pay the principal and the interest of the bond.

REVOLVING FUND: (1) an internal service fund; (2) an imprest account accounted for as an asset of a fund.

RICOMM: Rock Island Communications, 911 call center.

RIEGC: Rock Island Economic Growth Corporation, also referred to as GROWTH.

SELF-INSURANCE: the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is accompanied by the setting aside of assets to fund any related losses in lieu of payments to an insurance company.

SERVICE INDICATOR: specific quantitative measures of work performed relating to the program objectives in a cost center.

SHORTFALL: the amount by which budgeted expenditures exceed budgeted revenues within the fiscal year.

SPECIAL ASSESSMENT: a compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

SPECIAL REVENUE FUND: a fund used to account for the proceeds of specific revenue sources which are legally restricted to expenditures for specific purposes.

TAXES: compulsory charges levied by a government to finance services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered, only to those paying such charges.

TAX INCREMENT FINANCING (TIF): a tool provided by Illinois Legislature to local governments to investment in blighted areas of the community (called a district) that would not occur without municipal intervention. During the life of the TIF District, increases in property taxes due to increased assessed valuation are deposited into the TIF Fund and used to fund public infrastructure, renovation of buildings, land acquisition, site preparation and other costs to increase the property tax base in the TIF District.

TAX LEVY: the total amount to be raised by general property taxes for the purposes specified in the Tax Levy Ordinance.

TAX LEVY ORDINANCE: an ordinance through which taxes are levied.

TAX RATE: the amount of tax levied for each \$100 of equalized assessed valuation. The tax rate time equalized assessed valuation equals the tax levy.

TIF: Tax Increment Financing.

TRUST FUNDS: funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

UAW: United Automobile Workers.



ROCK ISLAND
ILLINOIS