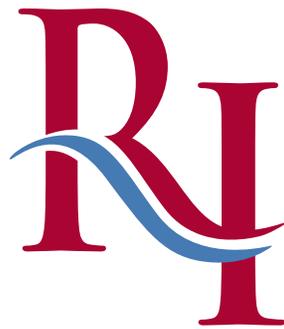


- Ward 1 Terry M.A. Brooks, I  
(2005 - 2009)
- Ward 2 David A. Conroy  
(2007 - 2011)
- Ward 3 Dennis E. Pauley  
(2005 - 2009)
- Ward 4 Stephen L. Tollenaer  
(2007 - 2011)
- Ward 5 Margie Mejia-Caraballo  
(2007 - 2009)
- Ward 6 Joy Murphy  
(2007 - 2011)
- Ward 7 Charles O. Austin III  
(2005 - 2009)



# ROCK ISLAND

## ILLINOIS



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# MANAGER'S BRIEF

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February 16, 2009

Mayor and Members of the City Council:

I am pleased to submit the proposed 2009/2010 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. 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 2008. 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 2009/2010 Policy Agenda:

## Top priorities

- Encourage development in conjunction with the new Jumer's Casino in Southwest Rock Island
- Support Columbia Park Development
- Encourage retail development along the Blackhawk Road Corridor
- Pursue opportunities for retail development in Southwest Rock Island
- Consider modifying liquor license ordinances to address late night alcohol related issues
- Re-examine crime fighting strategy to address real and perceived problems of crime

## High priorities

- Examine alternative revenue sources to fund the increased costs of City operations
- Support passenger rail service
- Refine economic development focus to help small business
- Encourage Rock Island Arsenal expansion and success
- Facilitate retail development in Campustown area.
- Examine staffing and funding support for the Rental Inspection Program.

The proposed 2009/2010 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. It includes the first year funding of the Five Year Capital Improvement Plan recently approved by the City Council. \$30,004,691 is budgeted this fiscal year for capital and infrastructure maintenance projects and a total of \$54,971,495 is planned for the remaining four years. The primary fiscal 2010 capital and maintenance projects are:

• Bicycle paths	\$ 714,000
• Downtown Improvements	263,715
• 24 <sup>th</sup> Street, 18 – 25 Avenue resurfacing	351,353
• Street improvement program	434,000
• Communications hardware/software	349,843
• Water system main replacement program	782,784
• Sewer system improvements	1,995,994
• Long-term wastewater control plan	1,500,000

• Park and recreation improvements	1,168,396
• Rock Island Fitness & Activities Center (RIFAC) expansion	3,600,000
• Armory Park construction	9,918,899
• Martin Luther King Jr. Center expansion	<u>2,540,000</u>
	\$23,618,984

- The 2009/2010 budget includes expenditures totaling \$2,763,168 from riverboat gaming revenues. Table 4, in the Miscellaneous Section details the allocation of funds from gaming and general fund carryover to discretionary projects.
- All city personnel costs include budgeted or estimated wage increases for the six bargaining units and non-affiliated employees. Personnel changes result in the decrease of 3.83 full time equivalents.

## 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 Personnel Departments. The 2009/2010 General Fund budget is \$31,689,406. This is a 3.7% increase from the 2009 fiscal year. Personnel costs increased \$1,075,199 or 5.2%. Other changes are supplies - up \$189,022 or 14.6%, services – down \$72,280 or 1.0% and capital – down \$49,500.

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

Personnel costs:	Sixty-nine percent of General Fund expenditures are personnel related. Salaries increased \$433,999 or 3.1%. Salaries are 40% of the total increase in personnel costs. Health insurance increased \$169,412 or 10.0%. The other major expenditures are pensions. They increased \$406,204 or 11.8%.
Supplies:	Supplies are five percent of total General Fund expenditures. They increased fifteen percent or \$189,022. This is primarily due the cost of road salt which increased from \$45 per ton to \$100 per ton.
Services:	Services are twenty-two percent of the General fund budget. They decreased \$72,280 or one percent. The primary decrease is elimination of \$303,000 for contracted inspection services for the new casino development. Increases include waste disposal services –up \$88,635, software maintenance – up \$56,000, and automotive charges – up \$39,030.
Other:	Other is less than one percent of total expenditures. This category decreased by \$19,922.
Programs:	The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.
Capital:	There are no general fund capital expenditures.
Transfers:	Transfers to other funds total \$119,077. \$66,500 is transferred to the Martin Luther King Center to offset the decrease in federal block grant funds for operations of the Center, \$5,000 is transferred to the Park fund for non-park landscaping maintenance, \$47,577 is transferred to the Engineering fund.
Contingency:	City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$320,250.

## TOTAL BUDGET

The total budget includes the General Fund, Enterprise Funds, Internal Service Funds and restricted Funds. The 2009/2010 budget after eliminations is \$96,201,996. This is a \$16,975,998 or twenty-one percent increase from the 2008/2009 budget. The greatest increases are personnel – up \$3,343,405 or 9%, capital – up \$15,232,830 or 131% and debt service - up \$957,424 or 39%. The greatest decreases are services – down \$1,714,869 or 7% and programs – down \$416,141 or 8%.

## PROPERTY TAX

The City's assessed value continues to grow. The valuation before exemptions is expected to increase 2.9% from last year. This is the nineteenth 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 \$2.35 per \$100 of assessed value. This rate is 43% less than the 1991 property tax rate of \$4.13. The proposed 2009/2010 budget includes a property tax levy of \$11,014,312. This is an increase of \$309,825 from the 2008/2009 fiscal year property tax extensions and is only 28% more than the 1999 property tax levy.

As stated above, the average annual tax levy increase has been approximately three 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 2022" plan. This plan was reviewed by the city council during the September goal setting session. Council follows this basic direction in setting annual budget goals and objectives.

### Rock Island Vision 2022:

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

During recent years, we have seen flat sales tax revenue despite a ¼% increase in the local option sales tax although impressive increases in property values indicate relatively healthy local economic conditions. The economic downturn has had a negative effect on city 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, tax and fee increases and reallocation of revenue.

Although national economic conditions are cause for concern, the city remains optimistic about the future. Opening of the new \$151 million Jumer's casino/hotel/conference center in December 2009, should provide the city with enhanced revenue and jobs. Moving the casino from its downtown Mississippi River waterfront location will allow the city to proceed with design and construction of a new park at this location. Creation of the five acre park fulfills a long term objective of opening the waterfront for greater public use. It also compliments continuing

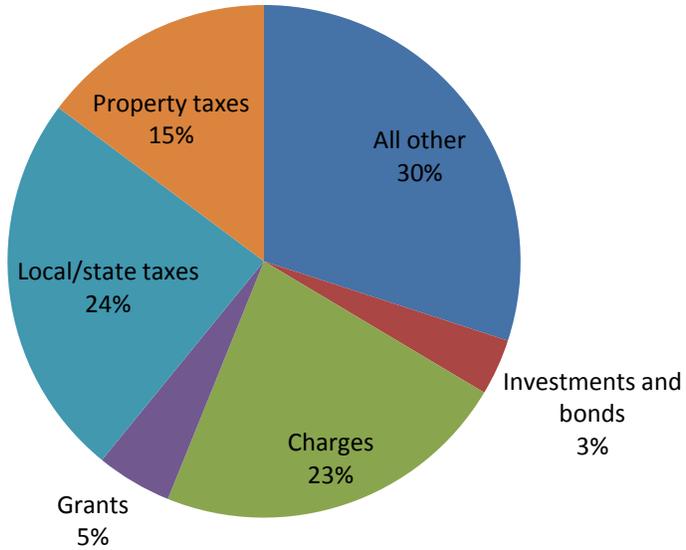
investment in the downtown arts and entertainment district. For example, due to be completed in summer 2009, the \$6.6 million McKesson project, situated directly south of the armory site, will offer 22 condominium units as well as 16,000 square feet of commercial space. Also planned for downtown is the \$18 million Jackson Square project which will convert an industrial complex at 24<sup>th</sup> Street and 4<sup>th</sup> Avenue into 72 housing units. Further east on the waterfront, efforts will continue to focus on redevelopment in the Columbia Park area. During the past year, owners of the Quad City Industrial Center completed the demolition of over a million square feet of obsolete buildings. The city is working closely with QCIC owners to foster construction of a \$25 million operations and maintenance facility by Metro, the Illinois Quad Cities mass transit provider. Use of city economic development programs continues to support business expansion as evidenced by projects completed by Spirit Partners, Hughes Tire & Battery, Ganson's, Inspiredesign Jewelry, KJWW Engineering, Eye Surgeons Associates, Viridi Clinic, Group O and Hy-Vee. The budget reflects an ongoing emphasis on the public/private partnership so critical to building the local economy. This partnership will be even more crucial given the economic challenges likely to occur over the next year.

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.

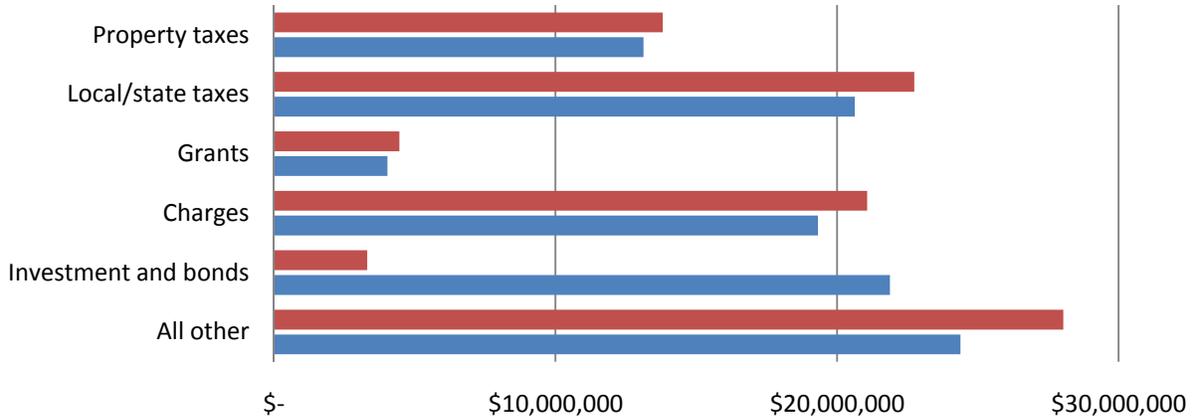
Sincerely,

John C. Phillips, City Manager

## Where The Money Comes From



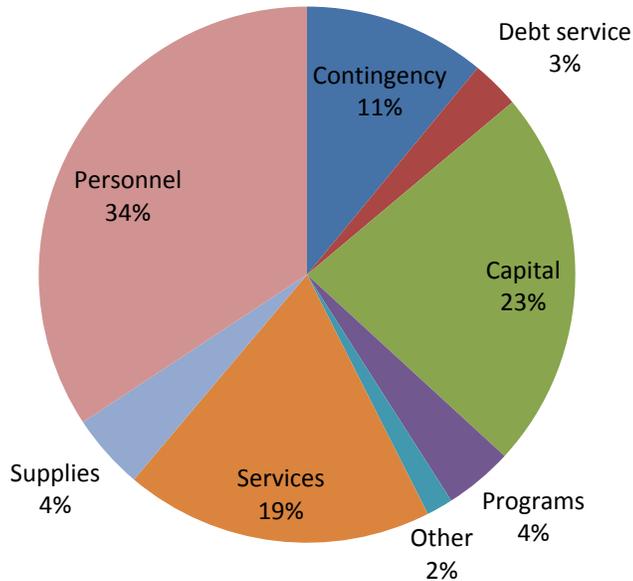
## Where The Money Comes From



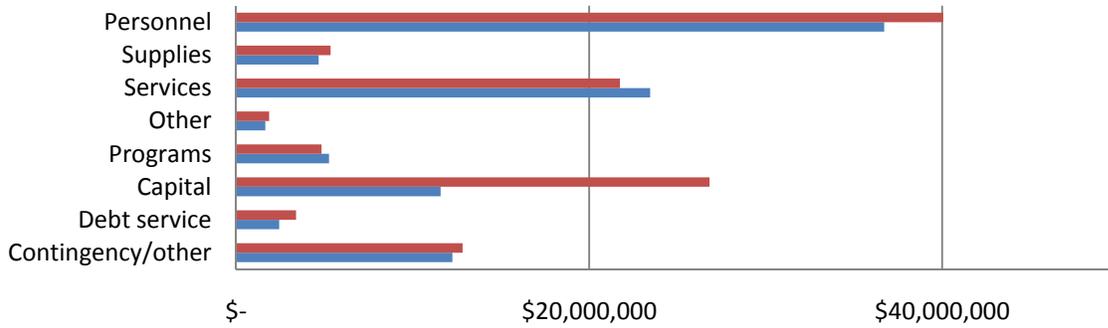
	All other	Investment and bonds	Charges	Grants	Local/state taxes	Property taxes
■ 2010	\$28,040,288	\$3,315,816	\$21,071,639	\$4,453,920	\$22,742,599	\$13,806,920
■ 2009	\$24,382,588	\$21,881,109	\$19,321,369	\$4,031,939	\$20,627,326	\$13,125,764

■ 2010 ■ 2009

## Where The Money Goes



## Where The Money Goes



	Contingency/other	Debt service	Capital	Programs	Other	Services	Supplies	Personnel
■ 2010	\$12,833,7	\$3,395,56	\$26,821,3	\$4,840,07	\$1,866,32	\$21,745,6	\$5,348,47	\$40,064,2
■ 2009	\$12,250,6	\$2,438,13	\$11,588,5	\$5,256,21	\$1,654,34	\$23,460,4	\$4,675,90	\$36,720,8

■ 2010 ■ 2009

Revenue and Expense by Fund Type

Table 17

Revenue:	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service and Agency	Trust	Component Unit	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
Property taxes	7,169,918	4,937,182			1,699,820				13,806,920	12,424,549	11,997,569	11,915,704	11,072,700
Local taxes	6,163,292	340,000			20,000				6,523,292	7,181,248	7,061,248	6,782,457	6,681,675
State taxes	9,237,618	6,983,689							16,221,307	14,356,127	13,747,198	12,810,198	11,981,376
Business license & permits	356,335								356,335	311,510	326,335	306,350	262,740
Non-business license & permits	493,695			850				319,881	494,545	442,700	442,900	442,754	399,924
Government grants	196,799	3,436,240		200,000	256,000	45,000		48,500	4,453,920	4,031,939	5,688,362	4,868,063	2,501,942
Charges for services	3,664,243	566,074		35,000	16,658,642	99,180		48,500	21,071,639	18,361,297	17,188,200	15,688,995	15,121,029
Program fees		1,350			371,860			2,205	375,435	333,699	307,959	306,774	309,923
Concessions					443,668				443,668	437,978	429,734	417,199	406,930
Rents and royalties	30,850	32,500			732,980				796,330	862,041	783,134	752,940	654,347
Employer contribution						3,759,327	3,503,482		7,262,809	6,432,272	5,963,645	5,573,844	4,846,568
Employee contribution						992,502	895,598		1,888,100	1,724,379	1,691,111	1,848,438	1,625,980
Retiree contribution						740,298			740,298	648,986	673,963	777,206	662,667
Engineering						1,186,588			1,186,588	1,109,750	1,061,000	851,000	851,554
Equipment maintenance						3,563,880			3,563,880	2,862,055	2,688,039	2,416,529	2,129,603
Hydroplant						257,445			257,445	115,786	-	-	-
Transfers for charges	1,815,539				157,956				2,163,803	2,074,719	1,456,990	1,424,896	1,367,209
Investments and loans	166,036	411,567	53,062	341,559	751,775	114,295	1,469,498	8,024	3,315,816	5,320,826	2,944,868	2,796,734	2,990,341
Contributions and donations		1,294,448		561,672	64,300			11,000	1,931,420	509,315	190,652	123,810	151,510
Reimbursements	100								100	300	708	758	708
Sale of fixed assets	2,450								2,450	-	-	-	1,025
Proceeds from LT liabilities									-	3,037	5,653,000	-	560,000
Operating transfers	2,386,531	1,417,250	1,474,001	600,000	364,356	94,000		79,131	6,415,269	7,059,684	7,030,699	7,352,694	6,895,457
Other	6,000	6,350			47,646	99,817			159,813	131,021	50,301	25,211	37,186
<b>Revenue 2009/10</b>	<b>31,669,406</b>	<b>19,426,650</b>	<b>1,527,063</b>	<b>1,738,231</b>	<b>21,569,873</b>	<b>11,142,640</b>	<b>5,869,578</b>	<b>468,741</b>	<b>93,431,182</b>	<b>89,564,187</b>	<b>87,377,615</b>	<b>77,482,554</b>	<b>71,504,594</b>
Revenue 2008/09	30,560,781	16,457,278	883,541	13,172,567	22,499,942	12,013,955	7,246,801	535,830	103,370,095	76,289	76,289	103,370,095	103,370,095
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	89,564,187	76,289	76,289	89,564,187	89,564,187
Revenue 2006/07	27,709,361	17,703,137	1,036,286	3,326,000	22,980,817	9,144,725	5,133,811	343,508	87,377,615	76,289	76,289	87,377,615	87,377,615
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	77,482,554	76,289	76,289	77,482,554	77,482,554
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	71,504,594	76,289	76,289	71,504,594	71,504,594
Difference from 2008/09	1,108,625	2,969,372	643,522	(11,434,336)	(930,069)	(871,315)	(1,378,223)	(67,089)	(9,938,913)	131,021	50,301	25,211	37,186
Percent change from 2008/09	3.7%	18.0%	72.8%	-86.8%	-4.1%	-7.3%	-19.0%	-12.5%	-9.6%	0.17%	0.07%	0.03%	0.04%

Table 17

Revenue and Expense by Fund Type

	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit	Total FY 2010	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
<b>Expense:</b>														
Personnel	21,906,680	2,425,202			6,851,110	1,977,692	6,656,319	245,281	40,064,284	36,720,879	35,268,691	33,808,641	32,566,997	30,426,734
Supplies	1,482,332	452,955			2,432,820	940,543	150	39,677	5,348,477	4,675,903	4,549,184	4,409,730	3,768,408	2,900,041
Services	6,932,699	3,439,775		1,748,960	3,913,689	5,482,091	86,020	142,369	21,745,603	23,460,472	21,555,139	17,874,455	21,642,716	20,585,273
Other	176,908	1,475,333	240		150,786	16,510	12,600	33,950	1,866,327	1,654,346	1,823,608	1,697,285	1,418,486	1,193,544
Programs	50,000	3,648,383			1,141,690				4,840,073	5,256,214	5,769,704	4,601,989	4,406,710	3,885,468
Capital		3,466,284		12,559,601	9,204,094	1,591,416			26,821,395	11,586,565	12,337,151	8,629,841	8,204,027	7,199,322
Debt			1,473,944			1,746,379			3,395,592	2,438,138	2,549,792	2,830,456	3,209,652	4,107,319
Transfers	119,077	5,684,526		495,000	1,871,457	409,012			8,579,072	8,125,509	8,821,422	8,487,689	6,777,590	8,262,666
Depreciation					2,059,938	763,023			2,822,961	3,110,935	2,875,935	2,771,042	2,752,105	3,078,534
Contingency/Other	1,021,710	250,000					160,000		1,431,710	1,014,188	1,009,188	889,000	940,000	240,000
<b>Expense 2009/10</b>	<b>31,689,406</b>	<b>20,842,458</b>	<b>1,474,184</b>	<b>14,803,561</b>	<b>29,371,963</b>	<b>11,355,526</b>	<b>6,917,089</b>	<b>461,277</b>	<b>116,915,464</b>	<b>98,045,149</b>	<b>96,559,814</b>	<b>86,100,128</b>	<b>87,685,691</b>	<b>81,878,901</b>
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	98,045,149					
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	96,559,814					
Expense 2006/07	27,558,406	17,873,349	1,248,545	4,442,790	20,925,632	9,081,867	4,614,227	355,092	86,100,128					
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	87,685,691					
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	81,878,901					
Difference from 2009/09	1,129,225	1,029,778	625,413	10,278,353	4,645,423	(677,245)	1,816,789	22,579	18,870,315					
Percent change from 2006/07	3.7%	5.2%	73.7%	227.1%	18.8%	-5.6%	35.6%	5.1%	19.2%					
<b>Cash flow 2009/10:</b>														
Revenue less expense	-	(1,415,808)	52,879	(13,065,330)	(7,802,090)	(212,886)	(1,048,511)	7,464	(23,484,282)					
Add back depreciation					2,059,938	763,023			2,822,961					
<b>Budgeted cash flow</b>	<b>-</b>	<b>(1,415,808)</b>	<b>52,879</b>	<b>(13,065,330)</b>	<b>(5,742,152)</b>	<b>550,137</b>	<b>(1,048,511)</b>	<b>7,464</b>	<b>(20,661,321)</b>					
<b>Income (loss) 2009/10:</b>														
Revenue less expense	-	(1,415,808)	52,879	(13,065,330)	(7,802,090)	(212,886)	(1,048,511)	7,464	(23,484,282)					
Loan repayments received					470,443				470,443					
Loans issued					1,009,374				1,009,374					
Capital outlay					9,204,094	1,591,416			10,795,510					
Debt principal					1,230,000	106,667			1,336,667					
<b>Budgeted income (loss)</b>	<b>-</b>	<b>(1,415,808)</b>	<b>52,879</b>	<b>(13,065,330)</b>	<b>3,170,935</b>	<b>1,485,197</b>	<b>(1,048,511)</b>	<b>7,464</b>	<b>(10,813,174)</b>					



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Rock Island**

**Illinois**

For the Fiscal Year Beginning

**April 1, 2008**

Handwritten signature of the President of the GFOA.

President

Handwritten signature of the Executive Director of the GFOA.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Rock Island, Illinois for its annual budget for the fiscal year beginning April 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another year.



ROCK ISLAND  
ILLINOIS

The budget digest gives an overview of the city including the economic condition, the major initiatives and top priorities that were considered in preparing the 2009/10 budget. It also explains the organization of the budget document, budgetary procedures, budgetary accounting and fund structure. In addition, the digest provides information on revenue and expenditure trends and the assumptions used to create the 2009/10 budget.

### 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 2000 population of 359,062. Chicago is 175 miles to the east and Des Moines is approximately 162 miles to the west. The economy of the area has traditionally 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, 46,928 at the 1980 Census, and 40,552 at the 1990 Census. The 2000 Census reported the City's population at 39,684, a decrease of 2.14% from the 1990 census. While each of the five counties in the Quad Cities area lost population in the 1980's-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.

### 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.

Three 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, the Defense Finance and Accounting Service-Rock Island, Installation Management Command-West.

### **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 and Left Bank Gallery 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 Rail 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 and Atlante. 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. Two office projects were also completed over the past year. JTM Concepts, a company that works closely with the US Department of Defense on the drafting of technical manuals and 3D simulations, expanded their office space and KJWW Engineering Consultants expanded their Rock Island home office which now employs over 200 engineers and technical professionals.

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. While GROWTH has led the way, several private developers have followed with projects to convert the upper floors of six commercial buildings into living space. A unique project to be completed in spring 2009 is the DuMarche Market on 3<sup>rd</sup>. This project will create six live-work town home units designed to accommodate art displays, studio and living space all in one location.

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 is expected to increase significantly. Relocation of the casino will allow the City to reclaim a key piece of downtown waterfront for public use. For some months, an active community planning effort has been underway to detail the elements of a new park that will serve both as a front door to the City and as a legacy for generations to come. Scheduled to begin construction in mid-2009, the park will add a major and needed green component to the City's downtown and will be 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 nearing completion with one million square feet of obsolete building structures under demolition and the completion of Phase I environmental assessment. Work on the Sylvan Slough Natural Area, a five acre park adjacent to the property was completed in 2007. 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 last year with landscaping, bike lanes and decorative lighting as integral elements to enhance both the street views and improve access. A planned \$3 million expansion of the Martin Luther King Jr. community center and a new public park are additional public investments that will compliment private investment in new housing and commercial enterprise.

Several significant health care industry projects have also been either announced or completed. Trinity Health Systems recently finished a \$5 million improvement to their Rock Island campus involving the reconstruction of surgical suits at the facility. Over the past five years, Trinity has made significant investments in their Rock Island property to ensure the availability of state-of-the-art health services for area residents. Not far from the Trinity campus, the Verdi Eye Clinic completed work on a new eye care center and Eye Surgeons Associates will complete work on a similar facility in fall of 2008.

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.

Increasing city revenues, with particular emphasis on retail sales taxes, has been a city goal for some time. In May 2008, the Hy-Vee company opened a new 65,000 square foot full service grocery store. The new store is approximately two and a half times the size of an existing store and will be a major generator of new retail sales taxes. The Hy-Vee project is along the 18<sup>th</sup> Avenue commercial corridor which has recently been the site of development by Ace Hardware, Advanced Auto Parts, CVS and two smaller strip centers.

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 61 full-time personnel. The City negotiates with the following bargaining units: Fraternal Order of Police (65 employees, contract expires March 21, 2010); Police Command (18 employees, contract expires March 21, 2010); Fire Fighters (59 employees, contract expires March 31, 2009); Library (12 full-time employees and 25 part-time employees, UAW contract expires March 22, 2009); Public Works (73 employees, AFSME A contract expires March 21, 2010), and Office/Professional 81 employees, AFSME B contract expires March 21, 2010). 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, 12 million gallons of storage, and a 16 million gallon per day (MGD) water plant, with average consumption of 5.4 MGD and peak consumption of 10.5 MGD. Sewage collection and treatment are also City responsibilities. The city operates two sewage treatment plants with 17.5 MGD design capacity and 8.32 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 485 -slip marina 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 1987-2005 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 1987/88-2007/08 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 is being 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. The City transferred \$4,027,748 to the Capital Improvements Fund over the last five completed years (2005-2009).

## STRATEGIC PLAN

In preparing the 2009/10 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 consisting of the following:

- |                |                                     |
|----------------|-------------------------------------|
| 1. Vision 2022 | Desired destination for Rock Island |
| 2. Plan 2013   | Map to Rock Island's destination    |
| 3. Execution   | The route for next year             |
| 4. Mission     | Responsibilities of City Government |
| 5. Beliefs     | Expectations of City Employees      |

### Vision 2022

Rock Island is a GROWING CITY with BEAUTIFUL REVERFRONTS, a VIBRANT DOWNTOWN and LIVABLE NEIGHBORHOODS. Rock Island is a PROUD COMMUNITY that RESPECTS DIVERSITY AND HISTORY. Our citizens have choices for EDUCATIONAL, CULTURAL AND OCCUPATIONAL OPPORTUNITIES, QUALITY HOMES and PLACES FOR ENJOYMENT AND FUN.

The Vision's guiding principles mean the following:

Rock Island is a growing city with:

- Increased city population with a range of income backgrounds.
- More housing units within Rock Island.
- Opportunities to develop and grow a business in Rock Island.
- Government partnering with the private sector for growth that benefits the whole community.
- Expanded local economy through new industries including high tech, sustainability and environmental businesses and retail stores.
- Expanded city boundaries with opportunities for growth following a defined annexation strategy.
- Technology infrastructure available for businesses and residents.

Rock Island has a beautiful riverfront with:

- Parks and recreation opportunities on the rivers and along riverfronts.
- People viewing the rivers as a prime location to live and enjoy.
- Clean and attractive riverfronts with public access.
- Well-integrated mixed-use development with old industrial sites reused and cleaned up.
- Specialty retail and restaurant opportunities along the rivers.
- Connected riverfronts by path and trolley with links to other communities.

Rock Island has a vibrant downtown with:

- Business center for financial institutions, insurance companies, professional offices and specialty retail businesses.

- Attractive urban center for the Rock Island community and the Quad City region.
- People living in Downtown neighborhoods with services available for residents.
- Successful community events, festivals and celebrations with family events and activities.
- Well balanced activities for day time and evening time.
- Revitalized “Arts and Entertainment District” serving the Quad Cities.
- Armory Park developed as a focal point, a designation and a community gathering place linked to downtown.

Rock Island has livable neighborhoods with:

- Quality neighborhood streets, alleys and infrastructure.
- Strong, distinctive and diverse neighborhood identities and pride.
- Neighbors helping neighbors and taking responsibility for their neighborhood.
- Neighborhoods promoted as a key Rock Island strength.
- Convenient services and neighborhood retail.
- Campus-town neighborhood partnering with Augustana College.

Rock Island is a proud community with:

- A positive image with other cities, State of Illinois and nationally.
- A positive image with our residents.
- Every resident contributing to make Rock Island a better community.
- Strong community partnerships: business, schools and colleges, community organizations.
- Preservation and celebration of the history and heritage of Rock Island.
- Citizens promoting Rock Island and celebrating community successes.

Respects Diversity and History because:

- People respect people and acting as one community.
- People enjoying and celebrate socio-economic diversity.
- Historic sites are incorporated into marketing Rock Island.
- People celebrate cultural traditions and heritage.
- Of cultural and ethnic diversity.

Educational, Cultural and Occupational Opportunities for:

- Job opportunities for residents
- Diverse cultural activities.
- Dominant presence within Quad Cities for performing and visual arts.
- Strong partnerships with schools and colleges for quality education.
- Strong partnership with employers.
- Availability of strong workforce.
- Identification as a technology “state of the art” community.

Quality Homes with:

- New residential subdivisions in Rock Island.
- Downtown and infill housing developed consistent with neighborhood character.
- Choices of housing: location, types and prices.
- Renovation or removal of blighted homes.
- Quality rental homes and properties.
- Positive image with realtors, developers, homebuyers.
- Mixed-income housing development at appropriate locations.

Places for Enjoyment and Fun including:

- Quality parks, swimming facility and community centers.
- Quality libraries, galleries and museums.
- Active use of two riverfronts by residents.

- Variety of entertainment venues throughout the city and downtown.
- World-class Botanical Center and Gardens
- Multi-use trails connecting the City and the region.

### Mission

Rock Island city government is financially sound and provides the best services in the Quad Cities.

### Goals

Rock Island has six major goals for 2013. These six goals are:

1. Quality services, financially sound city
2. Grow the economy
3. More and better retail
4. Improve Riverfronts and downtown
5. More new homes, upgraded older homes
6. Great neighborhoods

These goals, their objectives, the short-term challenges and opportunities and the action plans for 2008-2009 are:

#### Goal #1 - Quality Services, Financially Sound City.

The objectives of this goal are:

- Expand City tax base
- City service delivered in a customer-driven and cost-effective manner.
- Control the cost of government
- Financially responsible actions creating a long-term, sustainable city government.
- Adequate resources to support defined services and service levels.
- Invest in well-maintained city infrastructure

The short-term challenges and opportunities are:

- Rising cost of doing business for the city.
- Funding for current services and service levels
- Unexpected expenses during 2008 due to storms and no reimbursements
- Funding for city's infrastructure maintenance and upgrades
- Willingness to increase taxes and fees
- Rising demands for services and residents' expectations
- Funding for passenger rail service and stations
- More cost-effective city operations.

The city will take the following actions in 2008-2009 towards this goal:

#### Policy agenda

- Study alternative revenue sources
- Passenger rail service
- Curbside recycling program evaluation and directions
- Tax rate direction.

#### Management Agenda

- Green team and initiatives
- Management succession plan
- Capital improvement plan: upgrade and funding
- City hall efficiency building upgrade

#### Management in progress

- Long-term control plan for wastewater treatment
- Financial software

- Compensation policy and labor negotiations
- Legal contract direction

## Goal #2 – Grow The Economy.

The objectives of this goal are:

- Create and retain more jobs
- Retain and expand local businesses.
- Expand high tech and environmentally sustainability economy.
- Attract and retain the “creative class” and young professionals.
- Attract high tax generating businesses.

The short-term challenges and opportunities are:

- Positive perception of proactive city government and economic development tools.
- Threat of air quality non compliance
- Smaller sites ready for development
- Attracting new businesses
- Expansion of current businesses
- Expansion of Rock Island Arsenal
- Leadership in green initiatives
- Global positioning and trends.

The city will take the following actions in 2008-2009 towards this goal:

### Policy agenda

- Casino area development in Southwest.
- Columbia Park development
- Small business focus for economic development including small business incubator program.
- Arsenal expansion strategy and city actions
- Regional economic development and relations with the Quad Cities Development Group.
- Evaluation and direction for new economic development tools including new market tax credit.

### Management in progress

- Business retention and visitation program

## Goal #3 – More And Better Retail

The objectives of this goal are:

- Attract new retail businesses
- More grocery stores
- Strengthen retail corridors
- Retain and expand current retailers
- Target retail for future development.

The short-term challenges and opportunities are:

- Retaining existing retail businesses.
- Retail around casino development
- Developing retail along corridor
- Defining Rock Island’s niche and needs
- Attracting retailers to downtown
- Communicating the special use permits to applicants.

The city will take the following actions in 2008-2009 towards this goal:

Policy agenda

- Black Hawk corridor retail development – 9<sup>th</sup> Street to 44<sup>th</sup> Street
- Southwest Andalusia Road/Casino area retail development
- Campustown retail development
- 11<sup>th</sup> Street retail development including beautification and property
- 18<sup>th</sup> Avenue retail development

Management in progress

- Refocus retail strategy

Goal #4 - Quality Services, Financially Sound City.

The objectives of this goal are:

- Reuse of demolished old industrial sites and Armory
- Expand public control of riverfront.
- More retail and dining in
- Enhance arts and entertainment district.
- Expand public uses of riverfront.
- Downtown is a tech-friendly neighborhood
- More residential opportunities

The short-term challenges and opportunities are:

- Changing liquor license regulations.
- Future direction of the “District”
- Perception and feeling of personal safety
- Developing retail opportunities
- Competition from other cities – creating a unique destination in Rock Island downtown
- Working with property owners and business owners.

The city will take the following actions in 2008-2009 towards this goal:

Policy agenda

- Liquor license modifications
- Downtown retail development
- Downtown vision and master plan refinement

Management Agenda

- District safety and security plan
- Events planning and staffing; direction and funding

Goal #5 – More New Homes, Upgraded Older Homes.

The objectives of this goal are:

- Better marketing of Rock Island housing
- More downtown and riverfront residential units.
- More new homes built in Southwest Rock Island
- Better quality rental units.
- More infill housing in older neighborhoods.
- Upgrade older homes and removal if necessary

The short-term challenges and opportunities are:

- Realtor’s “spin”; Iowa vs. Illinois.
- Lack of housing \$130,000 to \$200,000

- Lack of middle and high income rental units
- Attracting homebuyers to think about Rock Island
- Uncertain housing market
- Reduced funding for housing
- Perception of special needs, low income and middle income housing
- Vacant homes.

The city will take the following actions in 2008-2009 towards this goal:

Policy agenda

- Columbia Park development
- Affordable housing strategy (\$130,000 - \$200,000)
- Campustown housing development
- Mixed use/mixed income developments: location and strategy
- Upper income rental property development.

Management Agenda

- Promotion campaign: "Cosmopolitan City"

Goal #6 – Great Neighborhoods.

The objectives of this goal are:

- Upgrade neighborhood infrastructure, streets and facilities
- Stronger neighborhood identity and pride with stronger neighborhood associations and block clubs.
- More attractive and beautiful neighborhoods, corridors and gateways.
- People feel and are safe in their neighborhoods
- People want to live in the neighborhoods.
- Design new neighborhoods (infill and southwest)

The short-term challenges and opportunities are:

- Aging neighborhood infrastructure.
- Addressing neighborhood nuisance issues
- Financing infill developments
- Perception of Rock Island – real and perception
- Differing views on leaf burning

The city will take the following actions in 2008-2009 towards this goal:

Policy agenda

- Crime: real vs. perceived strategy and actions including antiviolence task force proposal
- Rental housing inspections program staffing and funding
- Old Lincoln school alternative uses
- Leaf burning policy: study, cost and direction

Management Agenda

- Media and communications strategy including television, videos, online and "blast" list
- King Center expansion
- 11<sup>th</sup> Street beautification and property fix ups and funding.
- City hall efficiency building upgrade

The major priorities for the fiscal 2010 budget as determined by city council to address these goals are:

Top priorities

- Support “Green Initiatives” identified by the Green Team.
- Develop media and communications strategy including television, videos, online and “blast: list.
- Develop a downtown “District” safety and security plan.
- Promote Rock Island as a “Cosmopolitan City”.

High priorities

- Continue management succession planning.
- Adopt the Five Year Capital Improvement Plan
- Enhance 11<sup>th</sup> Street corridor through beautification and property improvements.
- Expansion of the Martin Luther King Jr. Center
- Complete city hall efficiency building upgrade.

For the future. 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 2010-2014 program anticipates the expenditure of almost \$85 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.

**DOCUMENT ORGANIZATION**

The budget is organized by the function rather than accounting structure.

Legislative/Administrative	Wastewater
Mayor and Council	Stormwater
City Clerk	Fleet Maintenance
General Administration	Engineering
Personnel	Capital Improvement Projects
Finance	Motor Vehicle Parking System
Information Technology	
Community/Economic Development	Cultural/Recreational
Community Development	Parks
Economic Development	Recreational Programs
Planning and Redevelopment	Golf Courses
Inspection Services	Aquatic Center
Rental Inspection Services	Fitness Center
Martin Luther King Center	Libraries
	Sunset Marina
Public Safety	Non-Operating Funds
Police	Police Pension
Fire	Fire Pension
Emergency Services	Illinois Municipal Retirement
Ambulance	Fund
Police/Fire Commission	Employees Health Benefit Plan
	Liability Insurance
Public Works	Workmen`s Compensation
Public Works Administration	Unemployment Benefits
Building Maintenance	Cafeteria Plan
Streets	Debt Service
Refuse	Special Assessments
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, which follows this section, was reviewed by Council at the beginning of the budget process. Approximately fifty charts 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 2009/2010 activities and describes significant changes in operations, staffing and services. Changes in policy, funding sources and accounting procedures are also highlighted.

Staffing, expenditure and revenue schedules are the last information provided at the department level. These schedules compare actual 2006/07, actual 2007/08, budget 2008/09, estimated 2008/09 and proposed 2009/10 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 2009/10 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.

## **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. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

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, 2008 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 identifies council priorities for the upcoming fiscal year. These priorities fall within the framework of the city's long-term "2022 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 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. 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 a cash to accrual basis to project net income for each fund. 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.

### **FUND TYPES AND DESCRIPTIONS**

General Fund

101 - General Fund

Special Revenue Funds

- 201 – Public Benefit
- 202 – TIF District #1
- 204 – TIF District #2
- 205 – TIF District #3
- 206 – TIF District #4
- 207 – Community & Economic Development
- 211 – Martin Luther King Jr. Community Center
- 221 – Motor Fuel Tax
- 222 – Foreign Fire Insurance
- 223 – Riverboat Gaming
- 224 – State Drug Prevention
- 225 – DUI Fine Law
- 241 – Federal COPS Grant
- 242 – Community Development Block Grant
- 243 – Federal Drug Prevention
- 251 – Rock Island Public Library
- 272 – DARE
- 273 – Animal Shelter Contributions
- 274 – Elderly Service Officer Contributions
- 275 – Rock Island Auxiliary Police
- 276 – Rock Island Labor Day Parade
- 277 – Elderly Service Officer Christmas Tour
- 282 – Lead Grant

Capital Improvement Fund

301 – Capital Improvements

Debt Service Fund

405 – Debt Service

Enterprise Funds

- 501 – Water Operation and Maintenance
- 506 – Wastewater Operation and Maintenance
- 507 – Stormwater Operation and Maintenance
- 541 – Sunset Marina
- 555 – Park and Recreation
- 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

Internal Service Funds

- 601 – Equipment Maintenance and 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

Component Unit Funds

- 901 – Martin Luther King Jr. Activity Fund
- 906 – Martin Luther King Jr. Drug Prevention
- 950 – Rock Island Public Library Foundation

### **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, 2010 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 The City Clerk was appointed to a four-year term beginning in November, 2006. This department accounts for all costs of the office of City Clerk.

Personnel Accounts for all costs related to personnel, legal services, safety services, insurance coverage and unemployment compensation.

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 National Guard Armory.

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.

Information Technology Accounts for the administration and coordination of all data and voice communication services for the city.

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.

	2009 Budget Adopted	2010 Budget Proposed	Percent of total	Increase (decrease)	Percent Increase (decrease)
Property Taxes	6,874,690	7,169,918	22.6%	295,228	4.3%
Local Taxes	6,007,500	6,163,292	19.4%	155,792	2.6%
State Tax	9,536,478	9,237,618	29.2%	(298,860)	-3.1%
Business License/Permit	324,000	356,335	1.1%	32,335	10.0%
Non-Business License/Permit	443,650	493,695	1.6%	50,045	11.3%
Federal Grants	74,116	117,431	0.4%	43,315	58.4%
State Grants	-	-	0.0%	-	-----
Local Grants	54,684	79,368	0.3%	24,684	45.1%

Charges for Services	3,581,444	3,664,243	11.6%	82,799	2.3%
Rents & Royalties	65,800	30,850	0.1%	(34,950)	-53.1%
Transfer for Charges	1,749,919	1,815,539	5.7%	65,620	3.7%
Investment & Loans	395,000	166,036	0.5%	(228,964)	-58.0%
Contributions/Donations	-	0	0.0%	-	-----
Reimbursements	300	100	0.0%	(200)	-66.7%
Proceeds of Fixed Asset	-	2,450	0.0%	2,450	-----
Operating Transfers	1,447,600	2,386,531	7.5%	938,931	64.9%
Other	5,000	6,000	0.0%	1,000	20.0%
	<u>30,560,181</u>	<u>31,689,406</u>	<u>100.0%</u>	<u>1,129,225</u>	<u>3.7%</u>

Property Tax. In 2009/10, the property tax will be 22.6% 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 decreased \$72,983, while police pension increased \$270,371, and Fire Pension increased \$96,736. Police and fire pension levies are determined by an independent actuary.

	Tax extension FY 2009	Tax levy FY 2010	Difference	Variance
General Fund	3,739,419	3,666,436	(72,983)	-2.0%
Fire Pension	1,675,223	1,771,959	96,736	5.8%
Police Pension	1,461,152	1,731,523	270,371	18.5%
Public Benefits	218,626	234,327	15,701	7.2%
Library	1,910,247	1,910,247	-	0.0%
Recreation	856,884	856,884	-	0.0%
Park	842,936	842,936	-	0.0%
	<u>10,704,487</u>	<u>11,014,312</u>	<u>309,825</u>	<u>2.9%</u>
General Fund	6,875,794	7,169,918	294,124	4.3%
Property valuation	455,471,305	468,654,252	13,182,947	2.9%
Property tax rate	2.3502	2.3502	(0.0000)	0.0%

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 \$2.35 per \$100 of assessed property value. This is equal to the tax rate for the previous year. This is due to increases in the value of taxable property at the same rate as the rate of increase in the levy.

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 in recent years. 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 2.9% percent annually through 2012/13. 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
2010	468,679,973	11,014,312	2.35
2011	482,271,692	11,333,385	2.35
2012	496,257,571	11,662,053	2.35

2013	510,649,041	12,000,252	2.35
2014	525,457,863	12,348,260	2.35

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; income tax - up \$67,242, replacement tax - down \$408,396, utility tax – up \$47,500, and the telecommunications tax – down \$85,000.

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 2009/10 the utility tax and telecommunications taxes will generate 11% 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. With the exception of the recent temporary decrease in the tax on natural gas, 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 16% of General Fund revenues. The tax is collected by the State and distributed to the city monthly based upon population. The budget assumes an increase of \$67,242 in income tax revenue from the amount budgeted for 2008/09. 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 48.55% 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 11% 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 \$408,396 decrease in replacement tax revenue from the amount budgeted for 2008/09. 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 14% of total General Fund revenue. The sales tax rate within the City of Rock Island is 7.0%. The State of Illinois collects the sales tax and distributes it to the city on a monthly basis. The tax of 7.0% is distributed as follows:

State of Illinois	5.00%
Rock Island County	0.25%
City of Rock Island	1.75%

The city's portion of the tax has two components; the state mandated 1.00% and the local option sales tax of 0.75% which the city began collecting September 1, 1991.

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 was effective April 1, 2004. It added a one percent tax to the retail purchase of liquor and prepared foods. It is projected to produce \$494,500 in FY 2010.

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. The tax replaced the wheel tax. 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. The 2009/10 budget assumes a \$7,000 increase from budgeted 2008/09 revenue based on history. 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. Budgeted revenue is up 82,380.

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.

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 \$82,799.

Interest. Interest decreased \$228,964. This projection is based on 2008/09 experience and declining interest rates.

Transfers. Included are General Fund charges to other funds for administrative services and operating transfers. Transfers include a \$800,000 increase in the transfer from the motor fuel tax fund for street maintenance.

The following schedule is a summary of budgeted general fund expenditures for the fiscal year ended March 31, 2010 and the percentage of increases and decreases in relation to the prior year budget.

	2009 Budget	2010 Proposed	Percent of total	Increase (decrease)	Percent Increase (decrease)
Personnel Services	20,831,481	21,906,680	69.1%	1,075,199	5.2%
Supplies	1,293,310	1,482,332	4.7%	189,022	14.6%
Services	7,004,979	6,932,699	21.9%	(72,280)	-1.0%
Other	196,830	176,908	0.6%	(19,922)	-10.1%
CED Loan/Program Costs	50,000	50,000	0.2%	-	-----
Capital	49,500	0	0.0%	(49,500)	-100.0%
Transfers	139,893	119,077	0.4%	(20,816)	-14.9%
Other	994,188	1,021,710	3.2%	27,522	2.8%
	<u>30,560,181</u>	<u>31,689,406</u>	<u>100.0%</u>	<u>1,129,225</u>	<u>3.7%</u>

Personnel costs: Sixty-nine percent of General Fund expenditures are personnel related. Salaries increased \$433,999 or 3.1%. Salaries are 40% of the total increase in personnel costs. Health insurance increased \$169,412 or 10.0%. The other major expenditures are pensions. They increased \$406,204 or 11.8%.

Supplies: Supplies are five percent of total General Fund expenditures. They increased fifteen percent or \$189,022. This is primarily due the cost of road salt which increased from \$45 per ton to \$100 per ton.

- Services: Services are twenty-two percent of the General fund budget. They decreased \$72,280 or one percent. The primary decrease is elimination of \$303,000 for contracted inspection services for the new casino development. Increases include waste disposal services –up \$88,635, software maintenance – up \$56,000, and automotive charges – up \$39,030.
- Other: Other is less than one percent of total expenditures. This category decreased by \$19,922.
- Programs: The distribution of \$50,000 to Rock Island social service agencies is included as a Community and Economic Development program.
- Capital: There are no general fund capital expenditures.
- Transfers: Transfers to other funds total \$119,077. \$66,500 is transferred to the Martin Luther King Center to offset the decrease in federal block grant funds for operations of the Center, \$5,000 is transferred to the Park fund for non-park landscaping maintenance, \$47,577 is transferred to the Engineering fund.
- Contingency: City financial policies set the General fund contingency at 1% of budgeted expenditures. The general fund contingency is budgeted at \$320,250.

### **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. This financial goal was revised in 2005 from 60 days to 90 days and is being phased in over a five year period ending in fiscal year 2009. 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. 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 Public Benefit Fund Accounts for expenditures related to the city's portion of the cost of special assessment projects. Revenue to the fund is gained through levy of property taxes.

#202 Tax Incremental Financing District Fund#1 Accounts for incremental sales tax receipts within the city's first 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.

#204 Tax Incremental Financing District Fund #2 Accounts for incremental property tax receipts with the district collected and distributed by Rock Island County.

#205 Tax Incremental Financing District Fund #3  
Accounts for incremental property tax receipts with the district collected and distributed by Rock Island County.

#206 Tax Incremental Financing District Fund #3  
Accounts for incremental property tax receipts with the 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 a 5% pillow tax.

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

#241 Federal Drug Traffic Prevention Fund 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.

#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.

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

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent Increase (decrease)
Property Taxes	4,552,027	4,937,182	25.4%	385,155	8.5%
Local Taxes	1,051,248	340,000	1.8%	(711,248)	-67.7%
State Tax	4,032,100	6,983,689	35.9%	2,951,589	73.2%
Government Grants	2,931,291	3,436,240	17.7%	504,949	17.2%
Charges for Services	411,895	566,074	2.9%	154,179	37.4%
Investment & Loans	499,079	411,567	2.1%	(87,512)	-17.5%
Contributions/Donations	183,160	1,294,448	6.7%	1,111,288	606.7%
Proceeds from LT liabilities	1,000,000	0	0%	(1,000,000)	-100.0%
Operating Transfers	1,758,595	1,417,250	7.3%	(341,345)	-19.4%
Other	37,883	40,200	0.2%	2,317	6.1%
	<u>16,457,278</u>	<u>19,426,650</u>	<u>100.0%</u>	<u>2,969,372</u>	<u>18.0%</u>

Property tax. Special revenue property tax revenues include levies for Public Benefits (\$234,327) and Library (\$1,910,247) funds. TIF property tax receipts are expected to increase by \$368,808. The Library levy is unchanged.

Other Taxes. Other tax revenues are municipal utility tax, motor fuel tax and wagering tax. The wagering tax is up \$3,063,900.

Wagering Tax River boat gambling began City of Rock Island operations in March 1992 when the "Casino Rock Island" opened at "The Boatworks" on the Mississippi River. The city receives \$1.00 per person plus approximately 5% of the wagering losses. Although 1992/93 and 1993/94 revenues exceeded projections, this same experience did not occur thereafter. Casino Rock Island operated in a very competitive business environment compared to most of the other Illinois riverboat casinos. This was due to the direct competition from larger Iowa based operations that had a competitive edge with the differences between Iowa and Illinois gaming laws because dockside gaming was allowed in Iowa and Illinois law only began allowing dockside gaming in June 1999.

The city amended its development agreement with the Casino Rock Island effective June 1, 1995. The modification provided monthly rebates of gaming taxes and fees paid to the city. Due to this amendment, no gaming revenue was budgeted in 1996/97. Since 1997/98, the budget included only rebates to the Casino Rock Island and debt service issued for gaming developments. The adoption of dockside gaming changed this budget assumption. For 2009/10, the gaming fund includes \$2,763,168 in transfers to other funds to support capital projects, economic development projects and contracted infrastructure maintenance.

Government Grants The \$504,949 increase is due to grants received by the Martin Luther King Jr. Community Center for expansion of the facility.

Operating Transfers These transfers decreased \$341,345 due to a deferral of street projects funded with gaming revenue.

Proceeds from long-term liabilities The \$1,000,000 in FY 2009 was is due to the sale of \$1,000,000 in general obligation bonds for expansion of the Martin Luther King Jr. Community Center.

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel Services	2,377,249	2,425,202	11.6%	47,953	2.0%
Supplies	333,942	452,955	2.2%	119,013	35.6%
Services	4,625,770	3,439,775	16.5%	(1,185,995)	-25.6%
Other	1,273,208	1,475,333	7.1%	202,125	15.9%
CED Loan/Program Costs	4,175,943	3,648,383	17.5%	(527,560)	-12.6%
Capital	1,296,711	3,466,284	16.6%	2,169,573	167.3%
Transfers	5,709,857	5,684,526	27.3%	(25,331)	-0.4%
Other	20,000	250,000	1.2%	230,000	1150.0%
	19,812,680	20,842,458	100.0%	1,029,778	5.2%

Personnel. Special revenue funds with personnel expenditures include Library, Federal Programs (COPS grant) and Block Grant. Personnel expenditures make up 11.6% of special revenue fund expenditures. Personnel costs are up 2.0% due to wage and benefit increases.

Supplies. Supplies expenditures make up 2.2% of special revenue fund expenditures. Budgeted expenditures are up 35.6%.

Services. Services expenditures make up 16.5% of special revenue fund expenditures. These decreased \$1,185,995 due to economic development and street projects. These include deferral of the 30th Street project and shifting of \$800,000 of motor fuel Tax funds to the general fund for street maintenance.

Other. Seven percent of special revenue fund expenditures are categorized as other. These expenditures increased 15.9% or \$202,125.

Programs. Seventeen and one-half percent of special revenue fund expenditures are categorized as programs. These decreased \$527,560 or 12.6% due to elimination of the lead abatement grant.

Capital. Special revenue capital is up 167.3% or \$2,169,573. This is due to the expansion project for Martin Luther King Jr, Community Center.

Transfers. Transfers decreased \$25,331 or 0.4%. Detail of transfers is located in Table 15 in the miscellaneous section of the budget.

## #205 Debt Service Fund

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.

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent increase (decrease)
Miscellaneous	35,012	53,062	3.5%	18,050	51.6%

Other Financing Sources	848,529	1,474,001	96.5%	625,472	73.7%
	883,541	1,527,063	100.0%	643,522	72.8%

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent increase (decrease)
Other	240	240	0.0%	-	0.0%
Debt Service	848,531	1,473,944	100.0%	625,413	73.7%
	848,771	1,474,184	100.0%	625,413	73.7%

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 for providing a safe and adequate water supply for fire protection, domestic and industrial usage.

#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 for maintaining a dependable system for collecting and treating the storm waters of the City of Rock Island.

#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 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 or commercial development for expansion of city business.

#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.

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

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent increase (decrease)
Property taxes	1,699,047	1,699,820	7.9%	773	0.0%
Government grants	268,700	256,000	1.2%	(12,700)	-4.7%
Charges for services	15,138,865	16,658,642	77.2%	1,519,777	10.0%
Program fees	338,165	371,880	1.7%	33,715	10.0%
Concessions	434,628	443,668	2.1%	9,040	2.1%
Rents and royalties	735,993	732,980	3.4%	(3,013)	-0.4%
Transfers for charges	164,800	157,956	0.7%	(6,844)	-4.2%
Investments and loans	840,918	751,775	3.5%	(89,143)	-10.6%
Contributions/donations	14,300	64,300	0.3%	50,000	349.7%
Bond Proceeds	2,600,000	0	0.0%	(2,600,000)	-100.0%
Operating transfers	216,780	364,356	1.7%	147,576	68.1%
Other	47,746	68,496	0.3%	20,750	43.5%
	<u>22,499,942</u>	<u>21,569,873</u>	<u>100.0%</u>	<u>(930,069)</u>	<u>-4.1%</u>

Property Tax – The property tax supports certain Park fund activities. The levy did not change from the fiscal 2009 property tax extension.

Government Grants – The FY 2008 and 2009 budgets included \$249,000 for the Rock River Bridge bike trail. The same grant is included in FY 2010.

Charges for services – Water, wastewater and stormwater projections include FY2009 rate increases of five, twenty and three percent. Revenue from water charges is \$5,292,000 this is a budgeted increase of \$252,000. Revenue from wastewater charges is \$6,624,000. This is a budgeted increase of \$1,104,000. Revenue from stormwater charges is \$1,545,000. This is a budgeted increase of \$145,000.

Rents and royalties - The budget includes \$275,000 from the lease of water tower space to cellular telephone companies and \$346,350 from golf cart rentals.

Bond proceeds – A \$2.6 million wastewater general obligation bond issue was budgeted in FY 2009 for the First Avenue interceptor sewer project. No general obligation bond issues are budgeted for FY 2010.

Operating transfers – Transfers increased \$147,576. Table 15 in the Miscellaneous section details interfund transfers.

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent increase (decrease)
Personnel	6,404,369	6,851,110	23.3%	446,741	7.0%
Supplies	1,889,455	2,432,820	8.3%	543,365	28.8%
Services	4,506,763	3,913,689	13.3%	(593,074)	-13.2%
Other	129,133	150,786	0.5%	21,653	16.8%
Programs	1,030,271	1,141,690	3.9%	111,419	10.8%
Capital	5,053,286	9,204,094	31.3%	4,150,808	82.1%
Debt Service	1,589,607	1,746,379	5.9%	156,772	9.9%
Transfers	1,651,530	1,871,457	6.4%	219,927	13.3%

Other	2,472,126	2,059,938	7.0%	(412,188)	-16.7%
	24,726,540	29,371,963	100.0%	4,645,423	18.8%

Personnel. Enterprise funds with personnel expenditures include Water, Wastewater, Stormwater, Sunset Marina, and Park. The \$446,741 increase results from contracted wages and benefits.

Supplies. Increases total \$543,365 or 28.8%. The greatest increase is \$439,266 or 104% for water treatment chemicals.

Services. Services are down \$593,074 or 13.2%. The major change is the elimination of \$423,000 for painting the Saukie water tower that was budgeted in FY 2009.

Programs. Programs are up \$111,419 or 10.8%. The increases are in the Community and Economic Development loan funds.

Capital. See Table 1 in the miscellaneous section of the document for a listing of capital projects. The primary reason for the increase is the \$3,600,000 expansion of the Rock Island Fitness and Activities Center (RIFAC).

Debt. Debt service is up 9.9% due the long term wastewater control plan

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, repair and purchase 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.

#606 Engineering Fund This fund was reinstated in FY 2005. It 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 operation of the city hydroelectric facility that supplies electricity to 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 tend to fluctuate 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 HCH Administration.

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent Increase (decrease)
Government grants	45,000	45,000	0.4%	-	-----
Charges for services	85,165	99,180	0.9%	14,015	16.5%
Employer contribution	3,519,510	3,759,327	33.7%	239,817	6.8%
Employee contribution	919,817	992,502	8.9%	72,685	7.9%

Retiree contribution	705,725	740,298	6.6%	34,573	4.9%
Engineering	1,170,865	1,186,588	10.6%	15,723	1.3%
Equipment maintenance	3,034,087	3,563,880	32.0%	529,793	17.5%
Hydroelectric charges	115,786	257,445	2.3%	141,659	122.3%
Investment & Loans	52,000	114,295	1.0%	62,295	119.8%
Proceeds LT debt	2,185,000	-	0.0%	(2,185,000)	-100.0%
Transfers	160,000	284,308	2.6%	124,308	77.7%
Other	21,000	99,817	0.9%	78,817	375.3%
	<u>12,013,955</u>	<u>11,142,640</u>	<u>100.0%</u>	<u>(871,315)</u>	<u>-7.3%</u>

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

Employer contributions - The employer share of health premiums increased \$228,887 or 9%. The employer share of self insurance costs increased \$10,930 or 1%.

Employee contributions - The employee share of health premiums increased \$72,685 or 7.9%.

Retiree contributions - The retiree share of health premiums decreased \$34,573 or 4.9%.

Engineering – Charges to other funds for engineering services increased \$15,723 or 1.3%.

Fleet Services - Vehicle charges to departments increased \$529,793 or 17.5%.

Transfers – Increases in transfers are \$44,000 from the park fund to the fleet services fund for purchase of two pickup trucks and a total of \$190,308 from the general, water, wastewater, and stormwater funds to the engineering fund for GIS services.

	Adopted Budget 2009	Proposed Budget 2010	Percent of total	Increase (decrease)	Percent Increase (decrease)
Personnel	1,868,488	1,977,692	17.4%	109,204	5.8%
Supplies	1,106,521	940,543	8.3%	(165,978)	-15.0%
Services	5,031,538	5,482,091	48.3%	450,553	9.0%
Other	16,185	16,510	0.1%	325	2.0%
Capital	2,977,001	1,591,416	14.0%	(1,385,585)	-46.5%
Debt service	-	175,239	1.5%	175,239	-----
Transfers	394,229	409,012	3.6%	14,783	3.7%
Other	638,809	763,023	6.7%	124,214	19.4%
	<u>12,032,771</u>	<u>11,355,526</u>	<u>100.0%</u>	<u>(677,245)</u>	<u>-5.6%</u>

Personnel. The increase results from union contracts, increases in health benefit costs and a change in the employer contribution rate for the Illinois Municipal Retirement Fund (IMRF) and negotiated wage increases.

Supplies. Automotive fuel supplies are down \$300,291 or 46.2%. Automotive equipment supplies are up \$101,331 or 28.9%.

Services. Services increased \$450,553 or nine percent. Insurance premiums decreased \$39,112 or 4.2%. Insurance claims increased \$451,728 or 12.7%.

Capital. Expenditures related to the hydroelectric plant have been reduced in the FY 2010 budget.

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

Contingency Increases include depreciation expense of \$84,000 for the hydropower plant and \$49,960 for fleet services.

### 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 net assets of the Fire Pension fund decreased \$691,480 to \$23,062,773 at March 31, 2008.

#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 net assets of the Police Pension Fund increased \$171,591 to \$26,517,764 at March 31, 2008.

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

### CAPITAL IMPROVEMENTS

Proposed 2009/10 capital outlay is \$26,821,395. A detailed list of 2009/10 capital outlay and major infrastructure maintenance projects is included in the separate Capital section of this document. Additionally, capital outlay is detailed in the Miscellaneous section, Table 1 and infrastructure maintenance is detailed in the Miscellaneous section, Table 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, 2008, the City of Rock Island has \$18,131,000 general obligation bonds and \$70,000 special assessment debt outstanding. Property tax revenue is not used for general obligation debt. Moody's Investors Service assigned a rating of A1 to the City's 2008 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. Last year, the average yield on pooled investments, except for the pension trust funds gradually increased from 6.72% at March 31, 2007 to 7.65% at March 31, 2008. The Police Pension Fund achieved an actuarially computed rate of 5.81% and the Fire Pension fund achieved a rate of 5.74% over the past ten years. (The pension fund rates are net of all investment and monitoring fees. City investments earned \$1,740,560 for the year ended March 31, 2008.

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, 2008. This was twenty-second consecutive 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-one 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. However, statewide revenues from income and replacement taxes that had produced steady increases in General Fund revenues are projected to decline in fiscal year 2010.



ROCK ISLAND  
ILLINOIS

# FINANCIAL TREND MONITORING SYSTEM

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## **Introduction:**

The financial trend analysis is intended as a first step in the City budget process. 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, which 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 rebounded from the significant fiscal stress experienced in the 1980's. Declines in economic activity and the corresponding population loss led to reductions in property values and flat or zero growth in sales tax revenue. In spite of these negatives, the City held its own and achieved financial stability. Evidence of this is the General Fund balance, stable trends in revenue and expenditures per capita and a reduced reliance on restricted and intergovernmental revenue. Also, the unemployment rate, which was over 15% in 1983 compared to the State rate of 11%, declined to 5.1% in December 2008, which is the lowest it has been in five years, and lower than both the State (6.5%) and national rate (5.7%).

The City's 2008 general obligation bonds were rated A1 by Moody's Investors Service. "Moody's believes that despite near-term pressures on economically-sensitive revenue sources, the city's financial operations will remain sound due to the support of favorable reserve levels, undesignated gaming revenues and the city's status as a home-rule community. The city realized five consecutive years of operating surpluses in the General Fund, ending fiscal 2008 with a surplus of \$1.2 million, posting a balance of \$9.3 million in reserves, or 29.9% of General Fund revenues. The city has recently changed its General Fund policy from a 60-day to 90-day reserve of the subsequent year's expenditures. The city expects to end fiscal 2009 in compliance with its General Fund policy and that any surplus will be transferred to the city's capital fund."

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 "Rock solid, Rock Island".

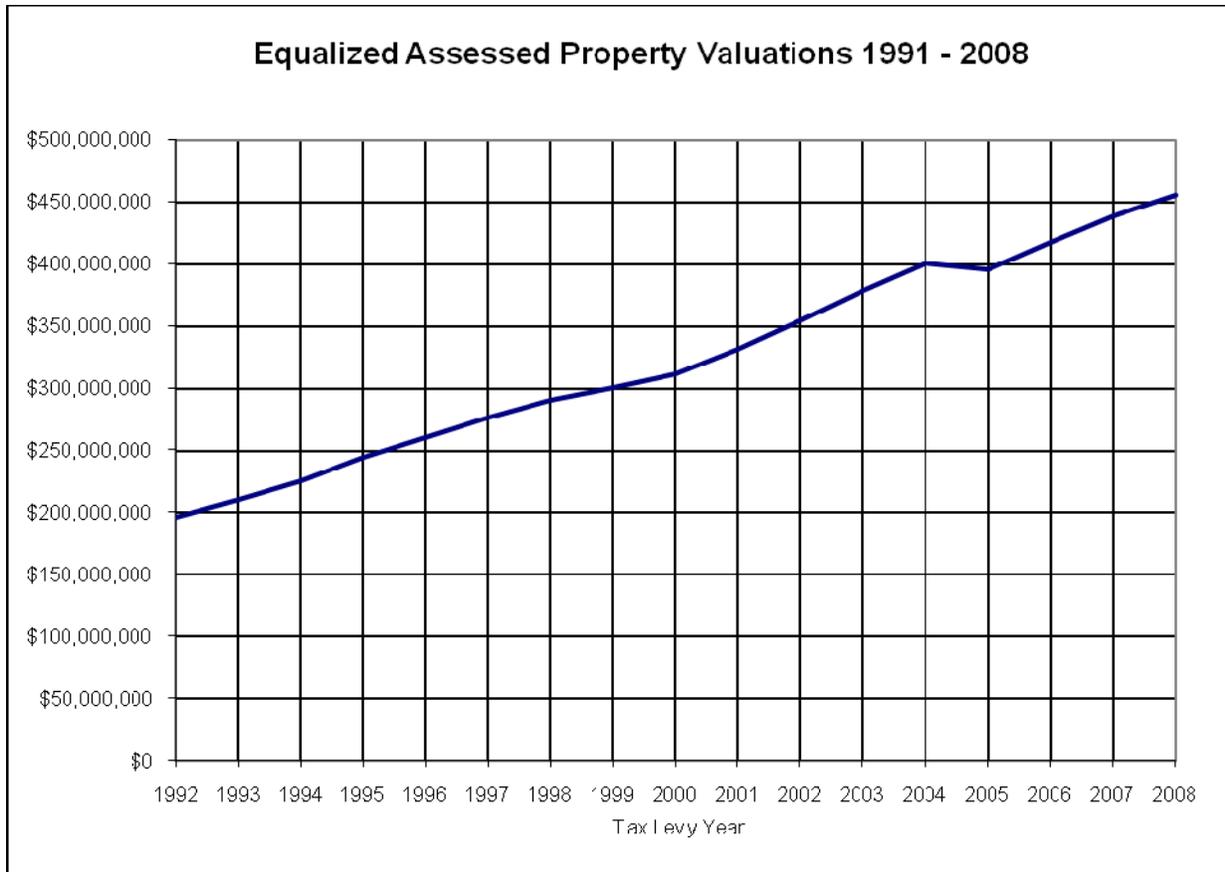
Detail of economic activity can be found in the budget digest.

### **Points of Concern**

The report also shows that the City must continue efforts aimed at increasing property values and retail sales. Several charts highlight property values of Rock Island Township as a major reason for Rock Island's performance with property values and property tax rates when compared to other cities though the tax rate has declined for the past ten years. Rock Island Township as the older area of the City experienced the greatest decline in value in the 1980's. A significant reason for this drop in valuation was the 14% drop in population from 1980 to 1990. This decline, coupled with changes in the nature of retail sales, also kept sales tax revenue from growing. Several charts highlight sales tax by comparing Rock Island to neighboring and similar cities.

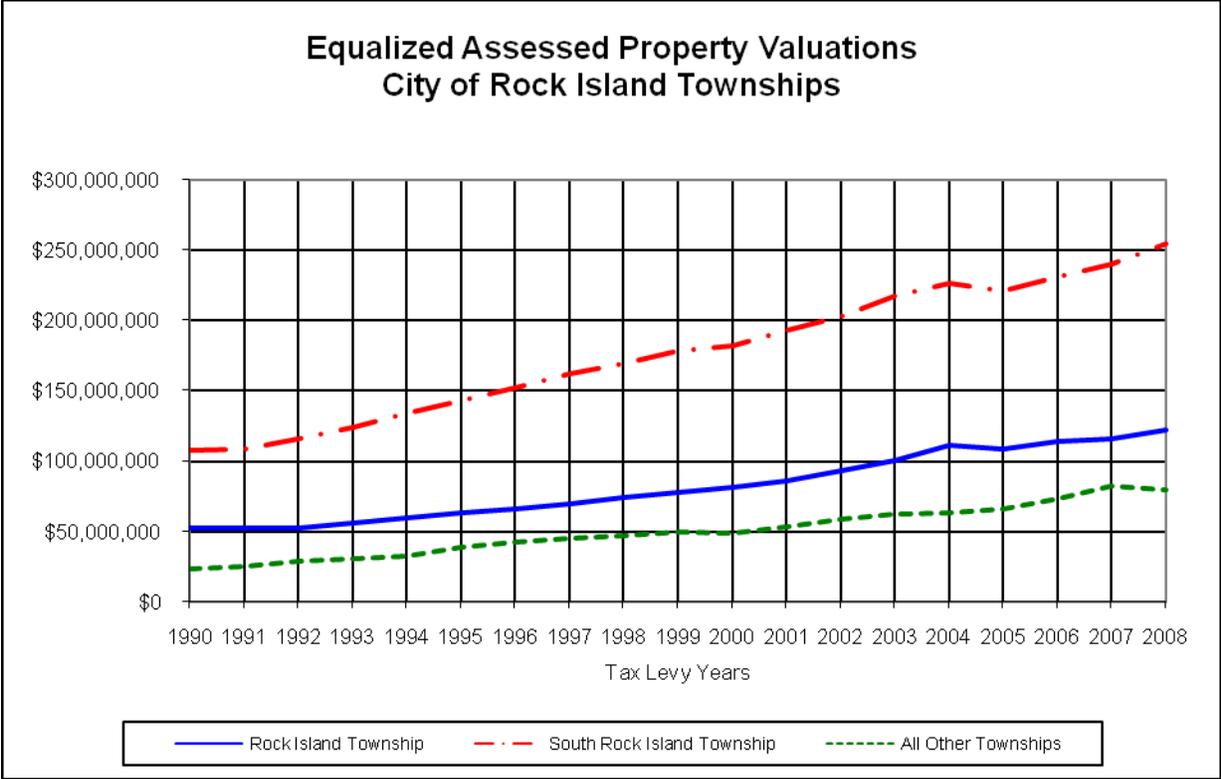
One final concern is the revenue mix. The "Elastic Tax Revenues" chart shows that elastic tax revenues as a percentage of net operating revenue have been unchanged for most of the past two decades. It is at approximately the same level that it was in 1990. This report indicates two major problems with 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. 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 city services or changing the city revenue mix to provide additional revenues for operations from other sources.

## **COMMUNITY GROWTH TRENDS**



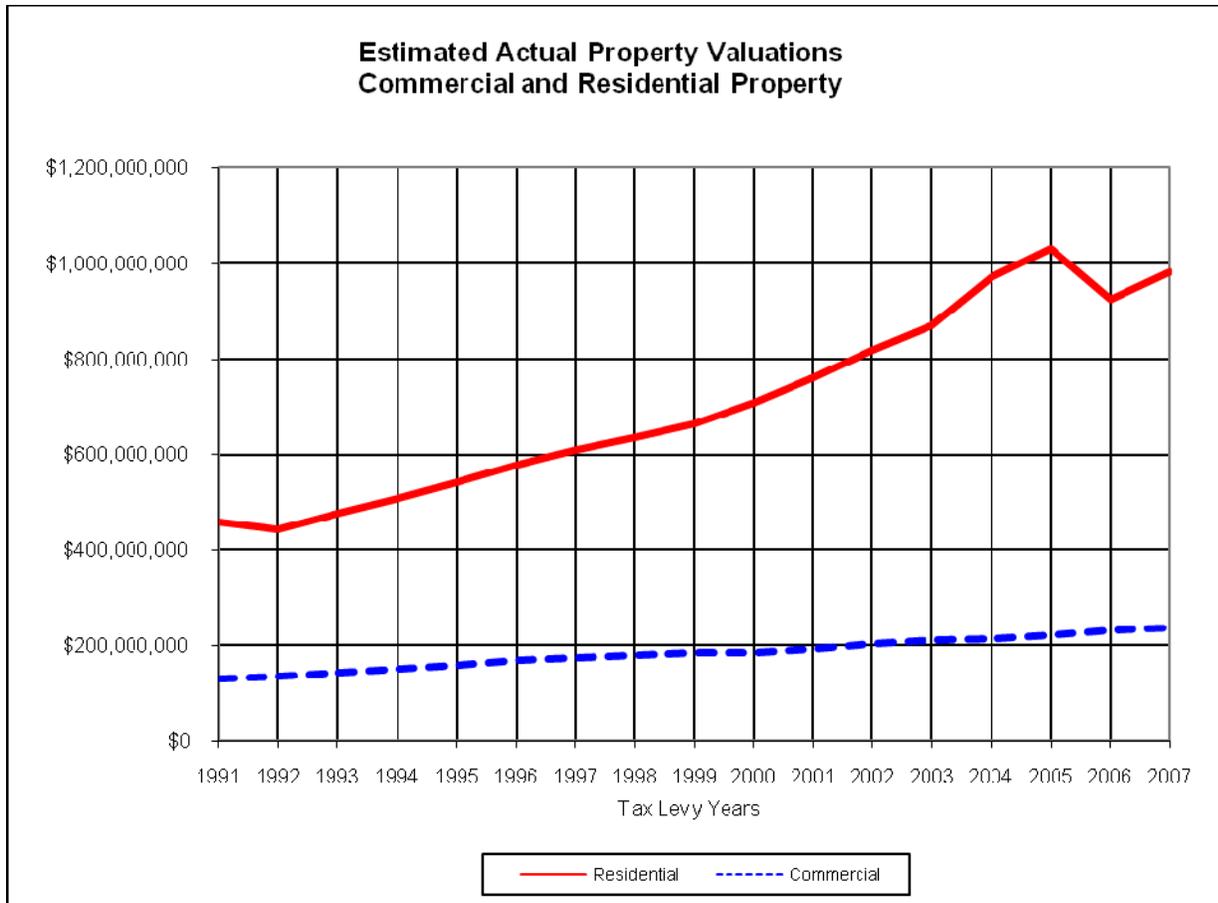
**INDICATOR DESCRIPTION:** Property tax is approximately 25% of total General Fund revenue, so changes in property assessments have a significant impact on the General Fund. Assessed valuation is the value of all real property in a taxing district. In Rock Island, property is assessed at 1/3 of market 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. This year we experienced an increase to \$455,471,305. We generally expect property values to increase approximately five percent per year with the most recent increase being 3.8%.



**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.

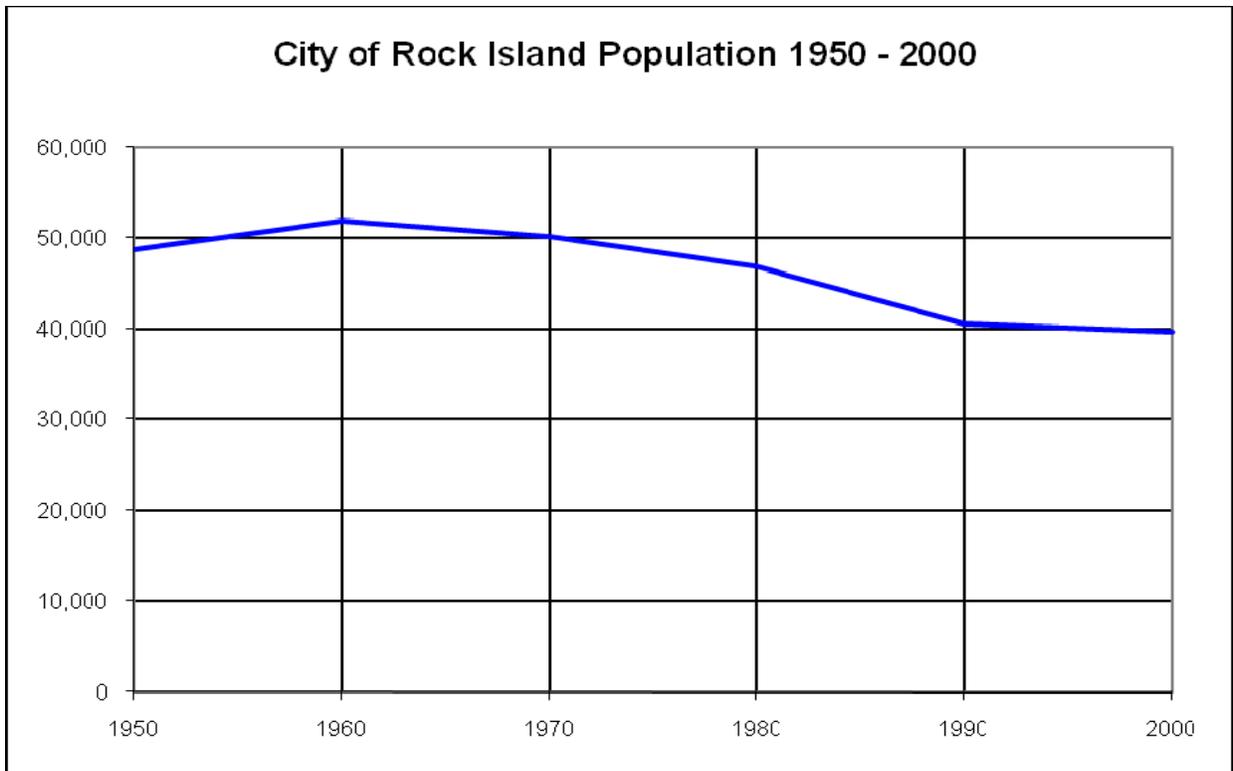
**TREND ANALYSIS/CONCLUSION:** In the 1990's, City of Rock Island townships saw an increase in property values. Property values increased at a faster rate in South Rock Island, South Moline and Blackhawk townships. For 2008 property values for Blackhawk and South Moline townships fell slightly while South Rock Island and Rock Island townships continued to increase. This chart continues to point out the need for continued efforts towards improving property values in Rock Island Township, which is the older area of the City.



**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, 2006.

**TREND ANALYSIS/CONCLUSION:** Residential property values had more than doubled from \$457,986,945 in 1991 to \$1,031,115,018 in 2005, however, due to the recent housing market, values dropped to \$923,331,485 in 2006 though they recovered somewhat in 2007. Commercial property values increased at a much slower rate becoming virtually stagnant from 1997 – 2001. The commercial property values continue to increase steadily at a rate of approximately 3% to 4%.

Source: County Assessor's Office – Valuation Summary Report (residential and commercial only) net for tax extension.



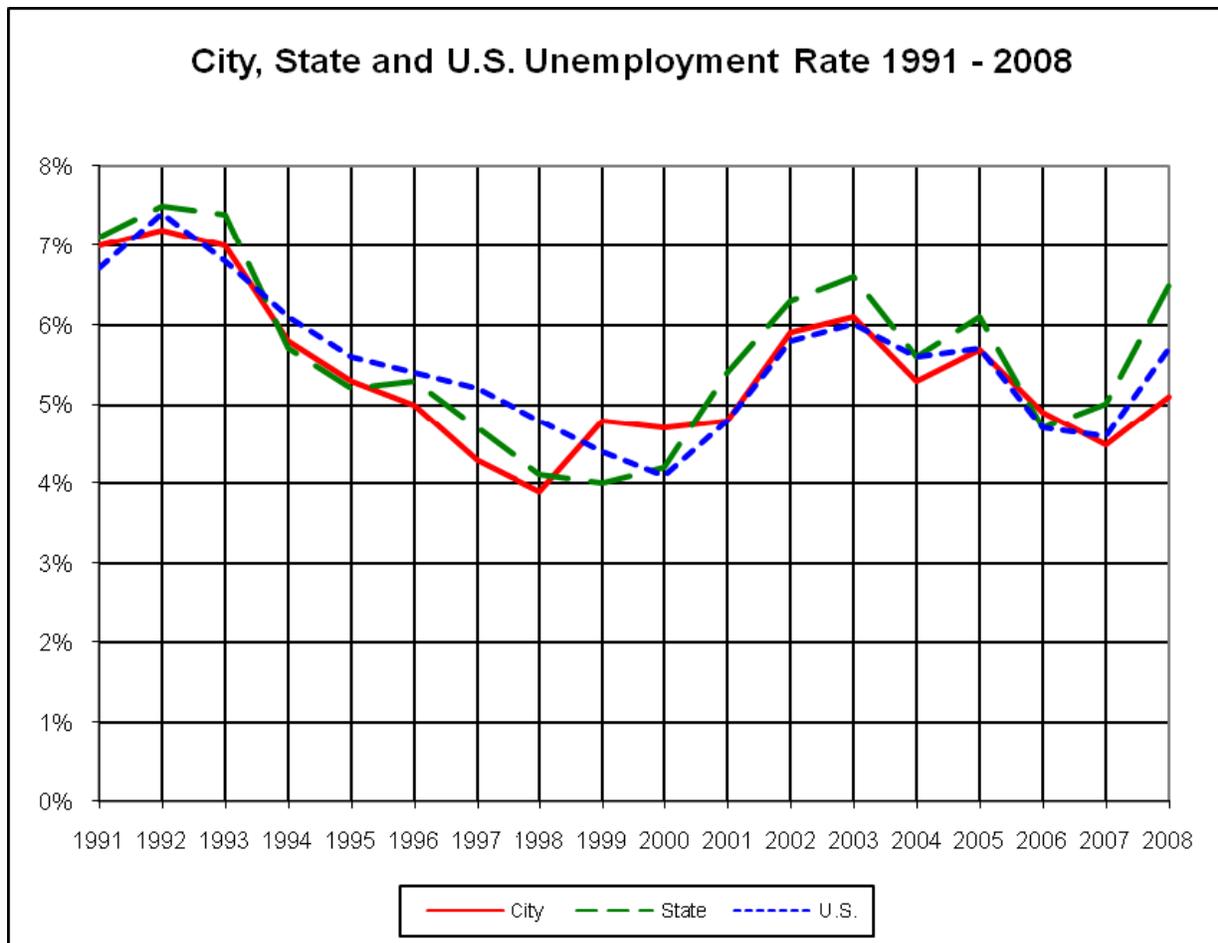
**INDICATOR DESCRIPTION:** This chart shows the population of the City of Rock Island over the past fifty years. The population peaked at 51,863 in 1960. Population since 1960 declined to 50,166 at the 1970 Census and 47,036 at the 1980 Census. The 1990 Census reported the City's population at 40,630, a decrease of 13.6% from 1980. The 2000 Census population of 39,684 was a decrease of 2.33% from 1990. 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 should reverse this trend.



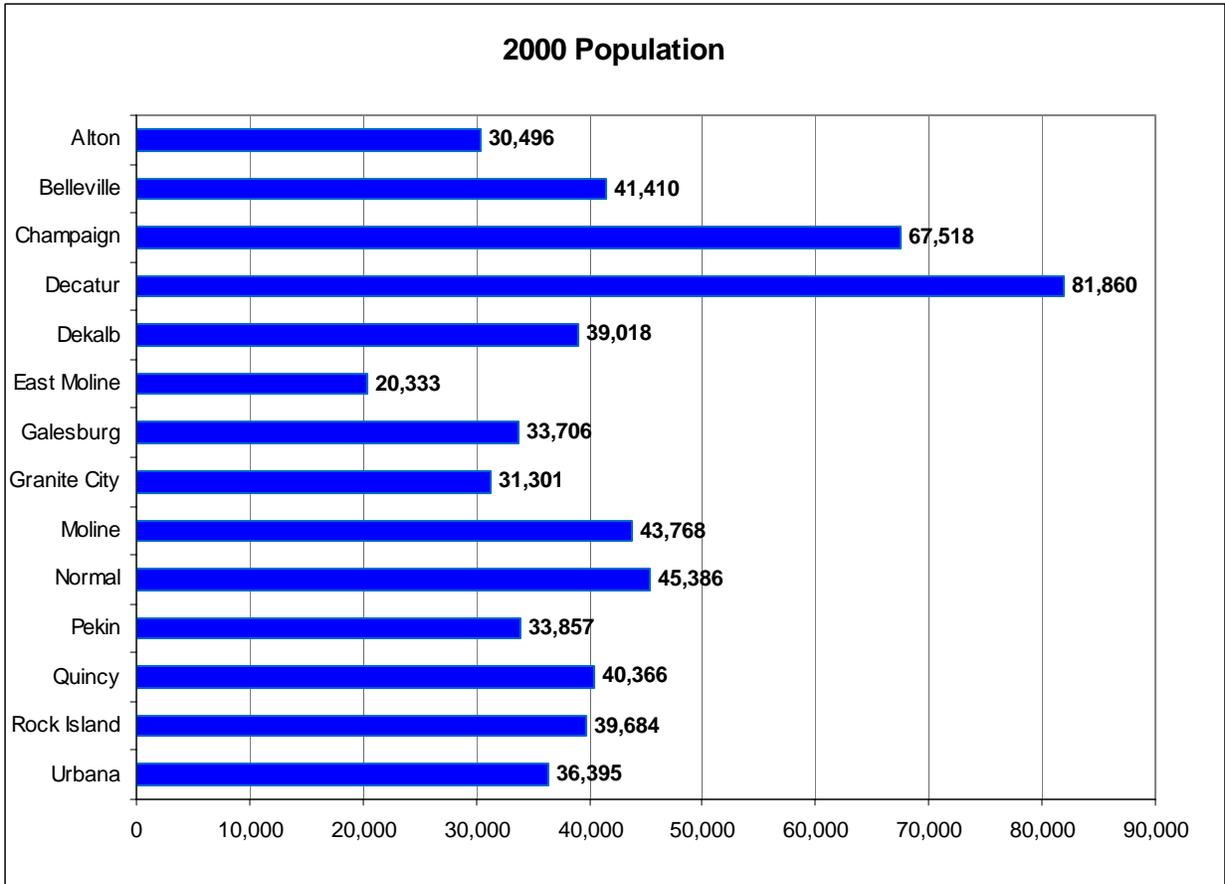
ROCK ISLAND  
ILLINOIS

## **COMPARATIVE TRENDS**



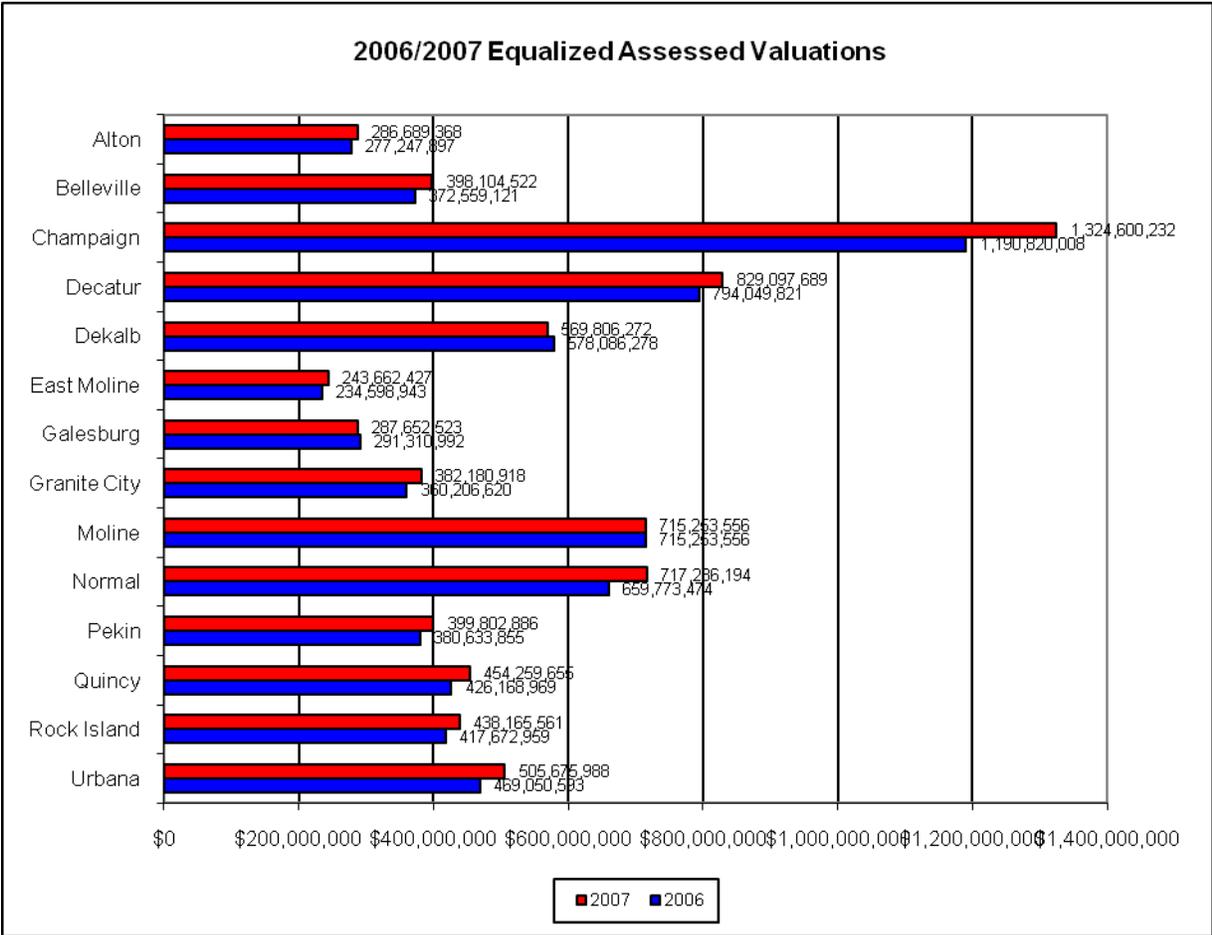
**INDICATOR DESCRIPTION:** This chart shows the unemployment rate within the City of Rock Island (5.1%), State of Illinois (6.5%), and United States (5.7%) from 1991 to 2008. The City unemployment rate peaked in 1992 at 7.2%. The lowest rate of 3.9% was reached in 1998 when statewide was 4.1% and the 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. 1999 saw an increase that remained stable through 2001. However, in 2002 and 2003 the city's unemployment rate increased sharply, following the trend of both the state and U.S. rates. In 2004 the rate decreased, in 2005 entities saw an increase in the unemployment rate. In 2007 the rate has again declined to the lowest it's been in five years but 2008 again saw rates increase though Rock Island continued to be below the State and U.S. rates.



**INDICATOR DESCRIPTION:** 2000 Census populations for selected Illinois cities.

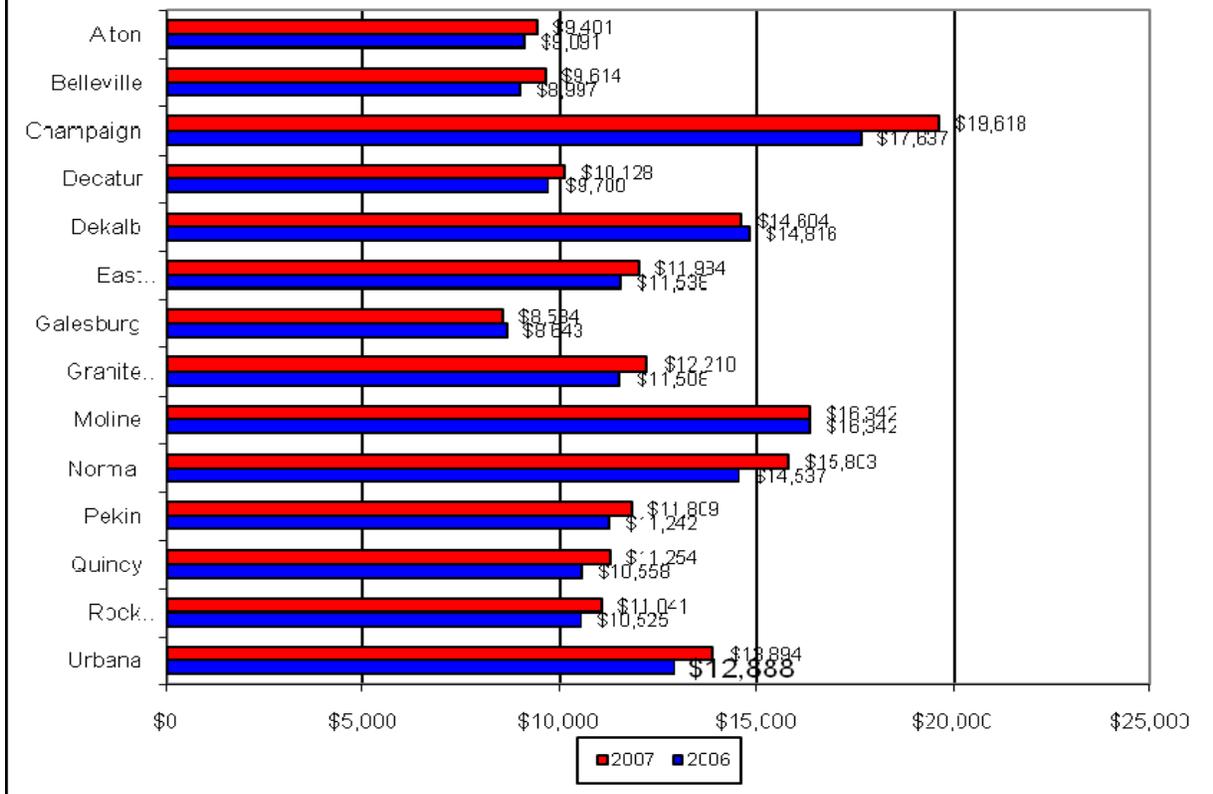
**TREND ANALYSIS/CONCLUSION:** Rock Island's population is in the middle range of the fourteen cities included in the survey. Cities closest to Rock Island in population are Belleville, DeKalb and Quincy.



**INDICATOR DESCRIPTION:** Comparison of 2006 and 2007 property values for fourteen Illinois cities.

**TREND ANALYSIS/CONCLUSION:** Rock Island is about average for cities of comparable size included in the survey. Cities close to Rock Island are Pekin at \$399,802,886 and Quincy at \$454,259,655. The property value for the City of Moline is \$715,253,556. The property value for Moline is 63% greater than the property value for Rock Island even though Moline's population is estimated to exceed Rock Island's by only 10%.

### 2006/2007 Equalized Assessed Valuation Per Capita



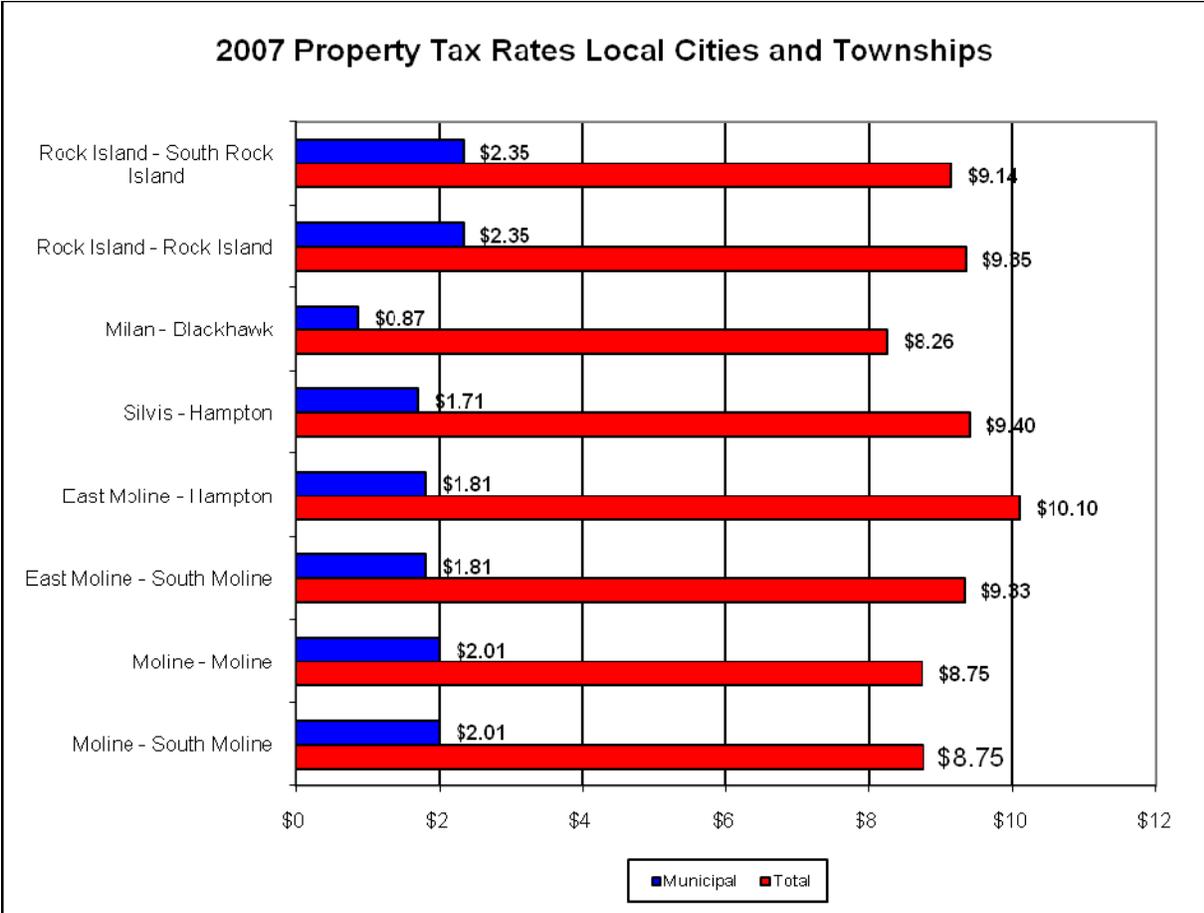
**INDICATOR DESCRIPTION:** The comparison of 2006 and 2007 property values per capita for fourteen Illinois cities.

**TREND ANALYSIS/CONCLUSION:** Of the fourteen Illinois cities included in the survey, four cities – Alton, 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 4.9% from the previous year.



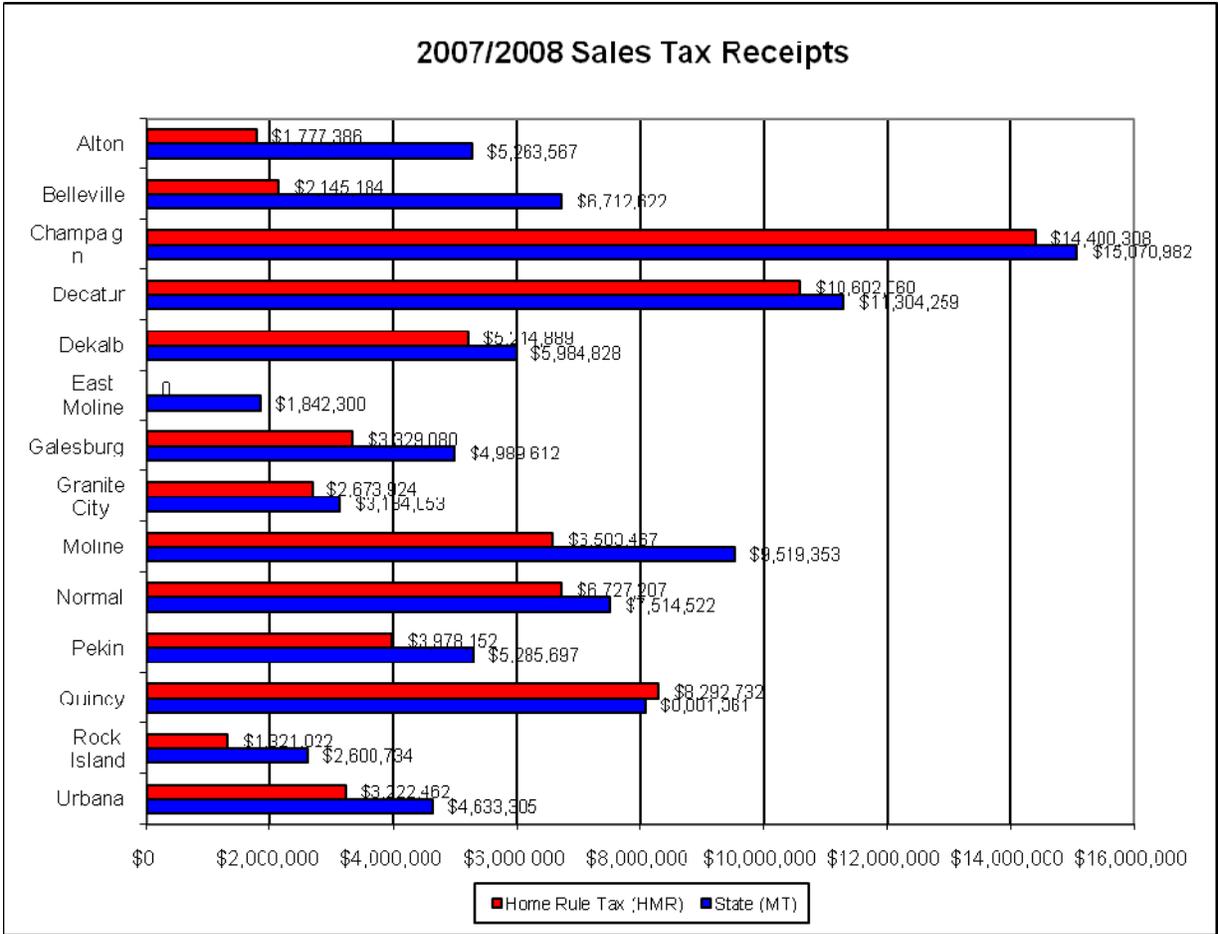
**INDICATOR DESCRIPTION:** The comparison of 2007 property tax rates for fourteen Illinois cities. (Taxes levied in 2007 collected in 2008.) Shown are the municipal and total tax rates. The total tax rate includes rates for taxing bodies such as schools and other special districts and therefore compares the total tax due from a typical taxpayer.

**TREND ANALYSIS/CONCLUSION:** Rock Island at \$9.35 has the highest total property tax rate and the highest municipal rate (\$2.35) of the fourteen Illinois cities. The city closest to Rock Island is East Moline at \$9.33. 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.



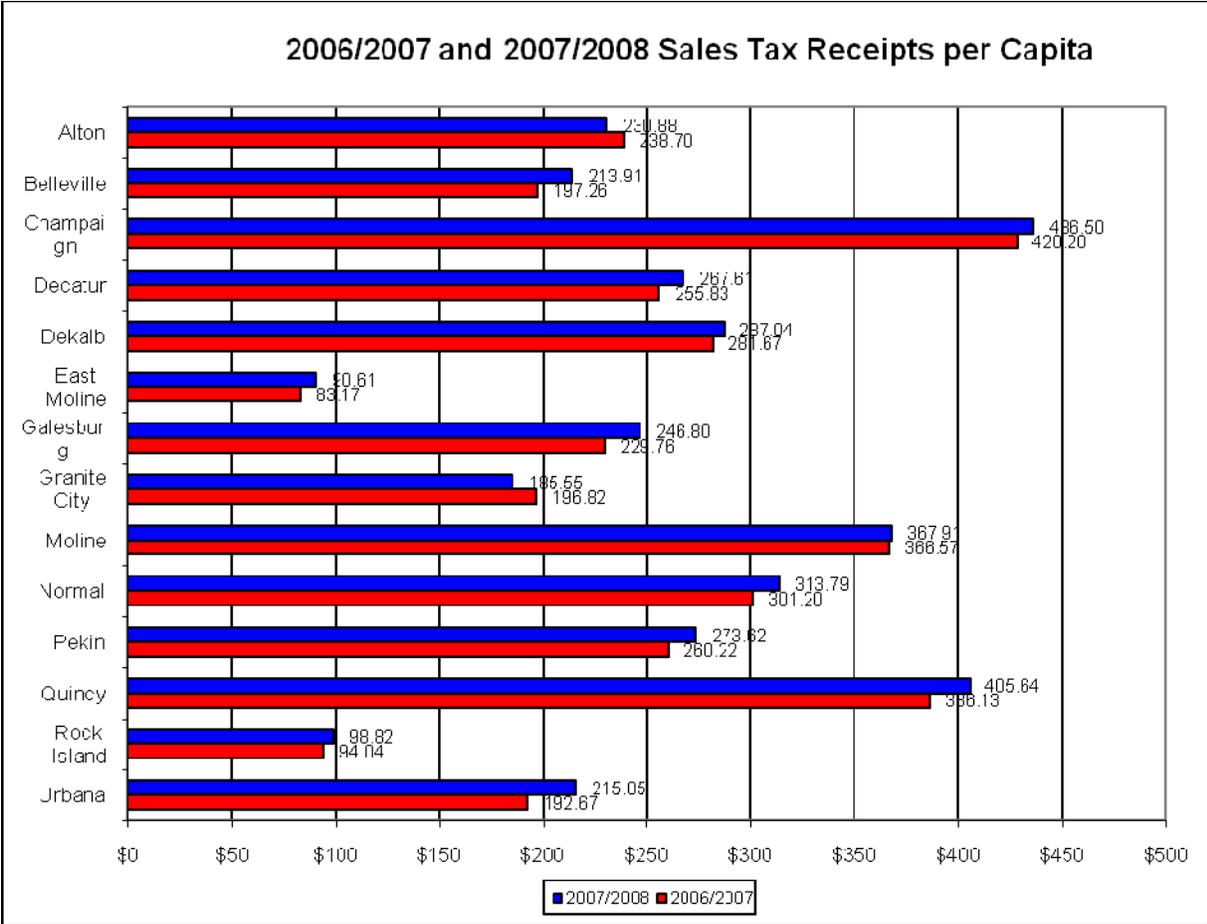
**INDICATOR DESCRIPTION:** This chart compares the total property tax rate and the municipal portion of that rate (including Parks and Library) for Illinois Quad-City townships. (Taxes levied in 2007 collected in 2008.) It shows the relative tax burden for residents located within these townships. Cities included in the analysis are Rock Island, Milan, Silvis, East Moline and Moline.

**TREND ANALYSIS/CONCLUSION:** The lowest property tax rates are in the Village of Milan. The highest total property and municipal tax rates are in the Hampton Township. 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.



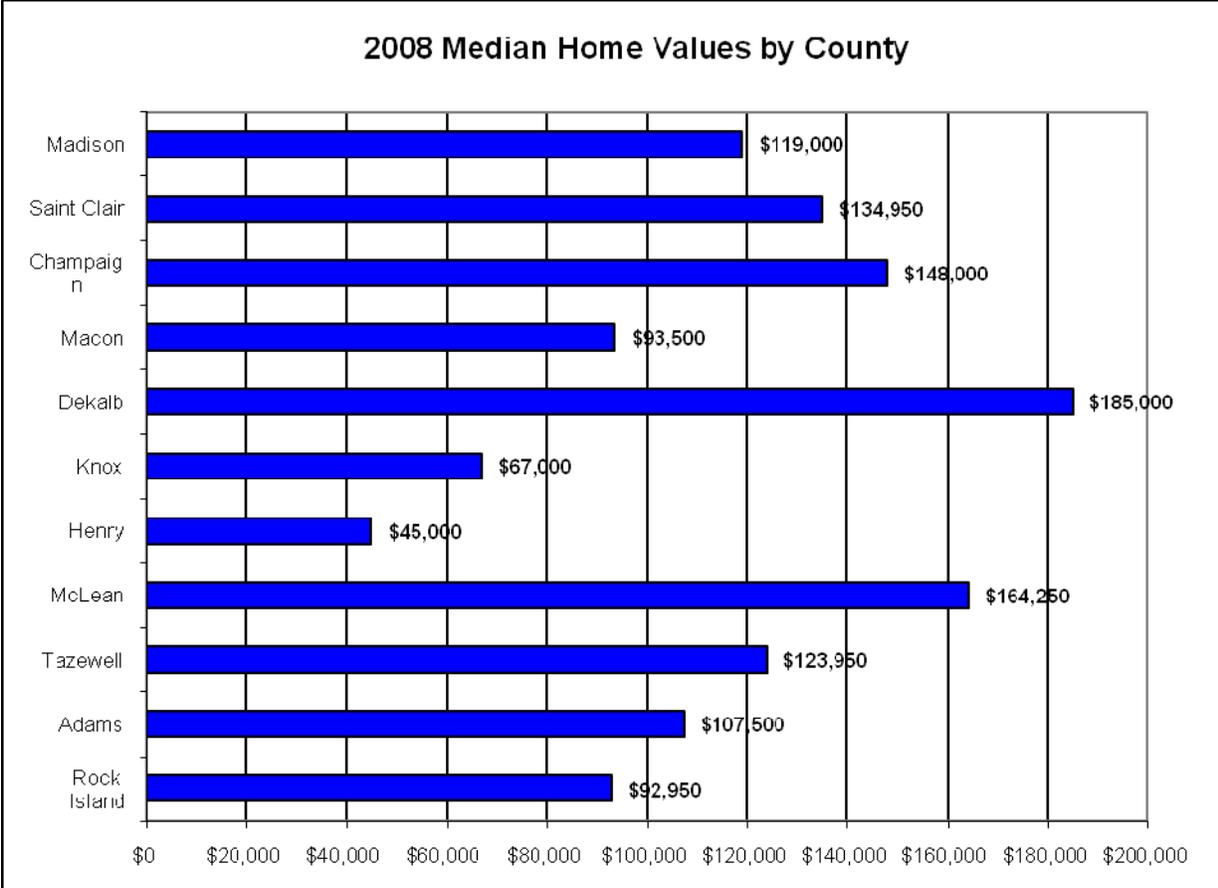
**INDICATOR DESCRIPTION:** Comparison of July 2007 through June 2008 sales tax collections for fourteen Illinois cities. The data for the chart came from the Illinois Department of Revenue. The State of Illinois collects 7% sales tax on sales in the City of Rock Island. The State retains the 5% portion, 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. Obviously, 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 2006/2007 and 2007/2008, July through June total sales tax revenue per capita for fourteen Illinois cities.

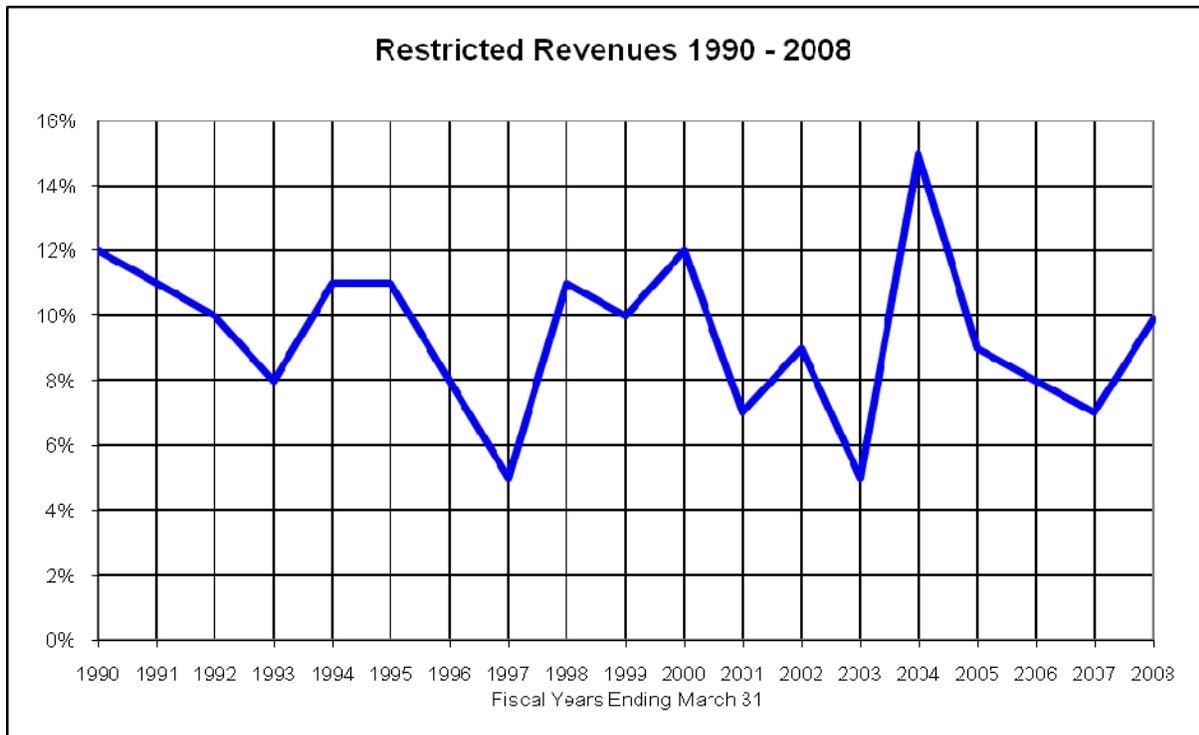
**TREND ANALYSIS/CONCLUSION:** Rock Island’s sales tax collections are lowest per capita of the fourteen cities included in the survey with the exception of East Moline. However, East Moline’s sales tax is generated entirely from the municipal portion of the state sales tax since East Moline cannot have 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. Rock Island’s sales tax per capita remained relatively unchanged from the previous year.



**INDICATOR DESCRIPTION:** Comparison of median home values by county incorporates the fifteen Illinois cities looked at in the previous chart.

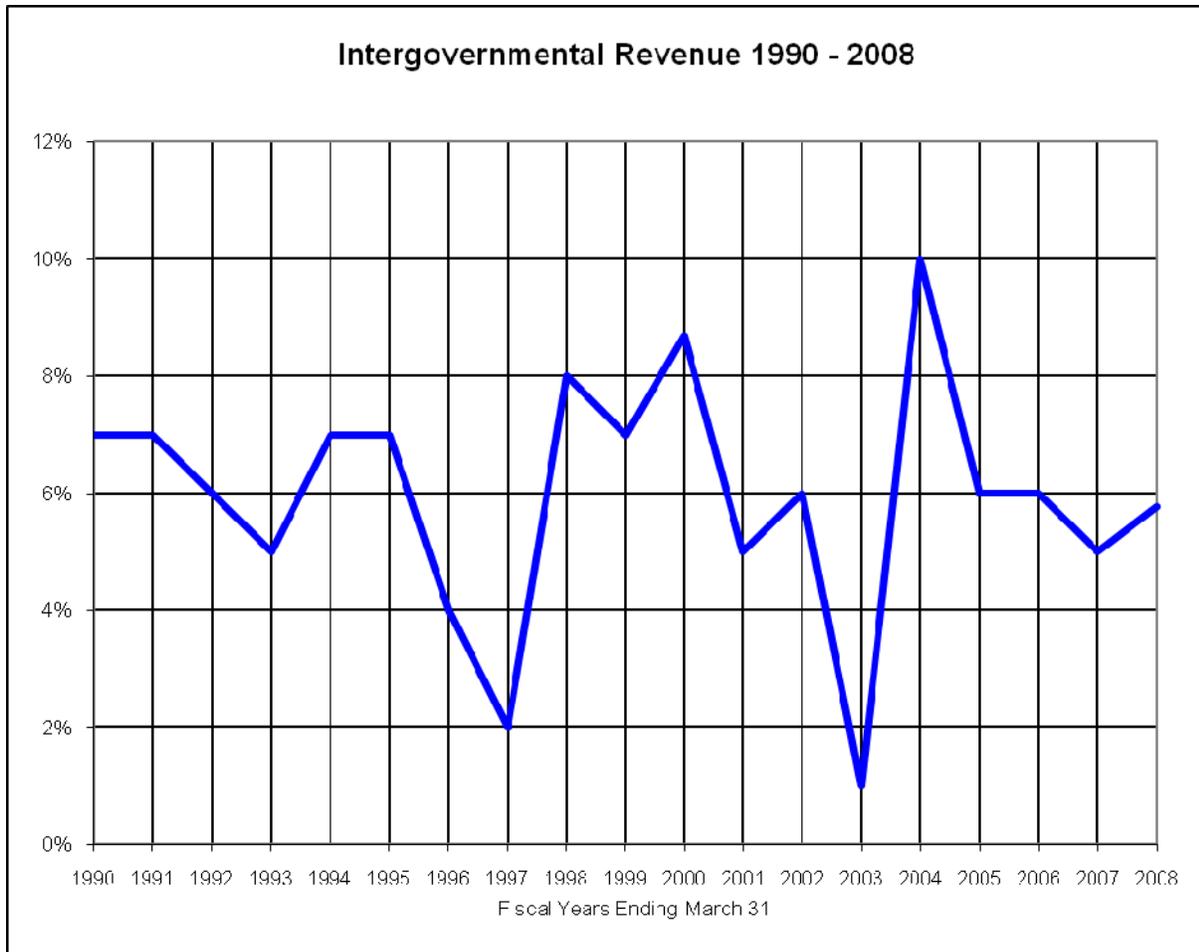
**TREND ANALYSIS/CONCLUSION:** This chart shows that Rock Island County remains competitive in the residential market compared to other counties, however, the City of Rock Island must not only increase the amount of residential housing, but should also increase the value of housing to remain competitive.

## **REVENUE TRENDS**



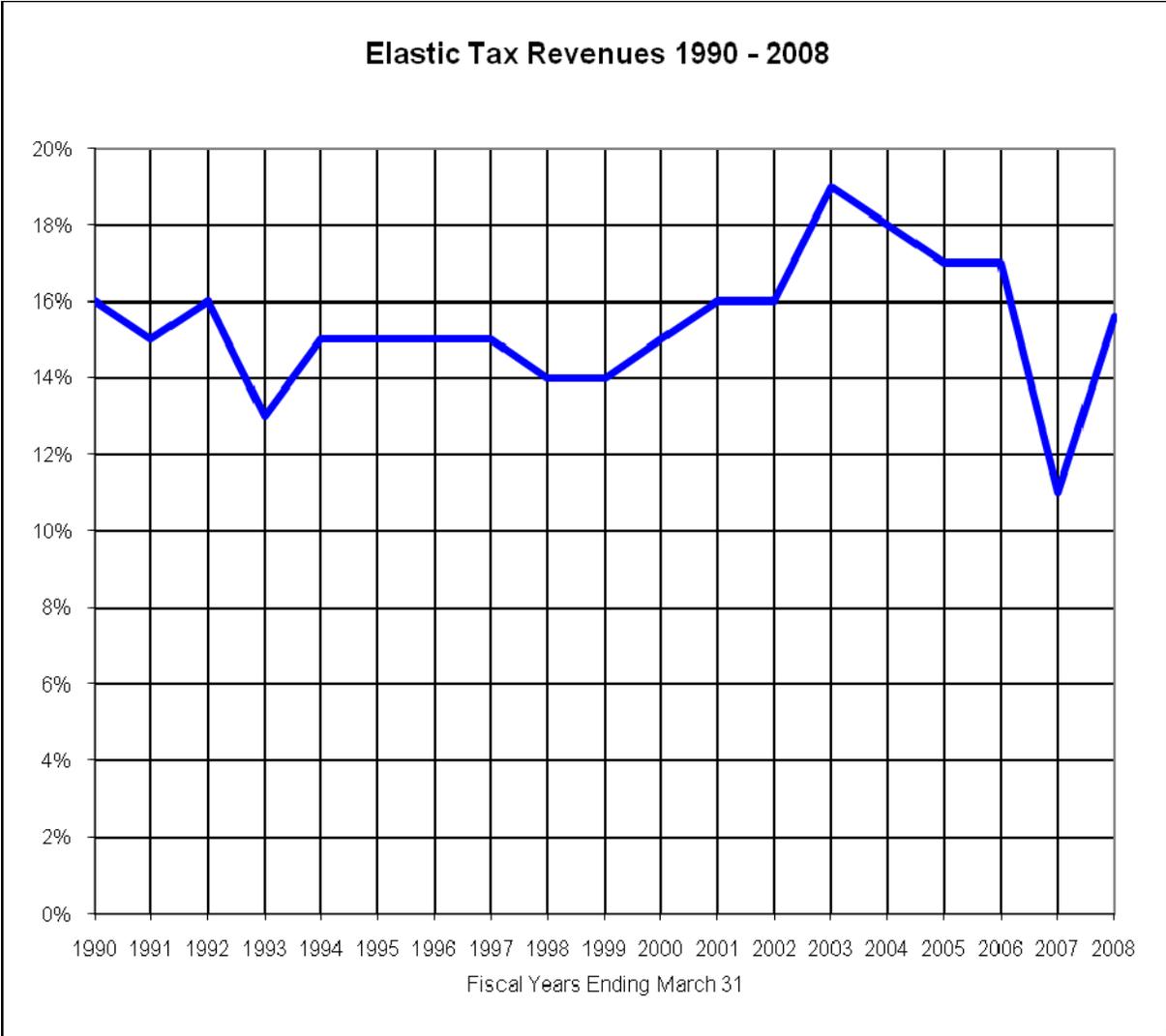
**INDICATOR DESCRIPTION:** This chart shows restricted revenues as a percentage of net operating revenue. Restricted revenues are funds, which must be spent on capital projects, grants, or other legal obligations. From one perspective, it would seem that many of these restrictions should not affect the financial health of the city because the 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, the 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 an increase for 2008 from 2007.



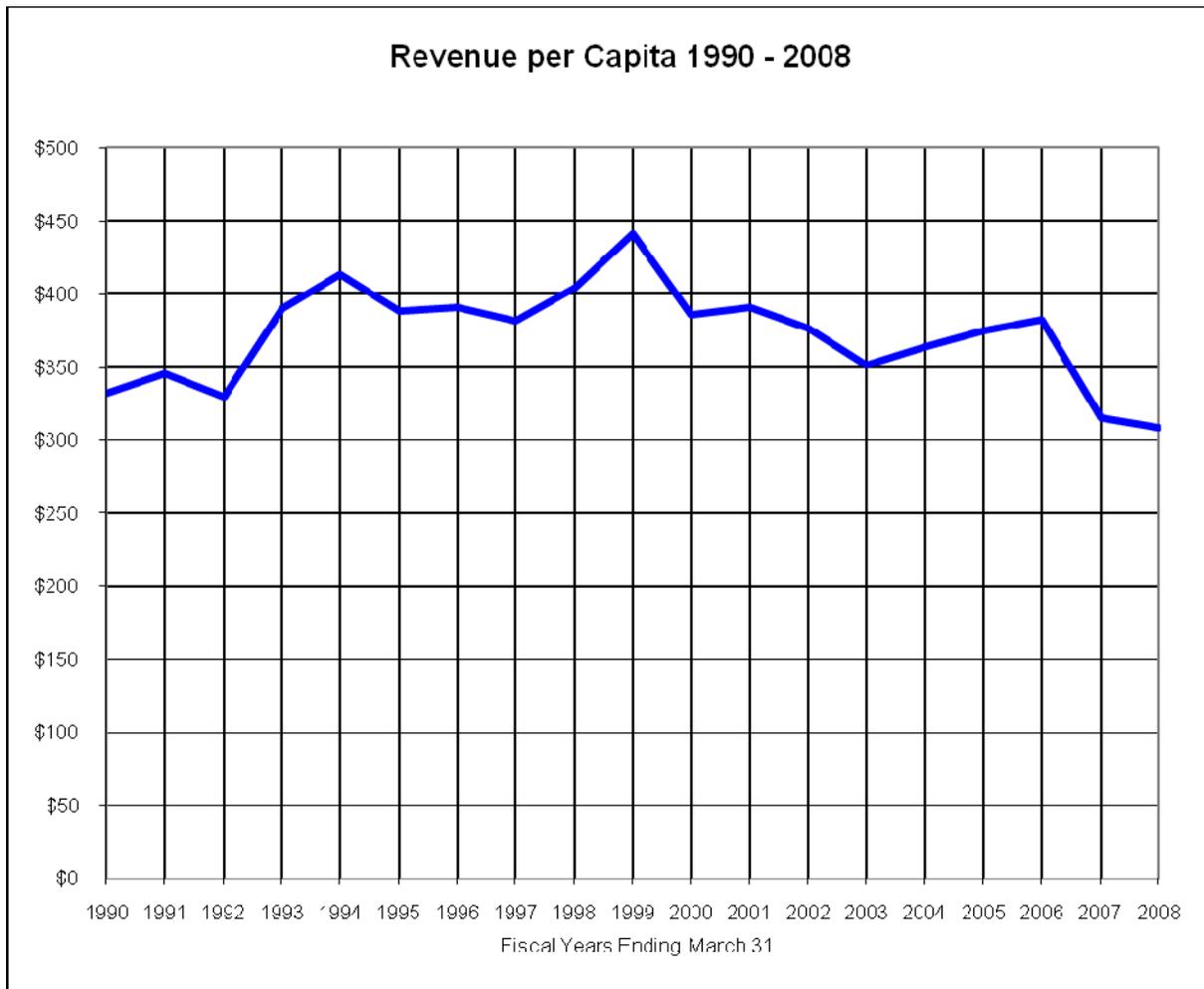
**INDICATOR DESCRIPTION:** Intergovernmental revenues are shown as a percentage of gross operating revenues. Gross operating revenues are defined as revenues to the General, Special Revenue, and Debt Service funds. Intergovernmental revenues are monies received from other government entities. An increasing 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 the 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.



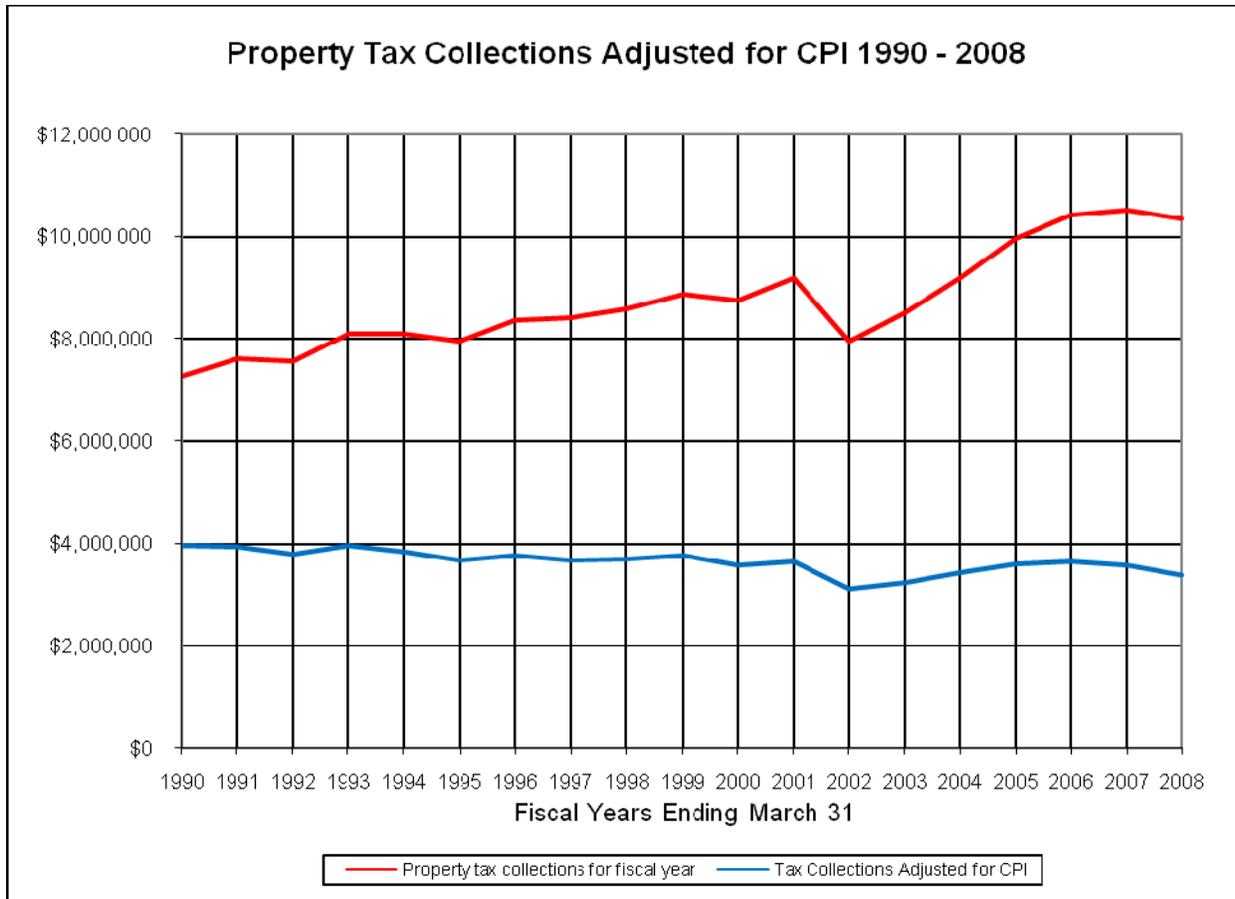
**INDICATOR DESCRIPTION:** Elastic tax revenues are shown as a percentage of net operating revenue. Their yields are responsive to changes in the economic base and inflation. (Inelastic revenues have fixed fees and are unresponsive to changes in economic conditions.) Elastic tax revenues decrease proportionately 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.



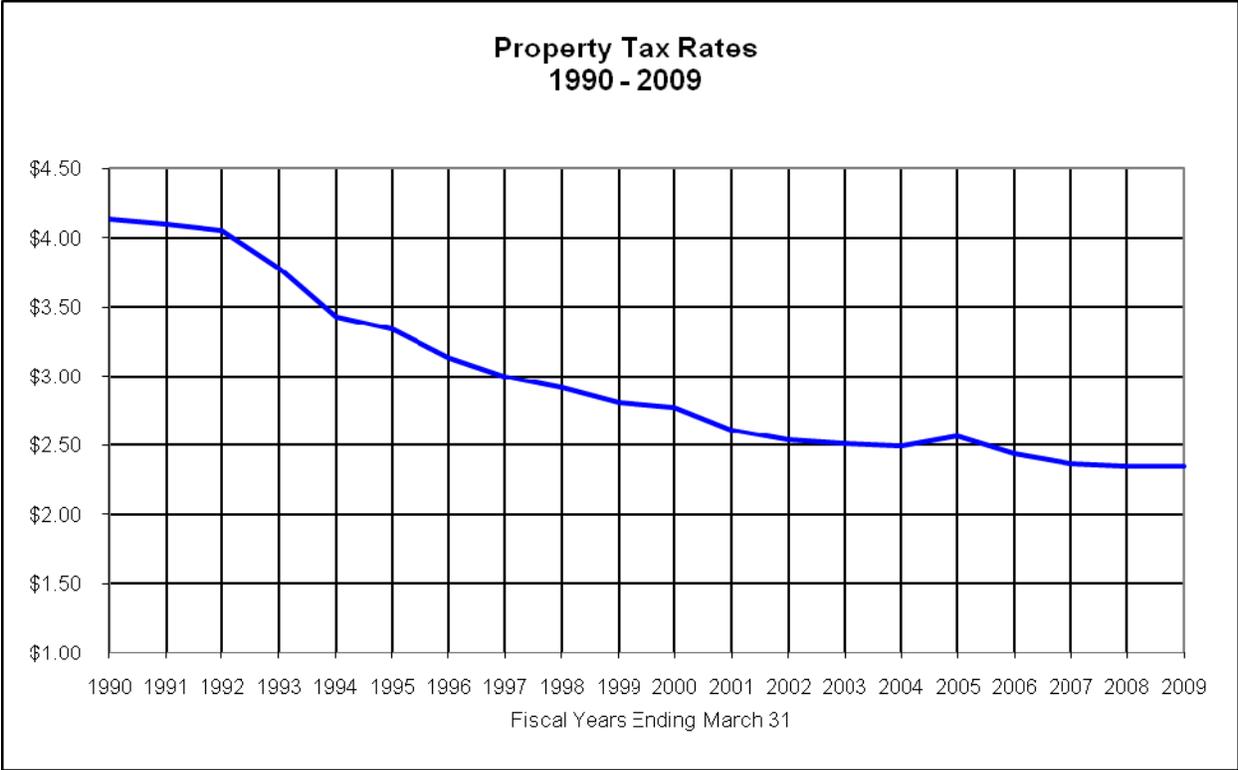
**INDICATOR DESCRIPTION:** This chart shows net operating revenue per person of governmental funds - adjusted for changes in the consumer price index. This chart shows how revenues are changing relative to changes in population. As population increases, it might be expected that the need for services 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 slightly in 2004 but has declined sharply in the past three years and is at its lowest point at 2008. 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 the 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.

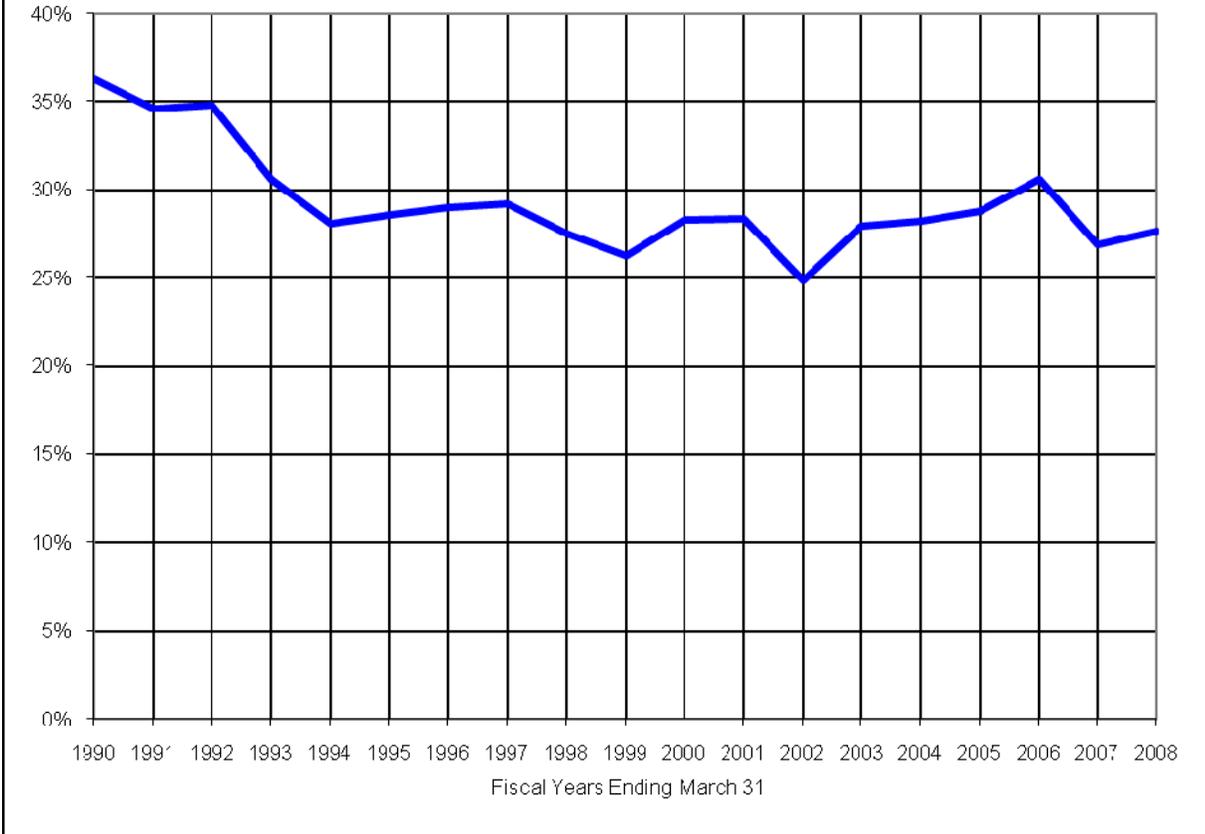
**TREND ANALYSIS/CONCLUSION:** This chart illustrates a general reduction in property tax collections in constant dollars. This points out the need for continued economic development strategies designed to attract, retain and increase the property values of businesses and households. The 2002 decline in property tax collection is due to the creation of a new Park fund.



**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 2007. 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 1991 at \$4.13. They have steadily declined to a rate of \$2.34 in 2007 (a 57% decrease since 1991). However, in 2005 the municipal property tax rate increased slightly to \$2.57 but has decreased to \$2.35 in 2008 and remains the same for 2009.

**Property Tax Revenue as a Percentage of Net Operating Revenues 1990 - 2008**



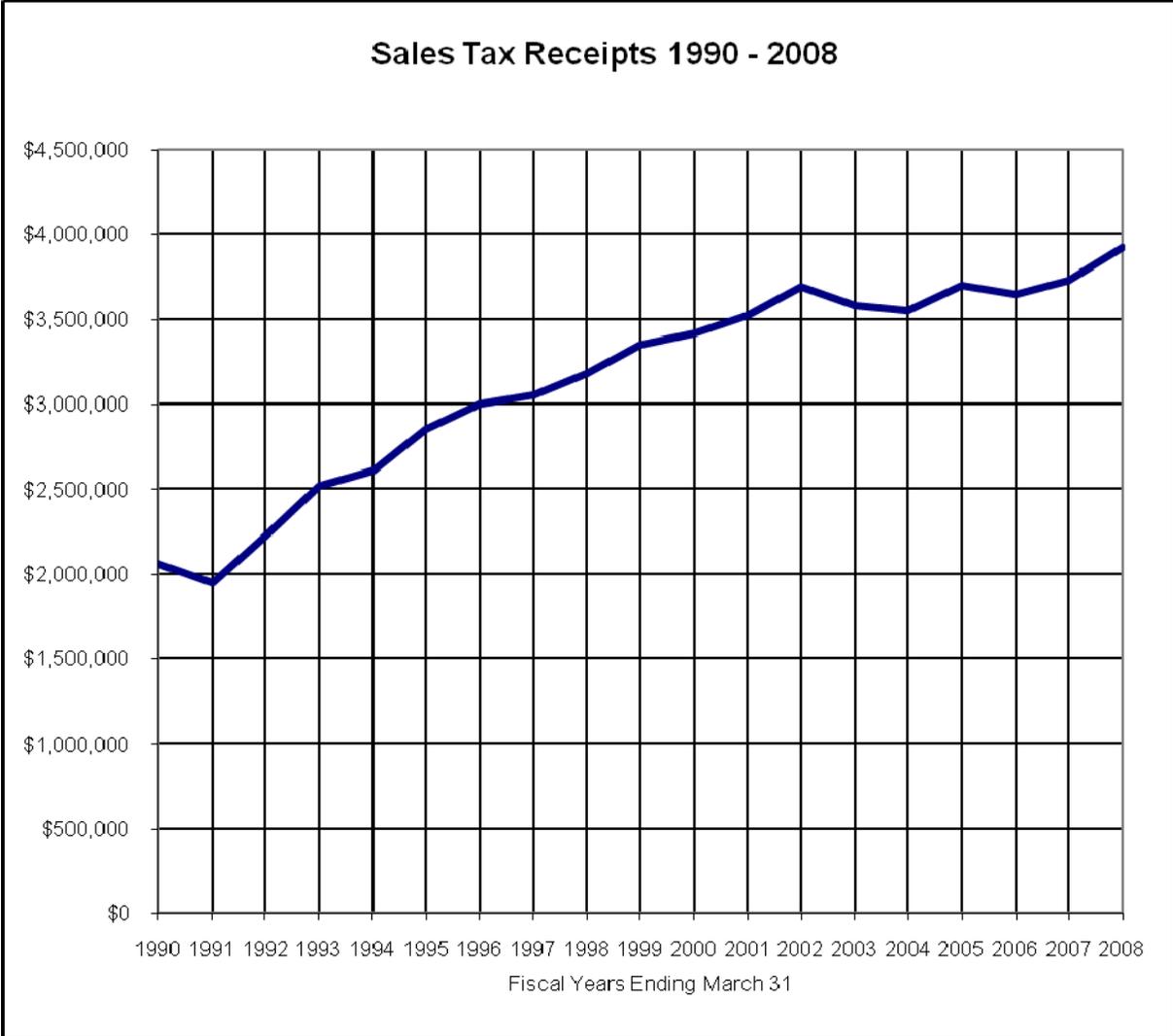
**INDICATOR DESCRIPTION:** This chart shows property tax collections as a percentage of Net Operating Revenue.

**TREND ANALYSIS/CONCLUSION:** The reliance on the property tax for funding City services has declined. This is a positive trend for the City. A more diverse revenue mix has been created during the past decade due to the addition of the gasoline tax, hotel/ motel tax, local option sales tax, municipal utility tax and gaming fees. This has allowed the City to reduce its reliance on the property tax creating a healthier mix of operating revenues.



**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.

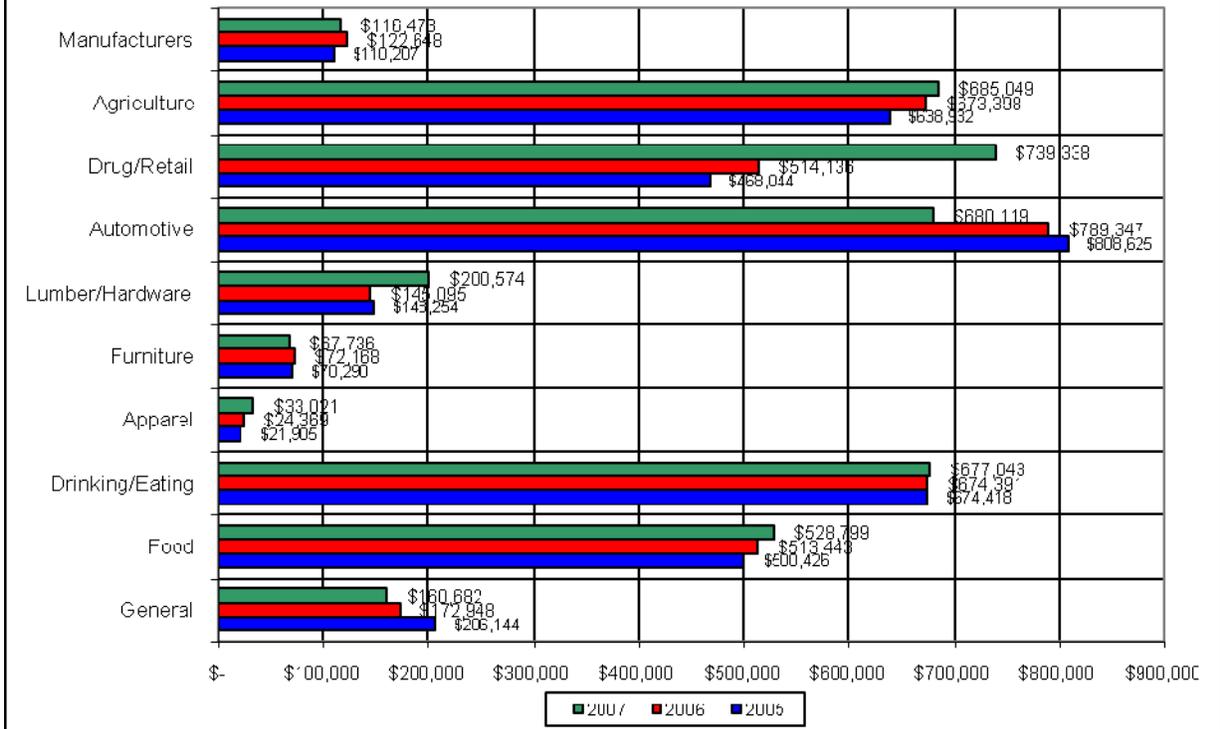
**TREND ANALYSIS/CONCLUSION:** The utility tax has been a relatively stable elastic revenue source fluctuating with the price and level of consumption. However, deregulation of the industry has led to “wheeling” from outside suppliers. This, plus MidAmerican Energy’s 13% decrease in rates caused the 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%.



**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.

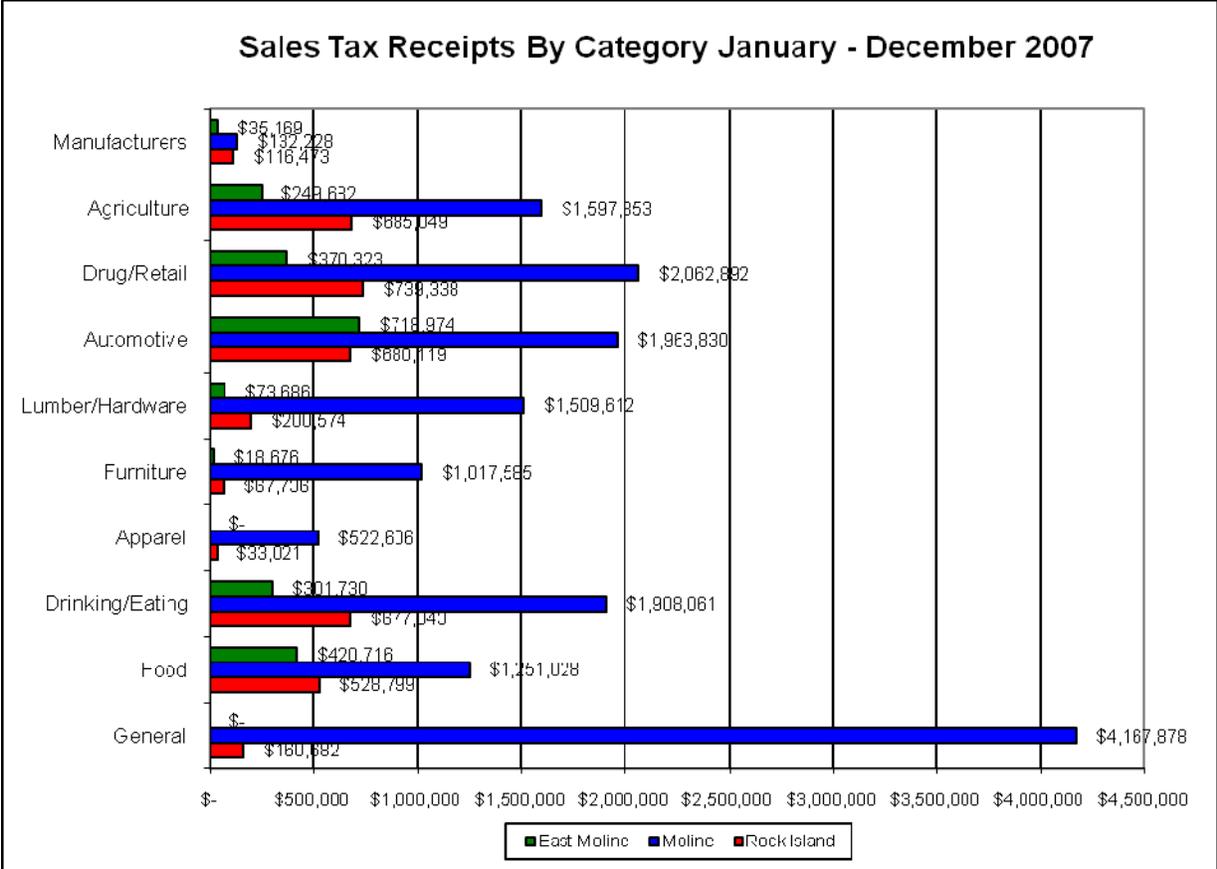
**TREND ANALYSIS/CONCLUSION:** The local option sales tax was adopted September 1, 1991 to enhance the revenue mix and reduce the reliance on the property tax. Sales tax revenue increased 14% for an average of 3% per year over the past five years, which, while still positive, is less than in past years 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 and 2008.

### Sales Tax Receipt Comparison 2005, 2006, 2007



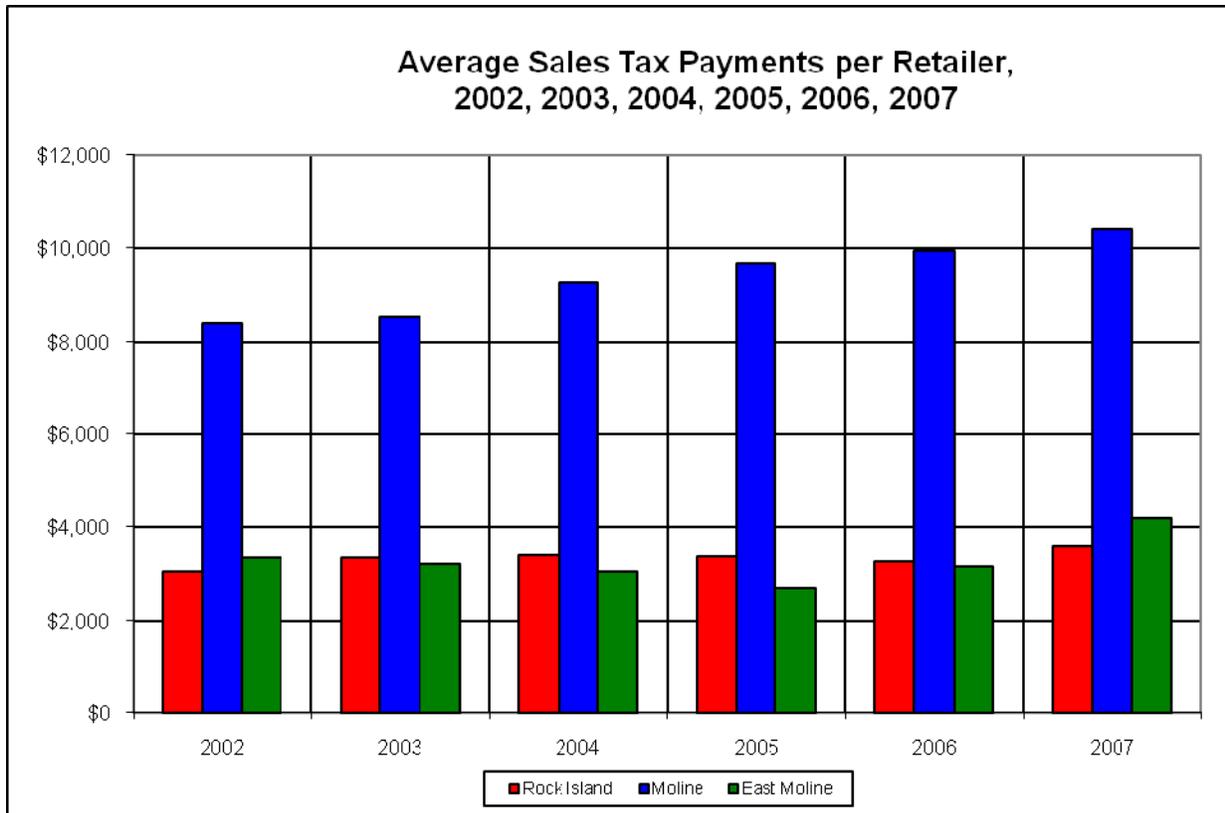
**INDICATOR DESCRIPTION:** This chart compares calendar data for 2005, 2006, and 2007 supplied by the Illinois Department of Revenue. This chart reflects both the municipal and home rule components of the total sales tax revenue.

**TREND ANALYSIS/CONCLUSION:** 2007 Sales Tax receipts increased over 2006 in the following categories: Agriculture, Drug/Retail, Lumber/Hardware, Apparel, Drinking/Eating, and Food.



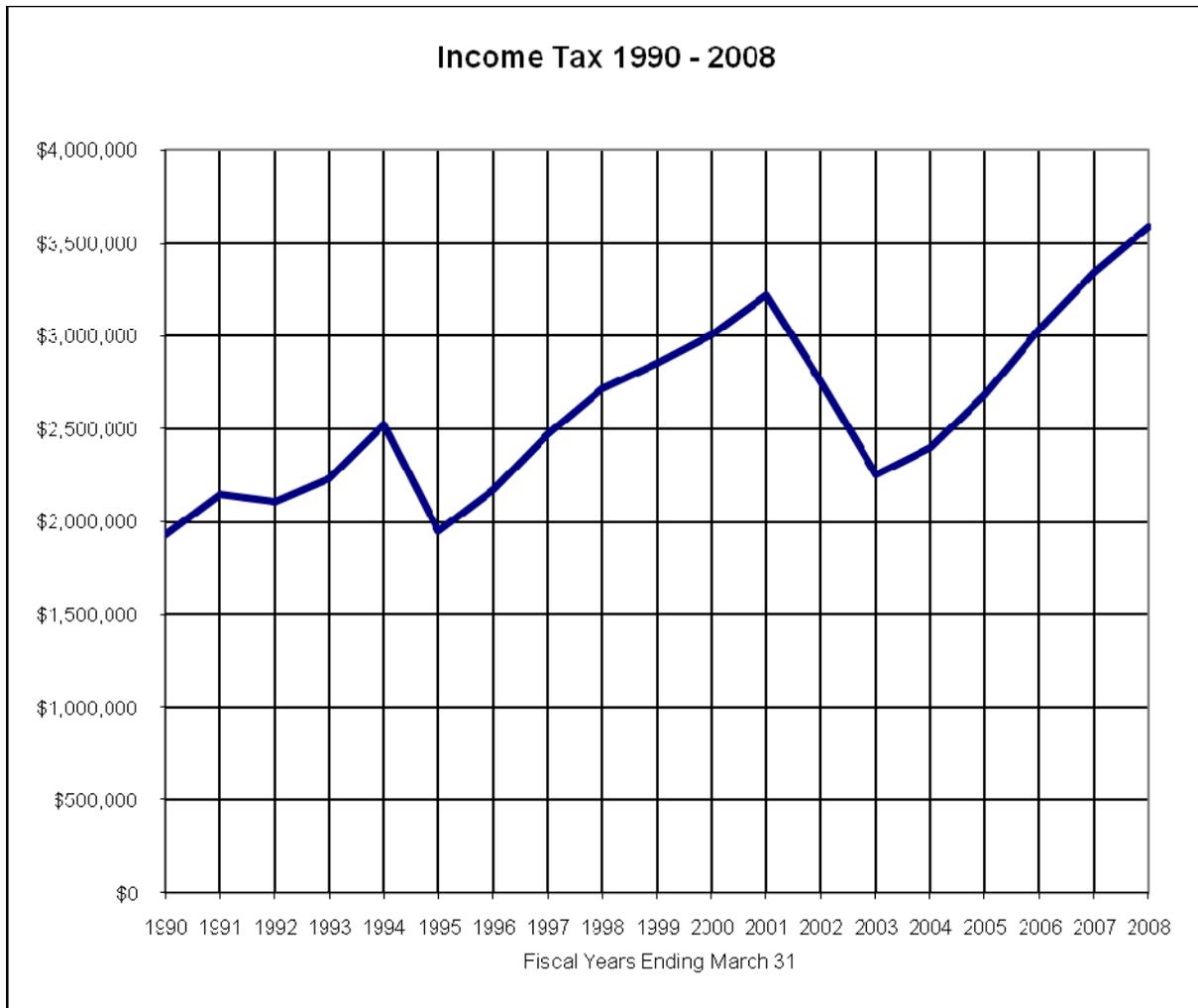
**INDICATOR DESCRIPTION:** This chart shows City sales tax receipts by business category for the calendar year 2007 compared to East Moline and Moline. Since the City is essentially in competition with these communities, this chart is a useful tool for analyzing how Rock Island compares to its neighbors. The data for the chart came from an Illinois Department of Revenue website.

**TREND ANALYSIS/CONCLUSION:** Rock Island is generally a distant second to Moline in all categories. East Moline is not a home rule city and therefore, does not have a home rule sales tax. The Illinois Department of Revenue report did not list an amount in two categories for East Moline, General and Apparel, reflecting fewer than four taxpayers per category.



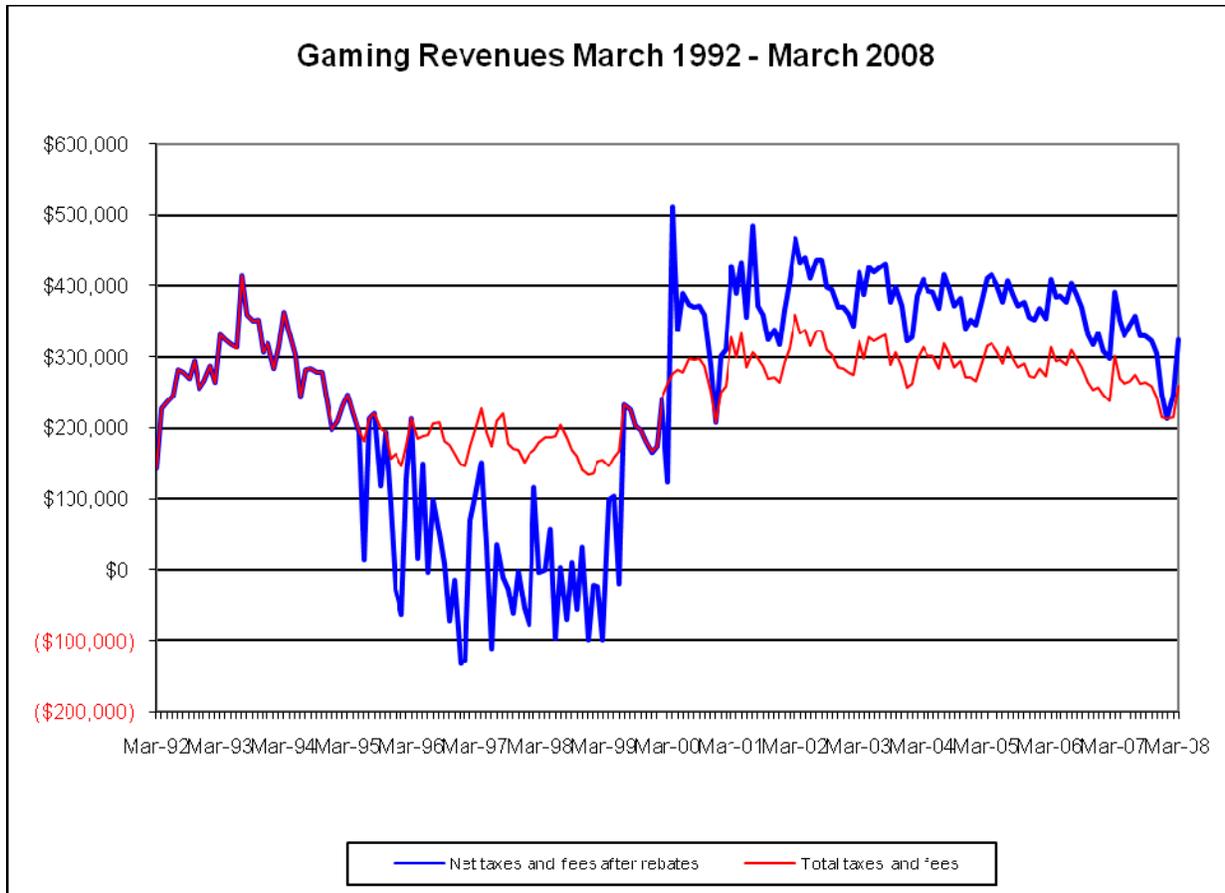
**INDICATOR DESCRIPTION:** This chart shows City of Rock Island sales tax receipts per retailer for the calendar years of 2002, 2003, 2004, 2005, 2006, and 2007 as compared to East Moline and Moline. It was prepared by dividing the total sales tax receipts by the number of retail businesses in each city. 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. Again, since the City is essentially in competition with these communities, this chart is useful to analyze how we compare with our neighbors.



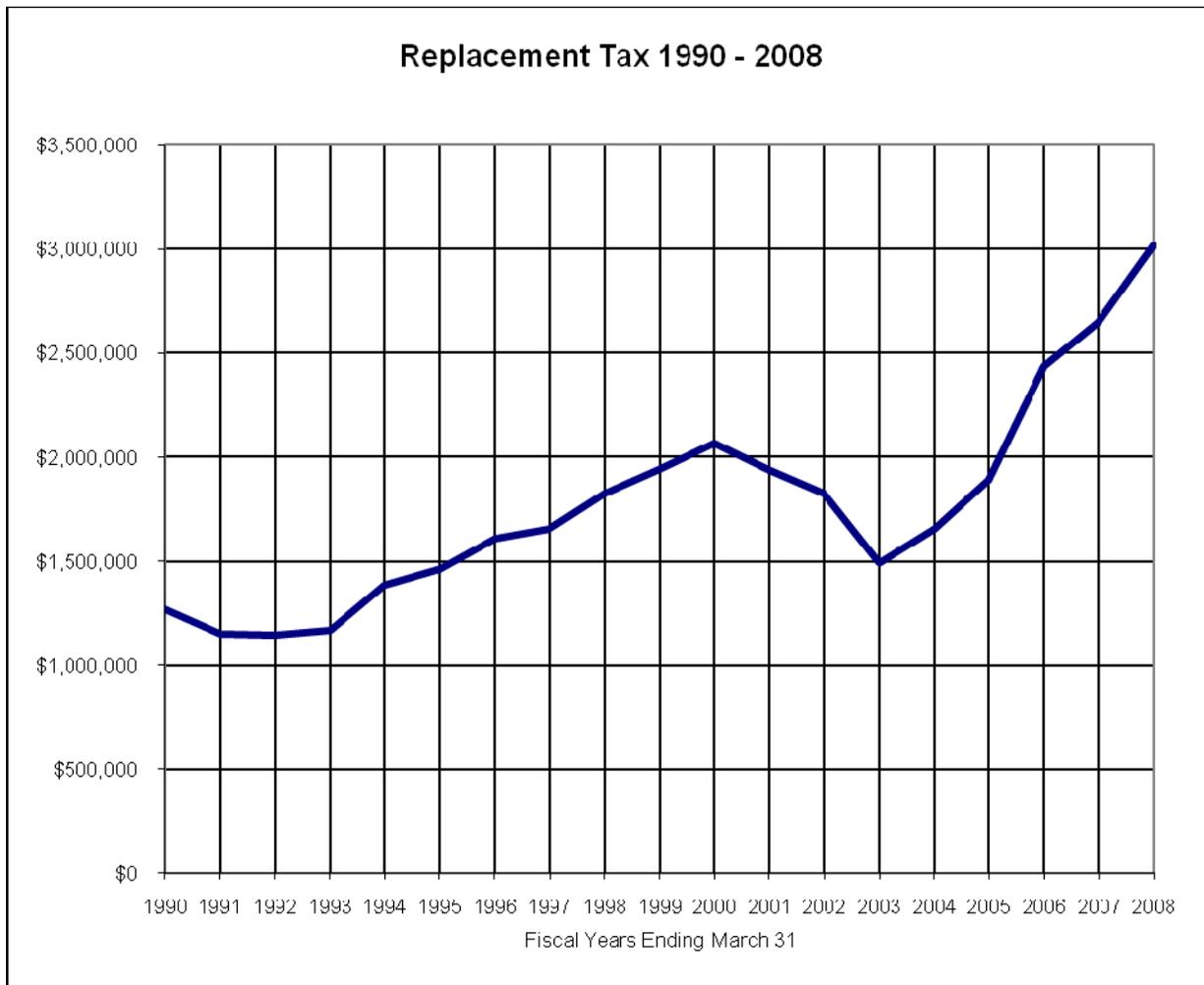
**INDICATOR DESCRIPTION:** City income tax revenue is generated from a 3.0% tax on personal income. The tax is collected by the State and distributed to cities based on population. From 1990 to 1994 there were two components; income tax and surcharge tax. Income tax revenue was recorded in the General 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.



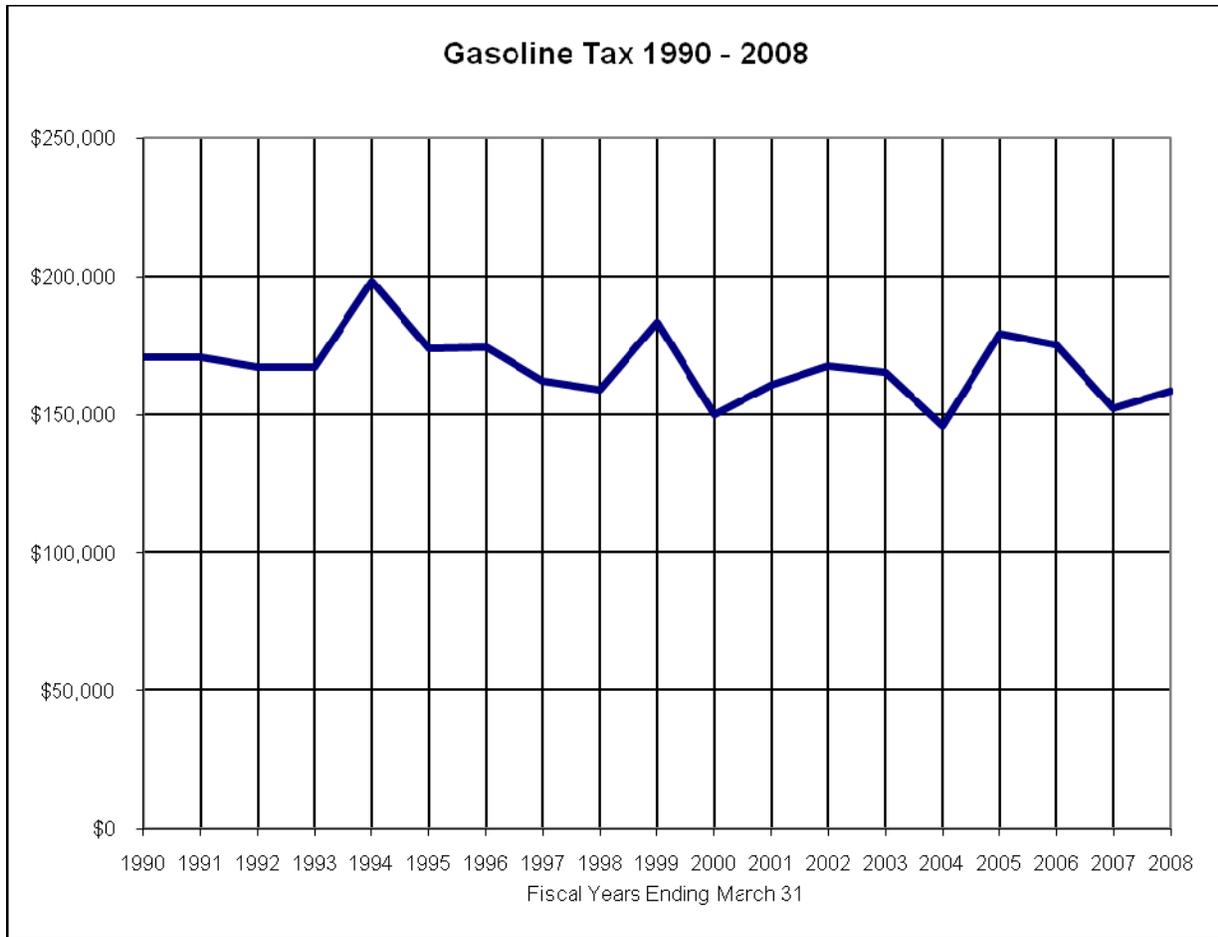
**INDICATOR DESCRIPTION:** The City receives \$1.114 per person admitted to the casino as a local fee. The City also receives an additional \$1.00 per person plus approximately 5% of the wagering losses as a tax collected and remitted to the City by the State of Illinois. This chart shows these local and State revenues plus total gaming revenue from inception in March 1992 through March 2008.

**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. Until 1996/97, approximately two-thirds of City gaming receipts were allocated to operations with the remaining one-third allocated to capital improvements. The budgeted projection of no gaming revenue in 1996/97, 1997/98 and again in 1998/99 placed significant fiscal stress on operating departments. 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.



**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.



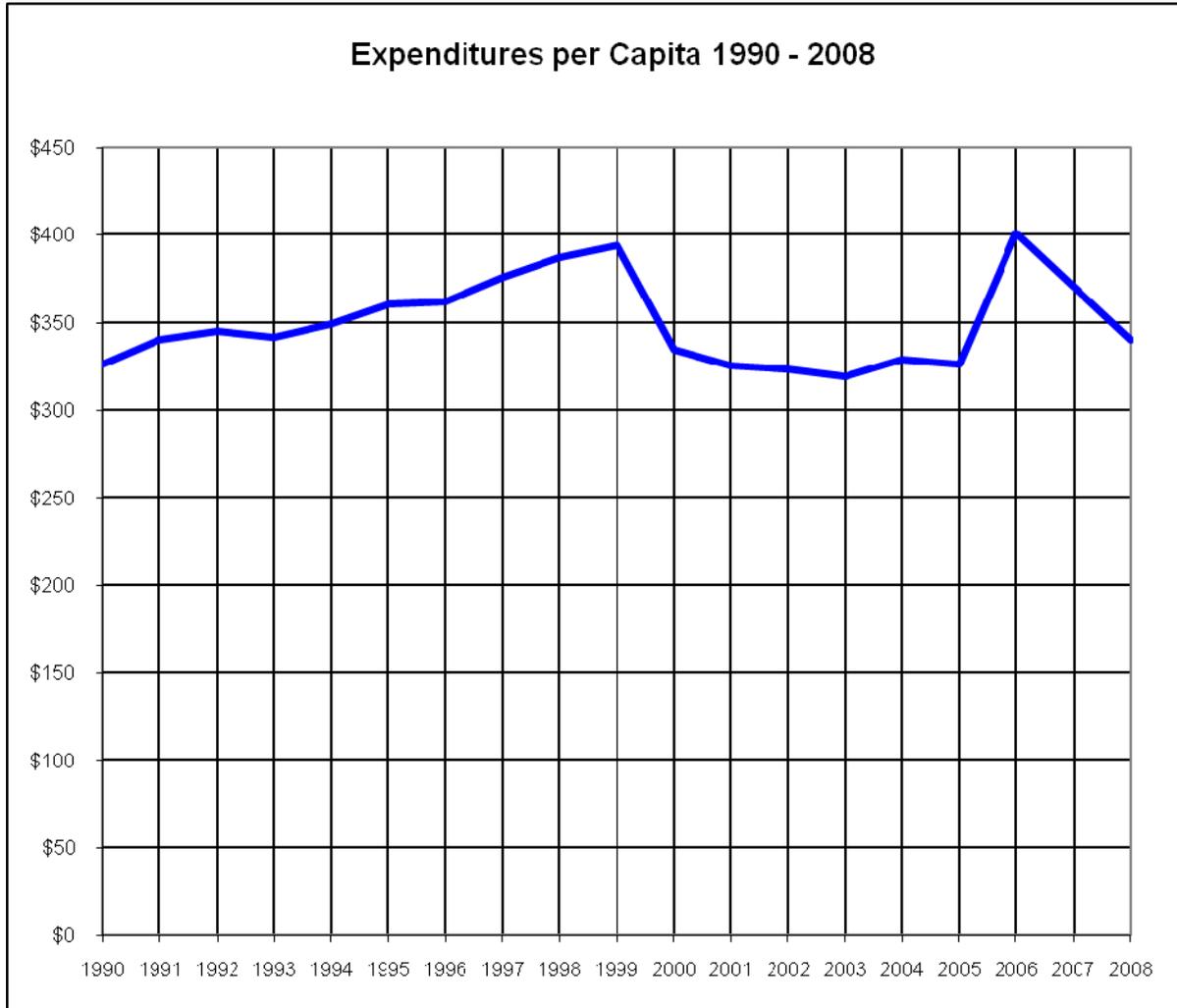
**INDICATOR DESCRIPTION:** The City adopted a user tax of \$.01 on retail and bulk purchases of motor fuel on April 6, 1987, replacing the wheel tax. Gasoline tax represents approximately 1% of General Fund revenue.

**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.



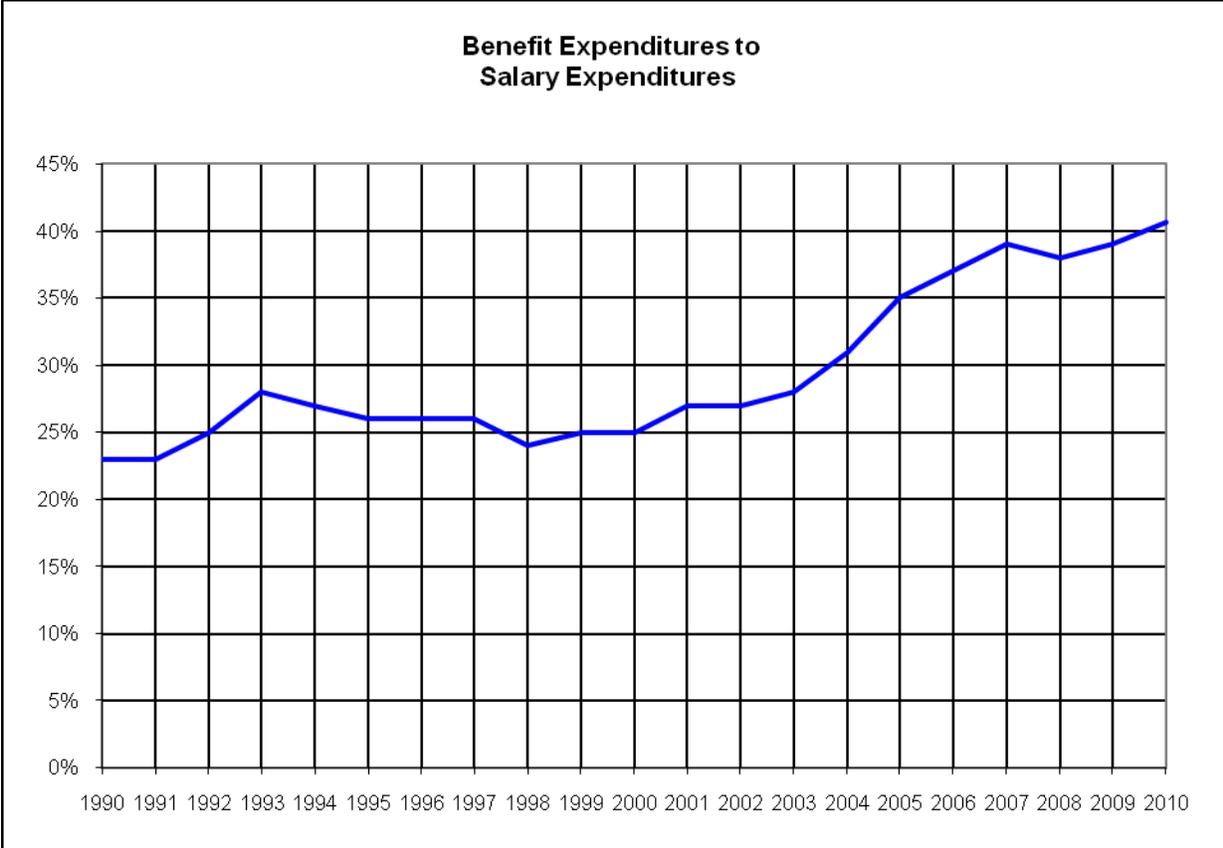
ROCK ISLAND  
ILLINOIS

# **EXPENDITURE TRENDS**



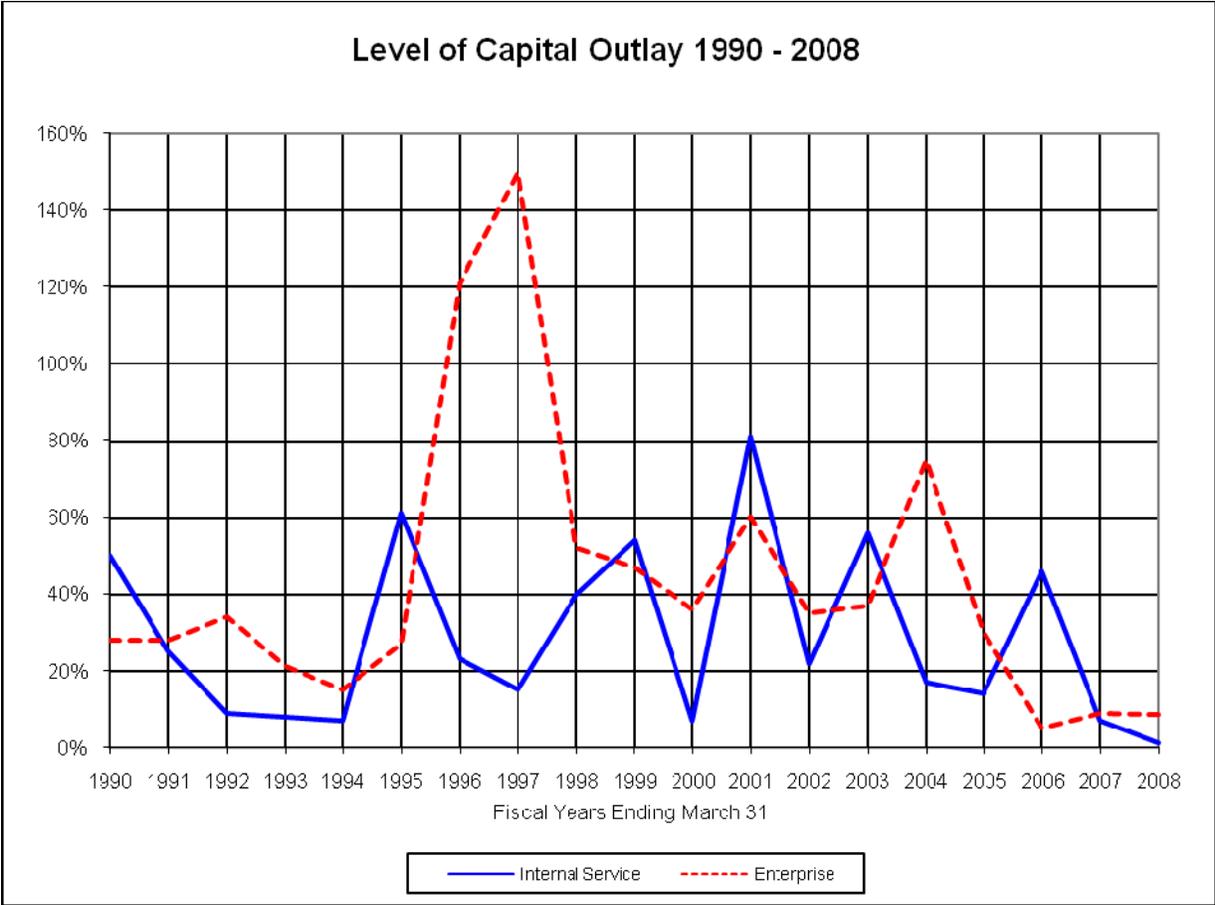
**INDICATOR DESCRIPTION:** This chart shows Net Operating Expenditures (adjusted for changes in the consumer price index) per person relative to changes in population. Increasing per capita expenditures can indicate that the cost of providing services is outstripping the community's ability to pay, especially 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 before falling the next two years.



**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).

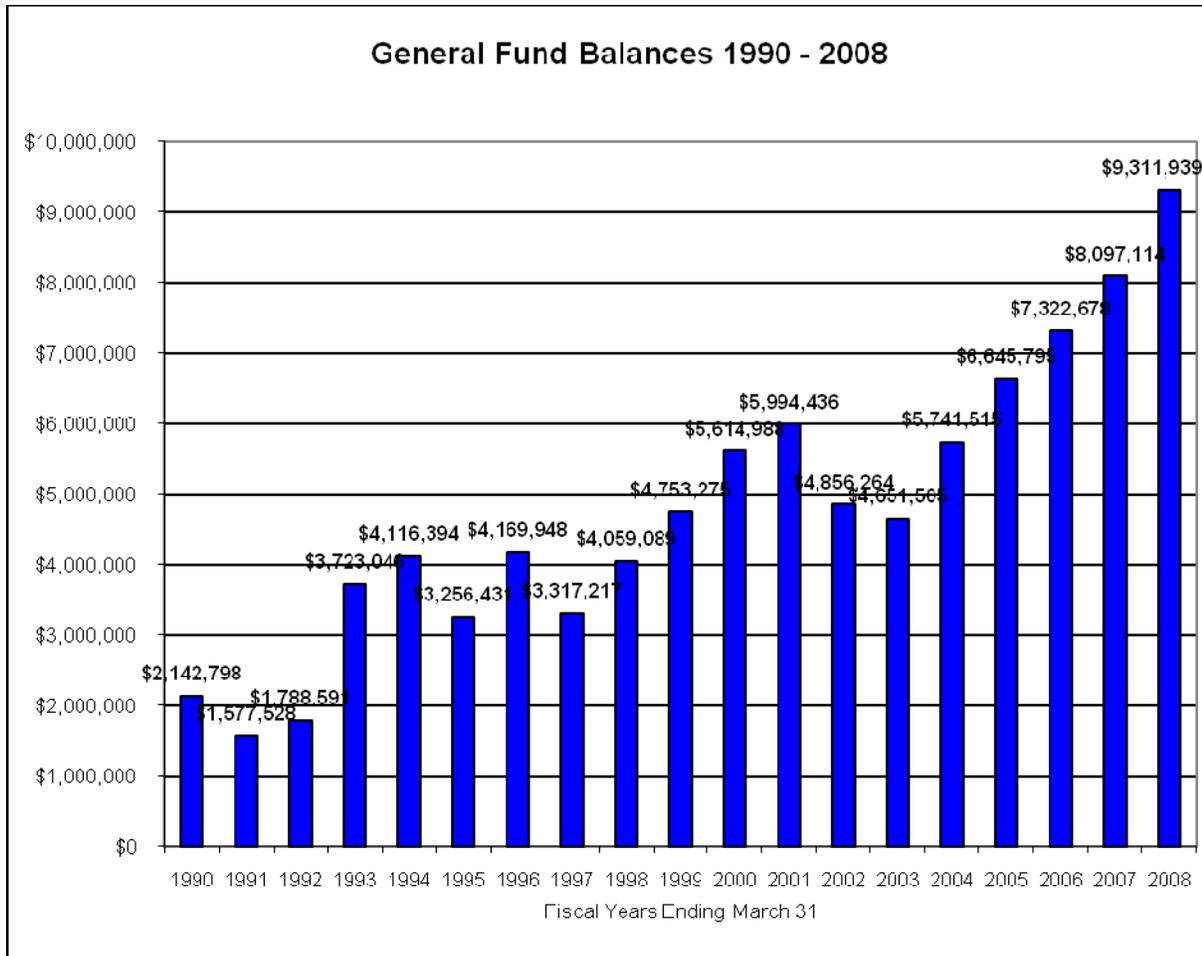
**TREND ANALYSIS/CONCLUSION:** This chart shows a positive trend for 1990 and 1991. The negative trend of increasing benefits to salaries for 1992 and 1993 is due to budgeted increases in health insurance expenses. This negative trend was reversed in the 1994 – 1998 budgets. 1999 saw budgeted increasing 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, however, city staff has taken a proactive approach to rising health care costs and the City’s increases are well below national averages.



**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.

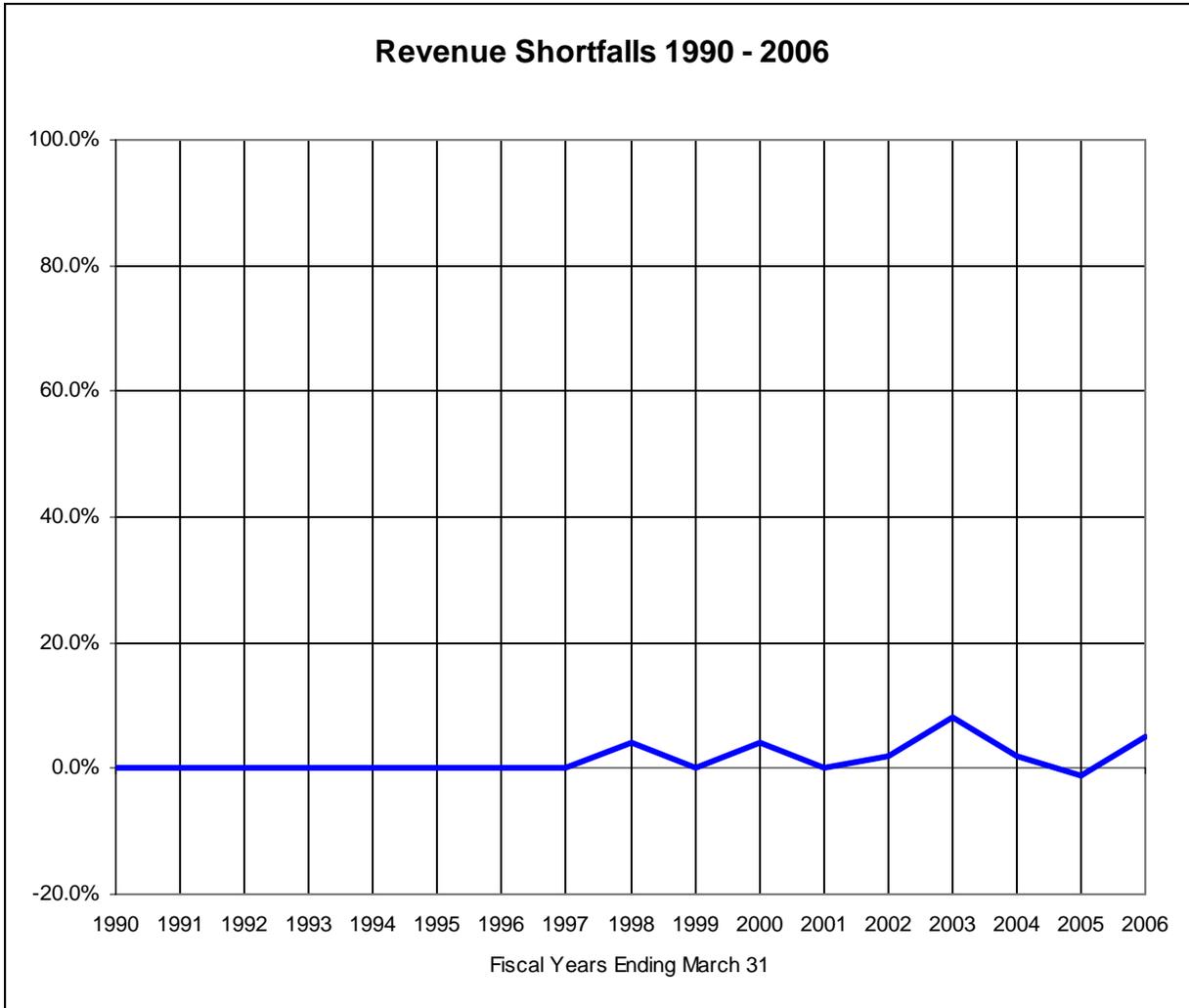
**TREND ANALYSIS/CONCLUSION:** Capital outlay for the Internal Service Fund (Equipment Maintenance) shows periodic peaks and valleys, which is expected as the City accumulates resources and then makes major periodic planned purchases of equipment. The Enterprise Funds show steady capital outlay (in these 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.

## **BALANCE SHEET TRENDS**



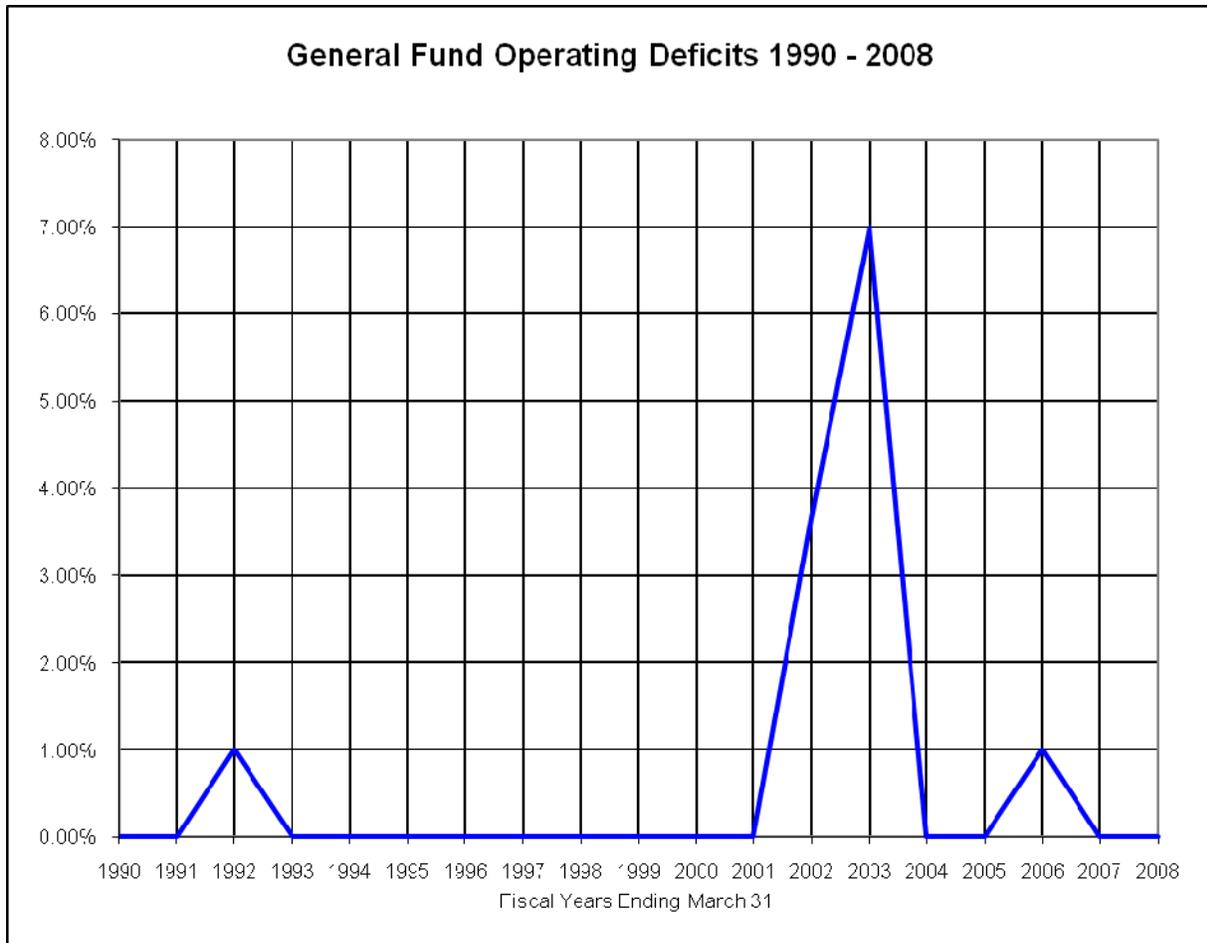
**INDICATOR DESCRIPTION:** The level of a city’s fund balance may determine the ability to withstand unexpected financial emergencies, such as may result from natural revenue shortfalls or steep rises in inflation. It may also determine a city’s ability to accumulate funds for large-scale purchases, 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 will achieve a five year goal of increasing the general fund balance to equal to 90 days of budgeted expenditures.



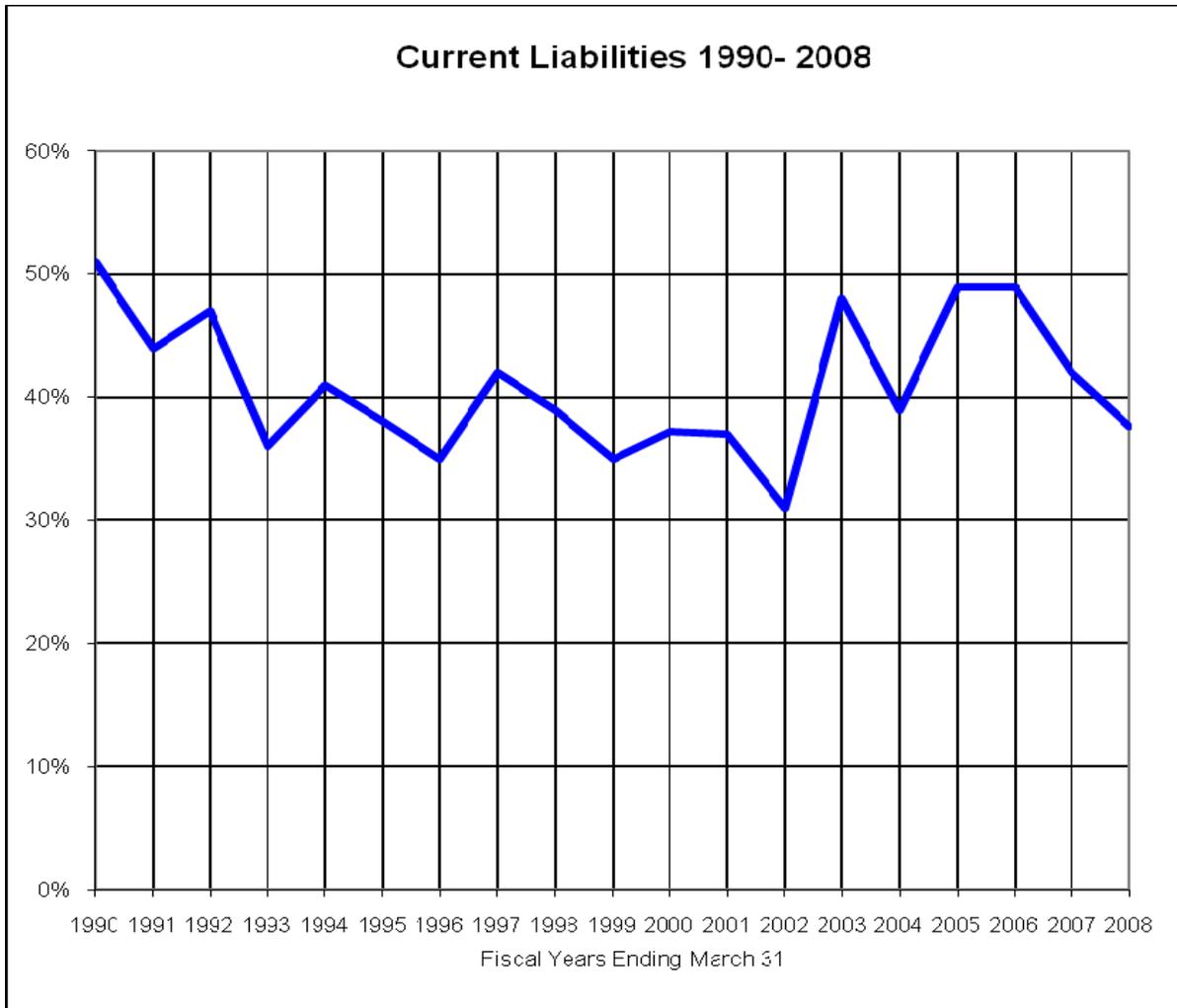
**INDICATOR DESCRIPTION:** Revenue shortfalls are indicated as a percentage of net operating revenue. This indicator examines the differences between revenue estimates and revenues actually received during the budget year. Major differences, that continue year after year, can be an indication of either 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:** 1998, 2000, 2002, 2003, and 2006 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 deficit in 2002, 2003 and 2006 was caused by a decline in income tax and replacement tax; this decline was due to the economic recession.



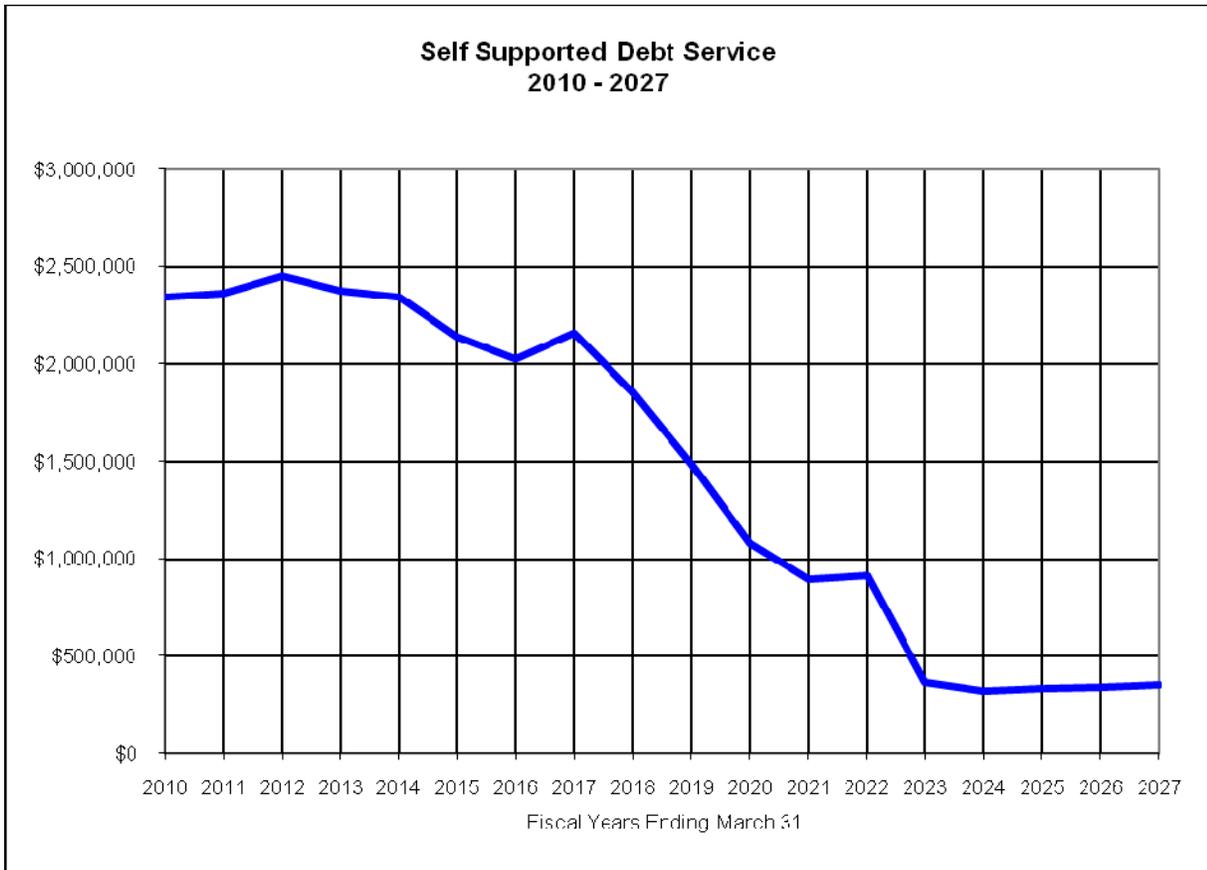
**INDICATOR DESCRIPTION:** Current liabilities are defined as the sum of all liabilities including short-term debt, the current portion of long-term debt, accounts payable, and other current liabilities. Although the use of short-term borrowing, i.e., tax anticipation warrants, is an accepted way to 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.



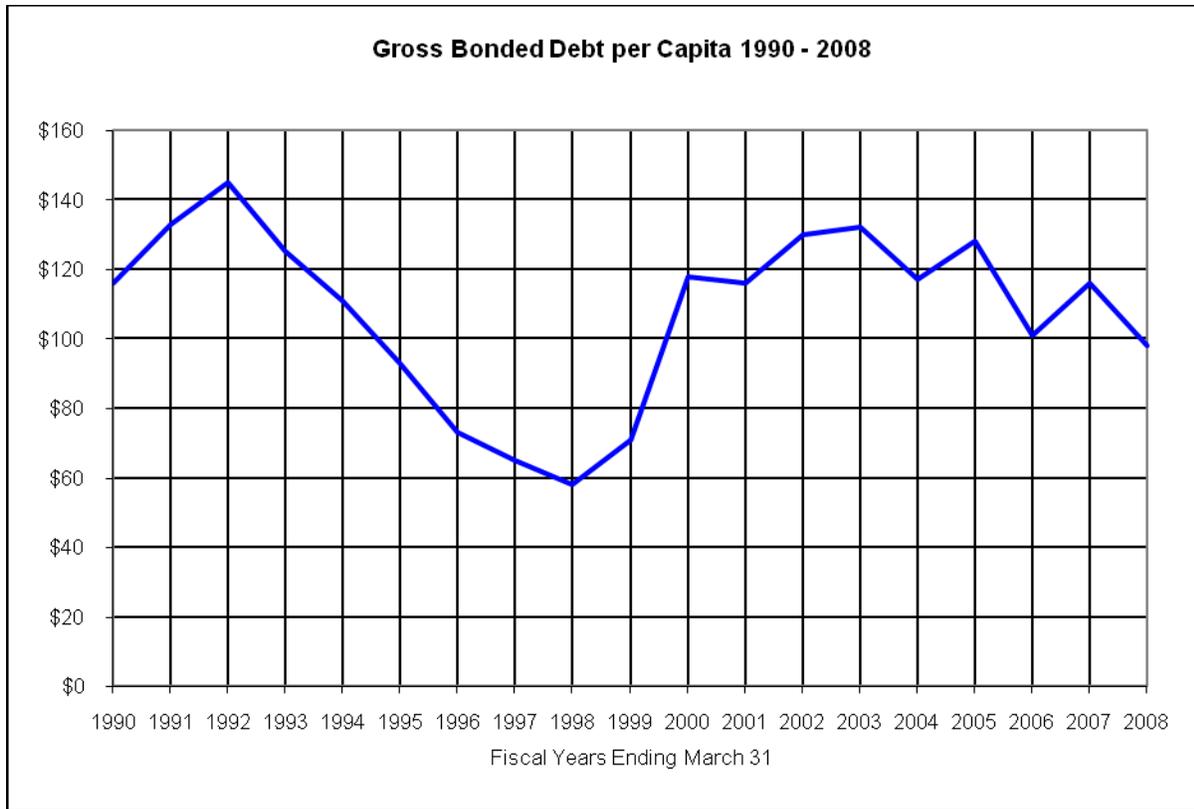
ROCK ISLAND  
ILLINOIS

## **DEBT SERVICE TRENDS**



**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 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 and 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.



**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. Approximately \$10,000,000 in new debt is planned for fiscal 2010.

## **Financial Policies**

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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)



ROCK ISLAND  
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## **Investment Policy**

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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 \$5,000**

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 \$2,500 but less than or equal to \$5,000**

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 to waive technicalities in the bidding process.

### **Category C: Goods and Services with a Cost exceeding \$500 but less than or equal to \$2,500**

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 to waive technicalities in the bidding process.

**Category D: Goods and Services with a Cost less than or equal to \$500**

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 Centennial Bridge Commission, the Library Board, Police Pension Board, Fire Pension Board or the Park Board, and the City Manager authorization can be replaced by the Centennial Bridge Manager, Library Director and 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 \$200 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 \$2,500, the bill or bills will be presented to the City Council for approval prior to payment. If the cost is less than \$2,500, 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 \$500.

**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 \$2,500 will be presented to the City Council for approval prior to payment. Bills that are less than \$2,500 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 \$2,500.

**Alternate Procedure:**

Payments in all amounts, unless the original contract amount will be exceeded by more than \$2,500, will be processed through the normal accounts payable process.

**Approval Process:**

Contracts exceeding \$2,500 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 \$2,500, 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, Operation Paintbrush, utility refunds, sales tax rebates 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:**

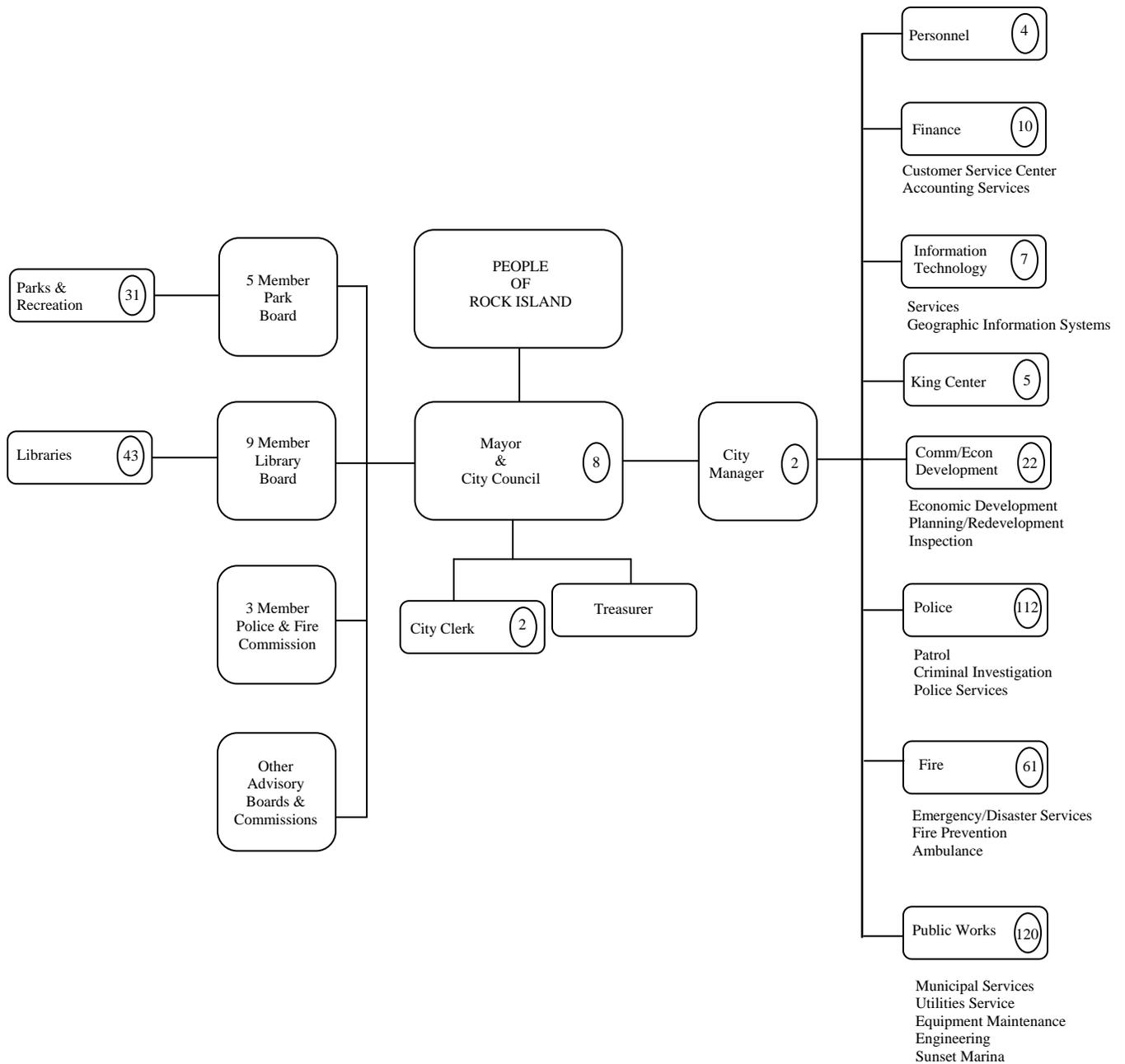
The payments are made pursuant to the applicable laws.

**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 2022**

Rock Island is a growing city with beautiful riverfronts, a vibrant downtown, and livable neighborhoods.

Rock Island is a proud community that respects diversity and history. Our citizens have choices for educational, cultural and occupational opportunities, quality homes, and places for enjoyment and fun.

## **Rock Island Goals 2012**

1. Quality services, financially sound city
2. Growing economy
3. More and better retail
4. Improved riverfronts and downtown
5. More new homes, upgraded older homes
6. Great Neighborhoods

## **Policy Agenda Targets for Action 2008-2009**

### **Top Priority**

- Encourage development in conjunction with the new Jumer's Casino in Southwest Rock Island
- Support Columbia Park Development
- Encourage retail development along the Blackhawk Road Corridor
- Pursue opportunities for retail development in Southwest Rock Island
- Consider modifying liquor license ordinances to address late night alcohol related issues
- Re-examine crime fighting strategy to address real and perceived problems of crime

### **High Priority**

- Examine alternative revenue sources to fund the increased costs of City operations
- Support passenger rail service
- Refine economic development focus to help small business
- Encourage Rock Island Arsenal expansion and success
- Facilitate retail development in Campustown area.
- Examine staffing and funding support for the Rental Inspection Program.

**Management Agenda  
Targets for Action 2008 – 2009**

**Top Priority**

- Continue Green Team Initiatives
- Refocus and refine the retail strategy
- Review the Downtown safety and security plan
- Renew the Rock Island marketing plan and promote Rock Island as a “cosmopolitan” city
- Examine strategies to improve communications with the media

**High Priority**

- Continue management succession planning
- Implement City Hall energy efficiency upgrades
- Update the Five Year Capital Improvement Plan
- Complete the fundraising and begin construction of the Martin Luther King Center expansion / renovation
- Pursue measures to clean-up and beautify the 11<sup>th</sup> Street Corridor



ROCK ISLAND  
ILLINOIS

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 in September, 2008. The individual departments are responsible for implementation of these priorities.

The 2009-2010 budget indicates a 35% decrease in supplies which reflects the transfer of monies originally budgeted for supplies that were consolidated with the General Administration supplies budget.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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
<b>(8) Total Staffing</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	91,390	95,021	98,161	104,663	104,663	98,298	-6%
<b>Supplies</b>	1,776	717	785	2,082	2,082	1,350	-35%
<b>Services</b>	28,137	15,418	35,048	40,928	40,928	41,948	2%
<b>Other</b>	10,479	27,244	13,794	16,120	16,120	17,141	6%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	%
<b>Total Department</b>	<b>131,782</b>	<b>138,400</b>	<b>147,788</b>	<b>163,793</b>	<b>163,793</b>	<b>158,737</b>	<b>-3%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	131,782	138,400	147,788	163,793	163,793	158,737	-3%
<b>Total Expense</b>	<b>131,782</b>	<b>138,400</b>	<b>147,788</b>	<b>163,793</b>	<b>163,793</b>	<b>158,737</b>	<b>-3%</b>

# 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 of 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 of 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 .

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. License/Permit appl distributed	396	400	402	405
2. Council meetings scheduled	38	35	37	37
3. Ordinances presented	101	97	98	100
4. Freedom of Information requests	702	806	775	800
5. Contracts executed	98	96	96	98
<b>Workload:</b>				
1. License/Permit appl issued	390	400	402	405
2. Council meetings attended	38	34	36	36
3. Ordinances published	101	97	98	98
4. Freedom of Information responses	702	806	775	800
5. Contracts filed/listed	98	96	96	98
<b>Productivity:</b>				
1. Cost per License/Permit issued	\$ 11.56	\$ 21.16	\$19.74	\$26.85
2. Cost per Agenda/Minutes completed	\$ 292.85	\$ 604.61	\$536.25	\$597.79
3. Cost per ordinance	\$ 18.61	\$ 36.36	\$33.74	\$37.62
4. Cost per FOI request	\$ 5.35	\$ 8.75	\$8.53	\$9.22
5. Cost per contract	\$ 11.51	\$ 22.04	\$20.67	\$22.57
<b>Effectiveness:</b>				
1. License/Permit revenue	\$47,581.00	\$41,709.50	\$41,000.00	\$41,450.00
2. Agendas/Minutes	77	70	74	74
3. % of Ordinances published	100%	100%	100%	100%
4. Avg days for FOI responses	6	6	6	6
5. % of Contracts filed	100%	100%	100%	100%

**Analysis:**

Personnel costs are up by 61% due to moving the Clerical Assistant's salary and related costs from employment service to part-time personnel. The 16% increase in Office Supplies is due to an increase in license paper. The decrease of 72% in the Services category is due to the part-time Clerical Assistant no longer being paid through the employment service.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Clerical Assistant	0.00	0.00	0.00	0.00	0.00	0.50	0.50
<b>(2) Total Staffing (fte)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.50</b>	<b>0.50</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	80,712	37,583	44,768	39,414	39,414	63,279	61%
<b>Supplies</b>	882	1,052	245	625	625	725	16%
<b>Services</b>	12,046	18,509	22,318	22,370	22,370	6,314	-72%
<b>Other</b>	5,425	3,597	3,207	3,728	3,728	3,410	-9%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>99,065</b>	<b>60,741</b>	<b>70,538</b>	<b>66,137</b>	<b>66,137</b>	<b>73,728</b>	<b>11%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	99,065	60,741	70,538	66,137	66,137	73,728	11%
<b>Total Expense</b>	<b>99,065</b>	<b>60,741</b>	<b>70,538</b>	<b>66,137</b>	<b>66,137</b>	<b>73,728</b>	<b>11%</b>



# RI

## ROCK ISLAND ILLINOIS



# GENERAL ADMINISTRATION

## Goals & Objectives

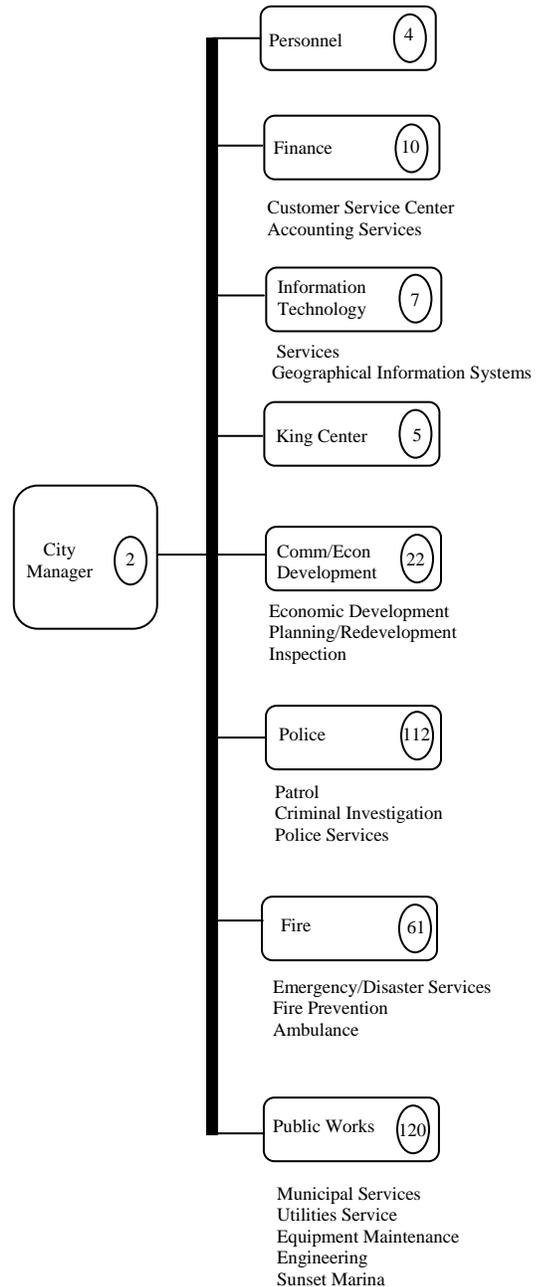
Maintain the high level of services provided to the community through a courteous, dedicated, and professional workforce.

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 eight departments: Personnel, Finance, Information Technology, Community and Economic Development, Police, Fire, 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 with Rock Island Schools and 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Population	39,684	39,684	39,684	39,684
2. Expenditures	\$ 59,610,691	\$ 65,377,464	\$76,969,098	\$ 88,179,528
3. Revenues	\$ 66,164,489	\$ 64,859,219	\$ 79,543,314	\$ 83,656,949
4. City Employees (FTE)	466	466	469	467
<b>Workload:</b>				
1. Departments managed	8	8	8	8
2. Capital costs	\$ 705,256	\$ 3,438,464	\$ 9,241,066	\$ 19,000,289
3. Personnel costs	\$ 33,973,369	\$ 36,514,120	\$ 36,705,526	\$ 40,083,343
<b>Productivity:</b>				
1. Capital improvements per capita	\$ 17.77	\$ 86.65	\$ 232.87	\$ 478.79
2. Personnel cost per capita	\$ 856.10	\$ 920.12	\$ 924.95	\$ 1,010.06
3. Property tax rate	\$ 2.57	\$ 2.44	\$ 2.35	\$ 2.35
4. Property tax levy	\$ 10,183,702	\$ 10,299,869	\$ 10,701,964	\$ 11,014,312
<b>Effectiveness:</b>				
1. % change in EAV	5.3%	4.7%	3.8%	3.5%
2. % change in sales tax revenue	2.3%	5.2%	-1.6%	0.6%
3. % change in property tax rate	-8.2%	-5.1%	-3.7%	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 2009-2010 budget reflects an increases in supplies due to inflationary costs and combining the supplies previously budgeted under the Mayor's budget. The increase in Personnel costs is due to an increase in insurance benefit costs and wage increases. Other has been reduced due to the elimination of the cost for meals with the council members. A portion of the City Manager's salary is now being paid for with TIF funds.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) City Manager	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(2) Total Staffing (fte)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	199,570	191,699	228,945	213,968	213,968	250,513	17%
<b>Supplies</b>	197	179	851	385	385	765	99%
<b>Services</b>	30,598	131,884	115,151	114,731	114,731	115,668	1%
<b>Other</b>	9,544	8,228	8,011	5,134	5,134	4,105	-20%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	0	120,000	110,004	110,000	110,000	110,000	0%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Department</b>	<b>239,909</b>	<b>451,990</b>	<b>462,962</b>	<b>444,218</b>	<b>444,218</b>	<b>481,051</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	239,909	331,990	352,958	334,218	334,218	352,491	5%
<b>TIF Downtown</b>	-	-	-	-	-	3,712	NEW
<b>TIF Columbia Park</b>	-	-	-	-	-	3,712	NEW
<b>TIF S. 11th St.</b>	-	-	-	-	-	3,712	NEW
<b>TIF N. 11th St.</b>	-	-	-	-	-	3,712	NEW
<b>TIF Jumer's</b>	-	-	-	-	-	3,712	NEW
<b>Riverboat Gaming</b>	-	120,000	110,004	110,000	110,000	-	-100%
<b>Capital Improvemnt</b>	-	-	-	-	-	110,000	NEW
<b>Total Expense</b>	<b>239,909</b>	<b>451,990</b>	<b>462,962</b>	<b>444,218</b>	<b>444,218</b>	<b>481,051</b>	<b>8%</b>



# ROCK ISLAND

## ILLINOIS



# PERSONNEL DEPARTMENT

## Goals & Objectives

Maintain and improve the working relationships between management, employee bargaining units and non-affiliated employees.

Administration of the Health Plan which includes the Blue Cross/Blue Shield network and third party administration. Implementation of an on-site nurse program. Conduct a review of prescription drug costs and identify whether money can be saved by switching vendors.

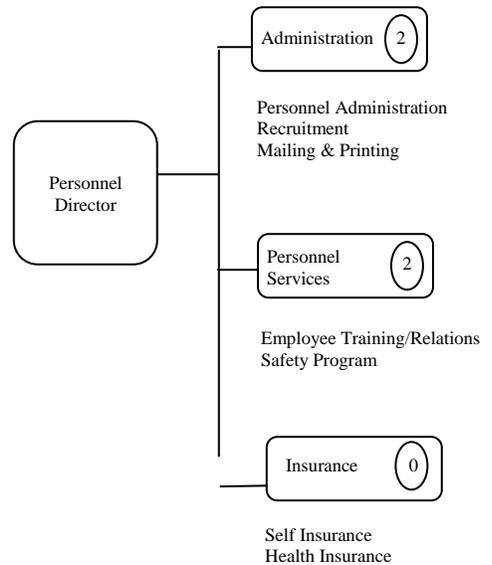
Improve year-round training program for supervisors and employees that target specific needs of the City.

Maintain quality programming information on the City's public access channel. Expand the use of the intranet.

Review opportunities for enhancement of employee benefits where appropriate.

Develop a new safety program for employees.

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



## **Analysis:**

The Personnel Department provides a wide range of internal services to the various city departments. The department contains three divisions: Administration, Personnel Services and Insurance. The Personnel Director administers all activities with the assistance of three full-time employees.

The Administration Division provides support services to other departments in all employee related matters including employee recruitment, selection, orientation, training, benefit administration, discipline and termination. The department administers the city's position classification and pay system, as well as the Employee Personnel Rules. The department also manages and updates the public access channel including implementation of the style guide. The department purchasing new applicant tracking software which has aided the department with its recruitment efforts. The Personnel 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. This division also coordinates the activities of joint purchasing, cable television, mail services and city attorney legal services.

The Personnel Services Division 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. Personnel staff writes a quarterly employee newsletter and administers the quarterly employee recognition program, assists with the United Way drive, coordinates annual city-wide holiday 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/Personnel Assistant 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 Division, as are the city's safety programs.

The Insurance Division 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. Efforts continue to be made towards improving the financial health of the fund. Controlling the rise of health care costs remains a high management priority. For this reason, the department is recommending implementation of an on-site nurse program and a review of our current prescription drug plan. The wellness subcommittee initiated a health risk assessments program so common diseases can be identified for the population and addressed with training. In addition, the subcommittee is developing a program for employees to establish a relationship with a physician. 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. The Personnel Department works with other city departments to reduce workers' compensation cases. Additionally, Personnel is responsible for investigating damage claims, facility inspections to remove potential hazards and subrogation of claims by negligent third parties. The department also administers the unemployment insurance program. In 2009, the Insurance Division will enter the fourteenth year of the consolidated self-insurance program including all city agencies.

The goals of the Personnel Department reflect a commitment to effective employee labor relations, fair administration of employee benefits, customer service, development of a year around employee training schedule, continuation of joint purchasing opportunities and open communications.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Personnel 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) Admin Secretary	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	0.00	0.00	0.00	0.00	0.80	0.00	0.00
<b>(4) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.80</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	249,295	255,887	260,556	316,060	316,060	268,030	-15%
<b>Supplies</b>	14,613	14,732	20,687	18,510	18,510	17,525	-5%
<b>Services</b>	4,785,099	4,438,366	5,039,996	5,147,346	5,130,693	5,596,761	9%
<b>Other</b>	10,591	6,173	(21,566)	8,965	8,965	10,065	12%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt Service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	9,612	9,840	3,576	3,687	3,687	3,825	4%
<b>Contingency</b>	4,409	-	-	-	-	-	---
<b>Total Department</b>	<b>5,073,619</b>	<b>4,724,998</b>	<b>5,303,249</b>	<b>5,494,568</b>	<b>5,477,915</b>	<b>5,896,206</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	540,211	550,020	523,173	595,513	595,513	522,920	-12%
<b>Self Insurance</b>	1,239,238	594,846	900,452	858,942	842,289	972,424	13%
<b>Employee Health</b>	3,294,170	3,580,132	3,879,624	4,040,113	4,040,113	4,400,862	9%
<b>Total Expense</b>	<b>5,073,619</b>	<b>4,724,998</b>	<b>5,303,249</b>	<b>5,494,568</b>	<b>5,477,915</b>	<b>5,896,206</b>	<b>7%</b>

## Personnel Administration

### Program Description:

Personnel Administration provides support services to all departments in recruitment, selection, new employee orientations, benefit administration and policy interpretation. Staff also serves as a resource on all employee related issues. The city personnel classification system, pay plan, personnel rules and individual employee files are maintained in this cost center. Legal services are provided through this area. A RFP was performed and a new contract signed with the law firm of Konecky, Koenig, Kutsunnis & Weng. Mail services are provided as well. Department orders paper for city-wide use and participates in joint purchasing with Bi-State. Organizational training is provided through this cost center. Personnel administration is also responsible for administration of the cable franchise and administering the City's public access channel.

### Program Objectives:

- Negotiate contracts with COA, FOP, AFSCME A & AFSCME B.
- Assist with cable franchise negotiations.
- Maintain quality program information on the City's public access channel.
- Improve and expand year-round training program for supervisors and employees.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized employees	652	645	647	653
2. Authorized city employees (fte)	466	466	468	467
3. Cafeteria plan participants	60	69	73	67
4. Health insurance participants	373	306	351	332
5. Asset liability	\$113,281,462	\$114,108,816	\$115,249,904	\$116,402,403
<b>Workload:</b>				
1. Jobs posted/applications received	27/1027	33/1484	30/2148	30/2500
2. Cafeteria plan reimbursement	86,834	78,849	88,594	84,759
3. Health insurance enroll changes	300	200	200	250
4. Liability claims filed	97	58	75	100
<b>Productivity:</b>				
1. Cost per vacancy filled	\$1,611.00	\$1,035.00	\$1,649.00	\$1,432.00
2. Cost per month med. reimburse.	\$15.82	\$17.11	\$19.22	\$17.38
3. Cost per health ins. member/mon.	\$260.34	\$302.00	\$326.05	\$364.98
4. Cost per paid liability claim	\$1,285.00	\$2,009.25	\$1,299.88	\$1,150.00
<b>Effectiveness:</b>				
1. % vacancies filled within 60 days	81.0%	42.0%	43.0%	55.0%
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	\$ 13.33	\$ 12.72	\$ 14.53	\$ 13.83

**Analysis:**

Overall the fund will decrease 13% next fiscal year. Personnel decreased 30% primarily due to decreases in part-time wages and scheduled overtime costs as well as splitting the Personnel Director's salary between the Personnel Department and the Information Services Department. Supplies decreased 5% because of less planned paper usage. Services decreased 5% due to a decrease in medical and legal services. Under the new city attorney contract, CORA and MUNICES matters will be in the retainer as compared to direct bill hours. This change is expected to decrease legal fees. Other increased 19% primarily because of reference materials used in testing applicants.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Personnel Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Risk Manager	0.20	0.20	0.20	0.20	0.20	0.20	0.00
(1) Benefits Coordinator	0.55	0.55	0.55	0.55	0.55	0.55	0.00
Office Asst. III	0.45	0.45	0.45	0.45	0.45	0.45	0.00
Mangmnt Intern	0.00	0.00	0.00	0.00	0.80	0.00	0.00
<b>(1) Total Staffing (fte)</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>3.00</b>	<b>2.20</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	154,257	160,244	164,370	193,789	193,789	135,545	-30%
<b>Supplies</b>	14,613	14,732	20,687	18,485	18,485	17,500	-5%
<b>Services</b>	345,442	349,164	311,972	356,650	356,650	337,778	-5%
<b>Other</b>	9,408	5,212	7,942	7,865	7,865	9,365	19%
<b>Programs</b>							---
<b>Capital</b>							---
<b>Debt service</b>							---
<b>Transfers</b>							---
<b>Contingency</b>							---
<b>Total Cost Center</b>	<b>523,720</b>	<b>529,352</b>	<b>504,971</b>	<b>576,789</b>	<b>576,789</b>	<b>500,188</b>	<b>-13%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	523,720	529,352	504,971	576,789	576,789	500,188	-13%
<b>Total Expense</b>	<b>523,720</b>	<b>529,352</b>	<b>504,971</b>	<b>576,789</b>	<b>576,789</b>	<b>500,188</b>	<b>-13%</b>

## 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 intranet site for Personnel.

### Program Objectives:

- Sponsor social events, distribute the employee newsletter and continue employee recognition programs.
- Comply with OSHA mandates including Blood Borne Pathogens, Respiratory, Confined Spaces, Drug Free Workplace, and Right-to-Know regulations.
- Expand training for employees and supervisors. Maintain 5th Friday Leadership Series for supervisors.
- Review opportunities to enhance employee benefits where appropriate.
- Develop new safety awards program.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Employee Bargaining Units	6	6	6	6
2. Grievances Filed	16	13	11	14
3. Training Programs	30			
4. Manager Review/Safety Rev. Sch	12	12	15	24
<b>Workload:</b>				
1. Contracts Negotiated	4	-	2	4
2. Grievances Processed	16	13	11	14
3. Training Sessions Conducted	96	65	67	67
4. Mgr. Rev/Safety Rev Held	12	12	15	24
5. Newsletters Published	4			
<b>Productivity:</b>				
1. Avg. Labor Relations Cost/empl	\$143.95	\$73.55	\$138.88	\$107.06
2. Avg. Training Cost/Employee	\$13.42	\$21.65	\$20.59	\$20.63
3. Avg. Safety Cost/Employee	\$23.40	\$39.06	\$40.00	\$48.67
4. Cost of Newsletter/Employee	\$6.10	\$4.11	\$4.21	\$4.29
<b>Effectiveness:</b>				
1. % Contracts Neg. w/out arb.	100.0%	100.0%	100.0%	100.0%
2. % Grievances Res w/out arb.	69.0%	77.0%	55.0%	70.0%
3. % Training Completed	95.0%	95.0%	95.0%	95.0%
4. % Preventable Accidents	36.0%	38.0%	35.0%	35.0%
5. % Newsletter Published/Distr.	100.0%	100.0%	100.0%	100.0%

**Analysis:**

Overall, personnel services increased 21%. Personnel increased 22%. The increase is attributed to the addition of an employee to the health insurance plan. Services are up 5% due to higher telephone charges.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) 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
<b>(2) Total Staffing (fte)</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	16,348	20,467	17,988	18,397	18,397	22,389	22%
<b>Supplies</b>							---
<b>Services</b>	91	201	214	327	327	343	5%
<b>Other</b>							---
<b>Programs</b>							---
<b>Capital</b>							---
<b>Debt service</b>							---
<b>Transfers</b>							---
<b>Contingency</b>							---
<b>Total Cost Center</b>	<b>16,439</b>	<b>20,668</b>	<b>18,202</b>	<b>18,724</b>	<b>18,724</b>	<b>22,732</b>	<b>21%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	16,439	20,668	18,202	18,724	18,724	22,732	21%
<b>Total Expense</b>	<b>16,439</b>	<b>20,668</b>	<b>18,202</b>	<b>18,724</b>	<b>18,724</b>	<b>22,732</b>	<b>21%</b>



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.

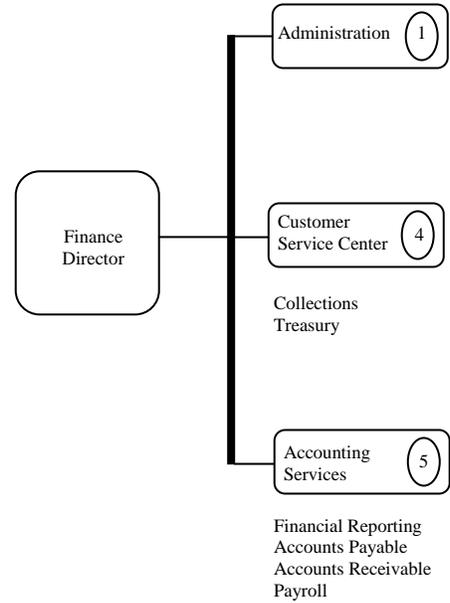
Address auditor's management letter comments and other annual internal control suggestions.

Monitor banking services to maximize investment income and improve efficiency.

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

Monitor centralized billing and collection systems to maximize revenue.

Increase the emphasis on customer service to meet the expectation of city 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 9 full time employees.

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 Fiscal Technician to assist in providing customer service is an asset to the Finance Department as well as the City of Rock Island. The Finance Department underwent a reorganization during this past fiscal year with the transformation of the administrative assistant position into that of a budget coordinator position and the addition of supervisory positions in the Accounting Services and Customer Service cost centers. This reorganization has narrowed the span of control, reduced the personnel administration responsibilities of the finance director, and more clearly defined the roles of the employees in the department resulting in improved operation.

The financial software project presented significant workload challenges during fiscal 2009. This work will continue into fiscal 2010. Major software enhancements include the financial, human resources and utility billing systems. The auditing efforts will continue to be a focus. Work loads have increased this year as the annual registration and inspection fees from the rental inspection program, Sunset Marina fees, special assessments, and various other billings are moved into the utility billing system. Efforts will continue to increase the volume of electronic transmissions of financial information to enhance services and improve efficiency.

The increase in Services is due to the addition of the cost for outsourcing payroll checks and an increase in banking service costs. Supplies have increased by \$560 due to slight increases in general office supplies, food for meetings, and miscellaneous office equipment. The reduction in Transfers is due to the shifting of the Martin Luther King Center landscaping costs to TIF and a reduction in the transfer to the Park & Rec Department for landscaping. The contingency is set by city financial policy at 1% of budgeted expenditures and is based on a total general fund budget of \$31,689,406.

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

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Asst to Finance Dir	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Budget Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	1.00
City Auditor	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Auditor / Project Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Accounting Sup	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(3) Fiscal Technician	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Customer Svc Sup	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(2) Customer Svc Rep	3.00	3.00	3.00	3.00	3.00	2.00	(1.00)
Intern	0.00	0.00	0.00	0.00	0.25	0.00	0.00
<b>(10) Total Staffing (fte)</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.25</b>	<b>10.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	581,842	591,440	617,786	675,818	675,818	722,054	7%
<b>Supplies</b>	6,387	6,228	4,688	5,510	5,510	6,070	10%
<b>Services</b>	190,572	218,627	261,610	233,697	220,217	273,424	17%
<b>Other</b>	24,686	45,607	20,558	29,985	29,985	32,433	8%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	889,790	523,168	552,689	99,893	99,893	71,500	-28%
<b>Contingency</b>	964	765	2,513	305,000	305,000	321,710	5%
<b>Total Department</b>	<b>1,694,241</b>	<b>1,385,835</b>	<b>1,459,844</b>	<b>1,349,903</b>	<b>1,336,423</b>	<b>1,427,191</b>	<b>6%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	1,694,291	1,385,835	1,459,844	1,349,903	1,336,423	1,427,191	6%
<b>Debt Service</b>	(50)	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,694,241</b>	<b>1,385,835</b>	<b>1,459,844</b>	<b>1,349,903</b>	<b>1,336,423</b>	<b>1,427,191</b>	<b>6%</b>

## 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. The Finance Director's percentage of time spent on personnel administration has been reduced with the addition of the accounting supervisor and customer service supervisor positions.

### 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Authorized personnel	10	10	10	10
2. Total Finance operating budget	1,385,835	1,459,844	1,336,423	1,427,191
3. Total City budget	76,261,031	82,876,118	93,714,019	106,729,193
<b>Workload:</b>				
1. % time on personnel administration	15%	15%	15%	5%
2. % time on fiscal management	70%	70%	70%	70%
3. % time on liaison and coordination	15%	15%	15%	25%
<b>Productivity:</b>				
1. Cost of personnel administration	\$ 26,109	\$ 26,085	\$ 30,229	\$ 6,926
2. Cost of fiscal management	\$ 121,841	\$ 121,732	\$ 141,070	\$ 96,968
3. Cost of liaison and coordination	\$ 26,109	\$ 26,085	\$ 30,229	\$ 34,632
<b>Effectiveness:</b>				
1. Cost of operations per capita	\$ 18.85	\$ 18.68	\$ 15.69	\$ 14.17
2. Cost of Admin as a % of Finance	54.0%	50.8%	46.6%	39.4%
3. Cost of Finance as a % of total city	1.8%	1.8%	1.4%	1.3%

**Analysis:**

The focus of Finance Administration is to monitor city-wide revenues and expenses to provide financial information for management and elected officials, preparation of the Comprehensive Annual Financial Report and completion of the annual budget. Personnel is down due to the reorganization of the Finance Department, which moved one employee from Finance Administration to Accounting. Supplies has increased due to all Finance Department office supplies, small office equipment, and food now being consolidated in this one cost center. Services is also being increased due to postage and stationary being combined under Finance Administration. Other has increased due to the addition of the cost of the Rock Island County Expedite Fees in this cost center. Transfers is down due to the shifting of the Martin Luther King Center landscaping costs to TIF and a reduction in the transfer to the Park & Rec Department for landscaping.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Asst to Finance Dir	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Intern	0.00	0.00	0.00	0.00	0.25	0.00	0.00
<b>(1) Total Staffing (fte)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.25</b>	<b>1.00</b>	<b>(1.00)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	163,095	174,059	173,903	201,529	201,529	138,526	-31%
<b>Supplies</b>	931	1,407	2,516	1,600	1,600	5,780	261%
<b>Services</b>	10,229	27,107	11,587	13,633	13,633	18,483	36%
<b>Other</b>	721	22,304	468	845	845	7,728	815%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	889,790	523,168	553,689	99,893	99,893	71,500	-28%
<b>Contingency</b>	-	28	54	305,000	305,000	320,310	5%
<b>Total Cost Center</b>	<b>1,064,766</b>	<b>748,073</b>	<b>742,217</b>	<b>622,500</b>	<b>622,500</b>	<b>562,327</b>	<b>-10%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	1,064,816	748,073	741,217	622,500	622,500	562,327	-10%
<b>Debt service</b>	(50)	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,064,766</b>	<b>748,073</b>	<b>741,217</b>	<b>622,500</b>	<b>622,500</b>	<b>562,327</b>	<b>-10%</b>

## 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 30%.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Water/Sewer invoices	69,984	68,914	69,000	69,000
2. Parking Tickets/Permits issued	20,009	15,085	12,907	12,000
3. Miscellaneous invoices	7,140	6,628	6,078	6,000
<b>Workload:</b>				
1. Water/Sewer receipts	70,023	73,136	71,665	71,000
2. Miscellaneous receipts	39,547	25,007	17,628	18,000
<b>Productivity:</b>				
1. Cost per receipt	\$ 2.18	\$ 2.55	\$ 3.04	\$ 3.39
<b>Effectiveness:</b>				
1. Shut-offs vs delinquent notifications	725/1259	1603/5812	1704/6240	1650/6000
2. Cash Over (Short)	\$ 100	\$ 54	\$ 136	\$ 100

**Analysis:**

As part of the Finance Department reorganization, staffing in the Customer Service Center has changed with the elimination of one Customer Service Representative position and the addition of a new position called the Accounts Receivable and Customer Service Supervisor. The total number of employees in this cost center has remained the same. The increase in personnel reflects rising salary, health insurance, and merit costs as well as the new position in this cost center. Supplies has decreased due to the moving of office supplies, paper, and office equipments costs to the Finance Administration cost center. Other is down due to the elimination of the utilities (lien) release cost from this area. Contingency is new as the potential bad debt is now being budgeted for.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Customer Svc Sup	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(1) Fiscal Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Customer Svc Rep	3.00	3.00	3.00	3.00	3.00	2.00	(1.00)
<b>(4) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	230,053	175,017	182,264	203,981	203,981	233,635	15%
<b>Supplies</b>	2,415	2,305	1,136	2,410	2,410	200	-92%
<b>Services</b>	52,453	60,497	64,321	63,206	63,206	66,766	6%
<b>Other</b>	270	-	-	1,530	1,530	150	-90%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	964	737	2,459	-	-	1,400	NEW
<b>Total Cost Center</b>	<b>286,155</b>	<b>238,556</b>	<b>250,180</b>	<b>271,127</b>	<b>271,127</b>	<b>302,151</b>	<b>11%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	286,155	238,556	250,180	271,127	271,127	302,151	11%
<b>Total Expense</b>	<b>286,155</b>	<b>238,556</b>	<b>250,180</b>	<b>271,127</b>	<b>271,127</b>	<b>302,151</b>	<b>11%</b>

## 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:

- Continue to prepare the annual budget and financial report in compliance with Government Finance Officers Association (GFOA) standards.
- Continue to monitor banking services to maximize investment income and improve banking efficiency.
- Continue to improve processing efficiency through electronic transmission of financial data.
- Address auditors' management letter comments and other internal control suggestions.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Number of accounts maintained	15,549	15,813	28,093	28,050
2. Number of payrolled employees	651	649	651	653
3. \$ available for investment	22,219,937	24,042,035	29,437,770	27,518,152
4. Number of water/sewer invoices	69,984	68,914	69,000	69,000
<b>Workload:</b>				
1. Number of payroll checks issued	16,999	16,291	16,708	16,500
2. Number of claims checks issued	10,007	9,015	9,047	9,500
3. Number of cash transactions	139,854	98,143	89,293	89,000
4. Number of water/sewer invoices	69,984	68,914	69,000	69,000
<b>Productivity:</b>				
1. Cost per account maintained	\$ 6.35	\$ 7.41	\$ 3.94	\$ 5.02
2. Cost per payroll check	\$ 1.63	\$ 2.01	\$ 1.86	\$ 2.39
3. Cost per claims check	\$ 3.16	\$ 4.16	\$ 3.92	\$ 4.74
4. Cost per water/sewer account	\$ 3.38	\$ 4.08	\$ 3.85	\$ 4.89
<b>Effectiveness:</b>				
1. Auditor's adjusting entries	38	71	50	50
2. Auditor's comments implemented	10 of 15	12 of 14	1 of 4	8 of 11
3. % Return on investment	6.72%	7.65%	5.78%	3.92%
4. Budget Award received	yes	yes	yes	yes
5. CAFR Award received	yes	yes	yes	yes

**Analysis:**

Emphasis will continue to be placed on auditing certain revenues and implementation of the financial and human resources software. Audit adjustments continue to be reduced as software and processing issues are resolved. Personnel costs are up due to the Finance Department reorganization which included adding the Budget Coordinator position to this cost center. The City Auditor and Accountant positions have also been redefined with the City Auditor now taking on the responsibility of project manager for the new accounting software and the Accounting Supervisor assuming responsibility for the two Fiscal Technicians. Supplies are down due to moving the cost of office supplies to the Finance Administration cost center. Services has increased with the cost of outsourcing payroll checks and an increase in banking service costs.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
City Auditor	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Auditor / Project Mgr	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Accounting Sup	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(2) Fiscal Technician	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Budget/Coll Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Budget Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	1.00
<b>(5) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>1.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	188,694	242,364	261,619	270,308	270,308	349,893	29%
<b>Supplies</b>	3,041	2,516	1,036	1,500	1,500	90	-94%
<b>Services</b>	127,890	131,023	185,702	156,858	143,378	188,175	20%
<b>Other</b>	23,695	23,303	20,090	27,610	27,610	24,555	-11%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>343,320</b>	<b>399,206</b>	<b>468,447</b>	<b>456,276</b>	<b>442,796</b>	<b>562,713</b>	<b>23%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	343,320	399,206	468,447	456,276	442,796	562,713	23%
<b>Total Expense</b>	<b>343,320</b>	<b>399,206</b>	<b>468,447</b>	<b>456,276</b>	<b>442,796</b>	<b>562,713</b>	<b>23%</b>



# ROCK ISLAND ILLINOIS



# INFORMATION TECHNOLOGY DIVISION

## Goals & Objectives

Deliver timely and effective responses to customer requirements through teamwork.

Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions.

Provide citizens, the business community and City staff with convenient access to appropriate information and services through technology.

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

Guarantee a secure reliable communication and computer infrastructure foundation on which to efficiently conduct City business operations today and in the future.

Effectively communicate information about plans, projects and achievements to City staff and customers.

Develop and maintain technically skilled staff that is competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.

Ensure effective technical and fiscal management of the Division's operations, resources, technology projects and contracts.



Administration  
Services  
Geographic Information Systems

## **Analysis:**

The Personnel Director, who reports to the City Manager, manages the Information Technology Division. The department is staffed with 7 additional employees, 1 Assistant Director, 1 Network Administrator, 2 Information Specialist II, 2 Information Specialist I and 1 IS Assistant. The department's activities are defined in three cost centers, Administration, Information Services and Geographic Information Systems that provide information and telecommunications service and support through a team approach and centralized management.

For the fiscal year 2009/2010 the ITS Division will be working on the goals and objectives identified on the previous page. A few of the specific projects that will be a priority are:

- Continue the Communications Infrastructure Enhancement SW Area and participation in the Inter-Agency Cooperative efforts.
- Video Surveillance for Public Safety Vehicles
- Begin the Voice over IP implementation
- Continue Enterprise Software Implementation (Financial, Human Resource, Utility Billing & Ecare)

By category of expenditure the ITS budget has increased a total of 14% or \$297,853. The major changes in the proposed budget are as follows:

Personnel – This category reflects a decrease of 5% or \$32,313 related to the ITS Department Director position being eliminated.

Supplies – This category shows a 21% increase or \$51,200. The primary reason for this increase is the funding of \$70,000 for the Public Works AVL Project.

Services – This category shows an increase of 27% or \$82,471. The primary reason for this increase is for software maintenance costs such as City Works, Govern and Storm Water and Autodesk CAD to this cost center.

Other - This category shows a 26% decrease or \$26,425. This decrease is primarily due to the decrease of \$23,800 for cooperative efforts, decrease of \$200 in magazines and reference materials, and a decrease of \$2,425 in representation and dues.

Capital – This category shows a 7% decrease or \$42,897. This decrease is from a reduction in required funding for the Software Project that is carrying over into this new budget year. The Public Works Plotter/Scanner (\$32,000) and the Neogov applicant tracking software (\$14,000) was accomplished this fiscal year. The Communications Infrastructure at Fire Station 4 and Hydro Plant (\$106,225) was carried forward from fiscal year 08/09 as only \$12,775 was expended this fiscal year. Additional funding of \$249,918 is being utilized for the SW Communications Infrastructure and the beginning of VOIP Implementation.

Debt – This is a new category and reflects an increase of \$95,400 to pay principal and interest for the software purchase.

Transfers - This category shows an 81% or \$170,237 increase. This is due to the debt service funding of \$95,237 and funding of the Business Process Review for Inspection's Govern Software and the Public Work's AVL Project.

The mission of this division is to empower workers with quality desktop information on demand by delivering quality and innovative information technology solutions that provide citizens, the business community, and City staff with secure, convenient, and reliable access to appropriate information and services. The Information Technology Services Division's values and guiding principles are to be accountable to users, to maintain open communications, to value employees and customers, to be fiscally responsible, to provide continuous innovative improvements, and to behave ethically.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
ITS Director	0.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Asst ITS Director	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Info Service Mgr	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	4.00	2.00	2.00	2.00	2.00	2.00	0.00
(2) Info Specialist II	1.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Info Specialist Asst	0.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(7) Total Staffing (fte)</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>(1.00)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	571,319	622,490	654,309	678,358	678,358	646,045	-5%
<b>Supplies</b>	428,586	290,649	229,782	238,624	238,624	289,824	21%
<b>Services</b>	203,179	303,884	175,419	304,850	304,850	387,321	27%
<b>Other</b>	72,068	60,268	54,457	101,670	101,670	75,425	-26%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	537,019	386,074	64,544	595,000	292,815	552,103	-7%
<b>Debt service</b>	-	-	-	-	-	95,400	NEW
<b>Transfers</b>	249,996	249,996	226,800	210,000	210,000	380,237	81%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Department</b>	<b>2,062,167</b>	<b>1,913,361</b>	<b>1,405,311</b>	<b>2,128,502</b>	<b>1,826,317</b>	<b>2,426,355</b>	<b>14%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	934,019	1,075,497	1,164,211	1,369,502	1,369,502	1,398,615	2%
<b>TIF District #1</b>	-	122,793	-	-	-	-	---
<b>Gaming</b>	249,996	249,996	21,996	60,000	60,000	95,237	59%
<b>Capital</b>	878,058	464,981	219,104	699,000	396,815	837,103	20%
<b>Debt service</b>	94	94	-	-	-	95,400	NEW
<b>StormWater</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>2,062,167</b>	<b>1,913,361</b>	<b>1,405,311</b>	<b>2,128,502</b>	<b>1,826,317</b>	<b>2,426,355</b>	<b>14%</b>

## Information Technology Administration

### Program Description:

The Information Technology Services Administration works with the Customer Board of Users to build consensus on strategic technology direction for the City of Rock Island. The Personnel Director supervises a staff of seven in the delivery of information technology services to all City Departments.

### Program Objectives:

- Continue focus on fiscal management.
- Keep Administration costs below 10% of the ITS Operating Budget.
- Keep ITS Department costs below 5% of the total City Budget.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Authorized personnel	8.00	8.00	8.00	7.00
2. Total ITS budget	\$1,913,361.00	\$1,405,311.00	\$2,022,277.00	\$2,194,050.00
3. Total City budget	\$76,261,031.00	\$82,876,118.00	\$95,000,863.00	\$105,993,633.00
<b>Workload:</b>				
1. % time on personnel administration	5%	5%	5%	2%
2. % time on fiscal management	10%	10%	10%	5%
3. % time on liaison and coordination	85%	85%	85%	93%
<b>Productivity:</b>				
1. Cost of personnel administration	\$ 12,252	\$ 12,252	\$ 12,663	\$ 3,538
2. Cost of fiscal management	\$ 24,504	\$ 24,504	\$ 25,327	\$ 8,845
3. Cost of liaison and coordination	\$ 208,287	\$ 208,287	\$ 215,277	\$ 164,509
<b>Effectiveness:</b>				
1. Cost of operations per capita	\$ 49.30	\$ 40.97	\$ 54.85	\$ 56.54
2. Cost of Admin as a % of ITS	8.0%	8.0%	6.0%	3.0%
3. Cost of ITS as a % of total city	2.5%	1.7%	2.2%	2.1%
4. Staff to User Account Ratio	59/1	59/1	59/1	68/1

**Analysis:**

The Information Technology Services Administration focus will be to work with the Personnel Director and the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. The Administration costs are down by 29% due to the elimination of the ITS Director position as the ITS Department prepares to merge with the Personnel Department.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
ITS Director	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Assistant ITS Director	0.50	0.50	0.55	0.55	0.55	0.40	(0.15)
Network Administrator	0.00	0.20	0.20	0.20	0.20	0.10	(0.10)
Info Specialist I	0.40	0.20	0.20	0.20	0.20	0.20	0.00
Info Specialist II	0.10	0.30	0.30	0.30	0.30	0.30	0.00
Info Assistant	0.10	0.10	0.10	0.10	0.10	0.30	0.20
<b>(0) Total Staffing (fte)</b>	<b>2.10</b>	<b>2.30</b>	<b>2.35</b>	<b>2.35</b>	<b>2.35</b>	<b>1.30</b>	<b>(1.05)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	188,521	211,251	229,262	234,780	234,780	167,410	-29%
<b>Supplies</b>	-	-	-	-	-	-	---
<b>Services</b>	20,875	16,129	14,207	14,417	14,417	6,656	-54%
<b>Other</b>	150	961	1,575	4,070	4,070	2,825	-31%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>209,546</b>	<b>228,341</b>	<b>245,044</b>	<b>253,267</b>	<b>253,267</b>	<b>176,891</b>	<b>-30%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	209,546	228,341	245,044	253,267	253,267	176,891	-30%
<b>Total Expense</b>	<b>209,546</b>	<b>228,341</b>	<b>245,044</b>	<b>253,267</b>	<b>253,267</b>	<b>176,891</b>	<b>-30%</b>

## 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Users supported	475	475	481	479
2. Support requests	3,184	3,260	3,647	3,711
3. Sites supported	53	53	54	54
4. Applications on system	140	140	142	142
5. Hardware items	880	880	885	885
<b>Workload:</b>				
1. One on one workstation visits	300	302	308	307
2. Support requests completed	3,205	3,225	3,624	3,650
3. Sites maintained	53	53	54	54
4. Applications maintained	140	140	142	142
5. Hardware items maintained	880	880	885	885
<b>Productivity:</b>				
1. Avg cost per user	\$ 688.44	\$ 472.88	\$ 627.35	\$ 891.16
2. Avg cost per support request	\$ 102.03	\$ 69.65	\$ 83.27	\$ 116.95
3. Avg cost per sites	\$ 6,169.96	\$ 4,238.04	\$ 5,588.04	\$ 7,904.91
4. Avg cost per application	\$ 2,335.77	\$ 1,604.40	\$ 2,125.03	\$ 3,006.09
5. Avg cost per hardware item	\$ 371.60	\$ 255.25	\$ 340.96	\$ 482.33
<b>Effectiveness:</b>				
1. Cost of IT Services as % of IT	85.45%	80.82%	85.08%	88.64%
2. % workstation visits completed	100.00%	100.00%	100.00%	100.00%
3. Avg response/support request	12	10	10	14
4. % of support requests completed	98.46%	97.43%	97.11%	95.57%
5. Support requests not completed	50	85	108	169
6. Satisfaction Survey results	4.29	4.28	4.35	4.00

**Analysis:**

The Information Technology Services division will work with the Personnel Director and the Customer Board of Users to set the strategic direction of all City of Rock Island Technology Initiatives. Overall costs are up by 18%. Personnel costs increased by 6%. The Supplies category reflects an increase of 31% or \$64,200. This increase is attributed to the funding of the Public Works AVL project \$70,000. The Services category has increased by 12% or \$34,232. This is due to maintenance cost increases but also due to shifting of CityWorks, Govern, Stormwater, and AutoDesk/CAD to the GIS (091) cost center. The Other category cost has decreased by 26% or \$25,000 due to a decrease in costs for the Police Consortium cooperative efforts. The Capital category shows a 7% decrease. This decrease is from the software project that was funded for \$430,000 last fiscal year no longer being in the budget. The Public Works Plotter/Scanner (\$32,000) was accomplished this fiscal year. However, there is a net increase of \$36,000 resulting from the \$14,000 (NeoGov completed last Fiscal Year) and \$50,000 for Business Process Review in Inspection's Govern Software. The Communications Infrastructure at Fire Station 4 and Hydro Plant carried forward \$106,225 from fiscal year 08/09 as only \$12,775 was expended this fiscal year. Additional funding of \$249,918 is being utilized for the SW Communications Infrastructure and the beginning of VOIP Implementation. The Debt category is new and shows an increase of \$95,400 because this is the first year to pay principal and interest for the software purchase. The Transfers category shows a 81% or \$170,237 increase. This is due to the debt service funding of \$95,237 and funding of the business process review for Inspection's Govern Software and the Public Work's AVL Project.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
ITS Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Assistant ITS Director	0.40	0.40	0.40	0.40	0.40	0.55	0.15
(1) Network Administrator	0.00	0.70	0.70	0.70	0.70	0.70	0.00
(2) Info Specialist I	3.50	1.80	1.80	1.80	1.80	1.80	0.00
(2) Info Specialist II	0.90	1.70	1.60	1.60	1.60	1.60	0.00
(1) Info Specialist Asst	0.00	0.90	0.90	0.90	0.90	0.70	(0.20)
<b>(7) Total Staffing (fte)</b>	<b>4.80</b>	<b>5.50</b>	<b>5.40</b>	<b>5.40</b>	<b>5.40</b>	<b>5.35</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	367,995	395,570	405,998	423,798	423,798	450,998	6%
<b>Supplies</b>	402,607	267,819	225,345	209,624	209,624	273,824	31%
<b>Services</b>	165,270	276,274	147,512	275,433	275,433	309,665	12%
<b>Other</b>	71,918	59,307	52,882	97,100	97,100	72,100	-26%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	537,019	386,074	64,544	595,000	292,815	552,103	-7%
<b>Debt service</b>	-	-	-	-	-	95,400	NEW
<b>Transfers</b>	249,996	249,996	226,800	210,000	210,000	380,237	81%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,794,805</b>	<b>1,635,040</b>	<b>1,123,081</b>	<b>1,810,955</b>	<b>1,508,770</b>	<b>2,134,327</b>	<b>18%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	666,657	797,176	881,981	1,051,955	1,051,955	1,106,587	5%
<b>TIF District #1</b>	-	122,793	-	-	-	-	---
<b>Gaming</b>	249,996	249,996	21,996	60,000	60,000	95,237	59%
<b>Block Grant</b>							---
<b>Capital</b>	878,058	464,981	219,104	699,000	396,815	837,103	20%
<b>Debt</b>	94	94	-	-	-	95,400	NEW
<b>StormWater</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,794,805</b>	<b>1,635,040</b>	<b>1,123,081</b>	<b>1,810,955</b>	<b>1,508,770</b>	<b>2,134,327</b>	<b>18%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Users supported	32	35	35	35
2. GIS Enabled Applications	6	7	7	7
3. Data Sets/Layers available	35	40	40	40
<b>Workload</b>				
1. Users supported	32	35	35	35
2. GIS Enabled Applications	6	7	7	7
3. Data Sets/Layers available	35	40	40	40
<b>Productivity:</b>				
1. Avg cost per user	515.42	350.61	606.07	1,085.58
2. Avg cost per GIS application	2,748.90	1,753.05	3,030.34	5,427.89
3. Avg cost per data set/layer	485.52	316.08	546.38	978.66
<b>Effectiveness:</b>				
1. Cost of IT GIS as % of total GIS	32.93%	28.16%	33.34%	37.93%
2. Cost of IT GIS as % of IT	2.61%	4.07%	3.02%	5.26%

**Analysis:**

The Information Technology Services Geographic Information Systems (GIS) Cost Center expenses have increased by 79% or \$50,857. The reason for this increase is that Personnel costs are up by 40% or \$7,857 related to the amount of time the Network Administrator is spending on GIS activities. The Supplies category is down by 45% or \$13,000 as the request for software has decreased. The Services (GIS Software Maintenance costs) are up by 373% or \$56,000 due to Cityworks, Govern, Stormwater Utility, and the AutoDesk/AutoCAD now being paid out of GIS Cost Center.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
ITS Director	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant ITS Director	0.00	0.00	0.05	0.05	0.05	0.05	0.00
Network Administrator	0.10	0.10	0.10	0.10	0.10	0.20	0.10
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
<b>(0) Total Staffing (fte)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.35</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	14,803	15,669	19,049	19,780	19,780	27,637	40%
<b>Supplies</b>	25,979	22,830	4,437	29,000	29,000	16,000	-45%
<b>Services</b>	17,034	11,481	13,700	15,000	15,000	71,000	373%
<b>Other</b>	-	-	-	500	500	500	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>57,816</b>	<b>49,980</b>	<b>37,186</b>	<b>64,280</b>	<b>64,280</b>	<b>115,137</b>	<b>79%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	57,816	49,980	37,186	64,280	64,280	115,137	79%
<b>Total Expense</b>	<b>57,816</b>	<b>49,980</b>	<b>37,186</b>	<b>64,280</b>	<b>64,280</b>	<b>115,137</b>	<b>79%</b>



# 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.

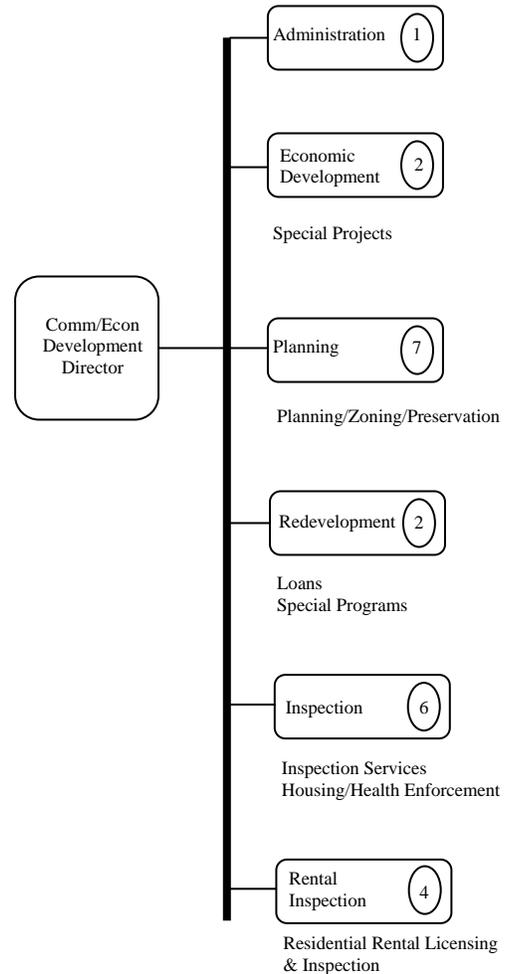
Provide for orderly growth and change within the city, develop and implement plans for the future and insure that structures are safe for occupancy and use.

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 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, Special Projects Manager and the Land and Development Programs Coordinator report to the Director. The Community and Economic Development Department is responsible for administering programs, projects and activities that enhance Rock Island as a place to live and work. Overall, the department focuses on increasing economic activity, preserving the city's older neighborhoods, regulating land uses for orderly growth and development, ensuring that buildings are safe for occupancy and use and fostering new residential, commercial and industrial growth.

Note that the total number of staff positions included in the proposed budget indicates a reduction of one full time equivalent; a grant funded Lead Program Manager position is being eliminated as the \$1.9 million in grant funds have been fully expended and the program concluded.

For FY09/10 primary work efforts will be directed at supporting the priorities identified by the City Council that fall within the responsibilities and functions of the department. Specifically, these include: encourage development in conjunction with the casino property; support Columbia Park development; encourage retail development along Blackhawk Road, in the southwest and the in Augustana College area; refine economic development focus to support small business enterprise; and examine staffing/funding for the rental inspection program. In addition, department staff will continue to promote and support implementation of the New Old Chicago Plan, adopted neighborhood plans, the 11<sup>th</sup> Street Plan and assist with implementation of Downtown Plan strategies and the RiverVision Plan. Department staff will work in partnership with other public and private sector organizations in furtherance of these priorities.

Overall, the proposed FY09/10 Community and Economic Development Department budget shows a 1% increase from FY08/09. This smaller than normal increase results primarily from the completion of planning and engineering design services associated with the armory park project. With completion of the design/engineering phase, emphasis will shift to construction. Support for the both design and construction is derived from downtown tax increment finance district revenue which accounts for about 25% of the total department budget. Beginning in FY09/10, the downtown TIF budget will reflect annual debt service costs associated with bonds issued to cover the costs of the 1<sup>st</sup> Avenue inceptor sewer and armory park. Other TIF projects and programs included in the proposed budget are: \$500,000 for the Jackson Square project (an estimated \$18 million conversion of the Illinois Oil property into 72 rental housing units), \$200,000 for construction of a gateway feature at the intersection of 24<sup>th</sup> Street and 1<sup>st</sup> Avenue, support for the renovation/stabilization of the Rocket Theatre and Old Lincoln School properties, \$75,000 for a District marketing/branding campaign, improvements to the city owned parking structure at 17<sup>th</sup> Street and 3<sup>rd</sup> Avenue and funding to provide incentives for new retail development in the District.

Another source of funding for the department is gaming revenue which makes up about 10% of the FY09/10 budget. Projects supported by gaming revenue include: rebates to property owners who build new homes in the community and to Hy-Vee, city-wide façade improvement program which covers a portion of the costs of exterior improvements to commercial properties, community marketing, building demolition and a new gateway entry sign.

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 funding in the proposed budget are as follows; Development Association of Rock Island - \$135,000, Quad City Development Group - \$58,000 (membership + \$10,000 for arsenal retention), Quad Cities Convention and Visitors Bureau - \$70,000, Bi-State Regional Commission - \$21,951, Illinois Quad City Chamber of Commerce - \$18,860 (membership + \$15,000 for Blueprint 2010), Keep Rock Island Beautiful - \$17,500, Community Caring Conference - \$18,000, Labor Day Parade - \$9,500, RiverAction - \$7,745 and Red, White & Boom - \$3,000. The allocations for the Quad Cities Convention and Visitors Bureau, Community Caring Conference and Keep Rock Island Beautiful are recommended for increase for FY09/10. The Botanical Center is also recommended to receive a one-time allocation of \$50,000 to support the facility.

The FY09/10 budget sustains city planning, housing and neighborhood programs, a significant portion of which are funded through the federal Community Development Block Grant (CDBG) program. A total of \$2 million has been budgeted for neighborhood development programs targeted primarily towards providing home rehabilitation for low-moderate income homeowners. This figure also includes costs related to management of the CDBG program and provision of services related to historic preservation, staff support to various boards and commissions, land use regulation, implementation of the downtown plan as well as neighborhood and targeted area plans, support for the city's website and other planning, zoning and graphic services functions. These activities are critical to the city's overall efforts to improve existing neighborhoods, ensure a diversity of housing choices, provide for focused and orderly growth and create an environment to attract private investment. City programs compliment other housing efforts by Project NOW, the Rock Island Economic Growth Corporation and Rock Island Housing Authority.

Another component of the city's neighborhood revitalization efforts is the inspection of rental properties. The proposed budget continues support for the rental residential housing inspection program. It is anticipated that inspections staff will achieve full implementation of the program conducting both exterior and interior inspection of rental units. Support for this program is derived primarily from CDBG funds with some program income from fees charged for inspections and licensing. In order to help narrow the gap between program costs and revenues, a \$10 increase in the rental property licensing fee is included in budgeted revenue projections. A software upgrade budgeted for FY09/10 will enhance program efficiencies and provide better tracking of program functions.

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 supports for the Commercial/Industrial Revolving Loan Fund at an approximate \$500,000 level. The CIRLF program, since its establishment in 1984, has loaned over \$10 million, leveraged over \$90 million in private investment and helped create or retain over 3,800 jobs. The program is truly a revolving fund with loan repayments fully able to meet the demand for new loans. 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 \$425,000 is budgeted for the program derived from both TIF and gaming revenues. This program and the CIRLF program have been heavily utilized by small businesses resulting in almost \$1 million in city resources supporting small business enterprise. Staff also monitors the enterprise zone program which makes available a number of both local and state incentives to business that locate or expand in the enterprise zone. Finally, during FY08/09 Council authorized several new programs and modification to existing programs to expand incentives to encourage sustainable development. It is expected that these programs will gain greater utilization as businesses become more aware of them.

From an expenditure standpoint, significant percentage shifts in various categories reflect the nature of the department's activities which are largely project and program oriented and many times involve one-time expenditures. For example, the 19% decrease in the Supplies category results from the purchase of planters for the downtown area. Using TIF funds, this purchase was made in FY08/09 but will not be expended in FY09/10. The same is true for the 39% reduction in Services which results primarily from expenditures for armory park engineering and design services. The reduction in Program expenditures is due almost entirely to completion of the lead based paint elimination program which will close out this grant prior to the end of the current fiscal year. With regard to Capital expenditures the budget includes funding to construct gateway entry features at 1<sup>st</sup> Avenue, on Blackhawk Road and at one other location. As noted, focus on the downtown sewer and armory park projects will shift from design to construction. The Debt Service category budgets the amount due in FY09/10 for bonds issues to support the 1<sup>st</sup> Avenue sewer project and the first phase of the armory park project. Additional bonds will be issued during FY09/10 for the second phase of the armory park project; however, the timing of this issue is such that the first debt service payment will not be due until FY11.

The largest areas of increase are in the Other and Transfers categories. Again, these changes are caused by expenses generally related to specific projects. The approximately \$1.9 million in transfers represents gaming revenue allocated to support economic development rebates, the non-TIF district façade improvement program, community marketing and building demolition.

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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) CED Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Spec Project Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(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
(1) Lead Prog Coord	0.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(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
(3) Plbg/Elec/Mech Insp	3.00	3.00	3.00	3.00	3.00	3.00	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
(2) Office Assistant II	2.00	3.00	2.00	2.00	2.00	2.00	0.00
(1) Office Assistant III	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Intern	0.00	0.43	0.43	0.43	0.43	0.46	0.03
Admin Secretary	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Urban Planner	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(22) Total Staffing (fte)</b>	<b>22.00</b>	<b>23.43</b>	<b>22.43</b>	<b>22.43</b>	<b>22.43</b>	<b>21.46</b>	<b>(0.97)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	1,360,493	1,444,304	1,502,074	1,566,285	1,553,301	1,576,398	1%
Supplies	19,924	24,271	16,695	16,657	77,175	13,418	-19%
Services	786,609	1,581,899	1,041,723	2,359,367	2,184,200	1,483,918	-37%
Other	905,324	583,552	1,283,689	790,288	729,655	985,012	25%
Programs	2,433,975	1,462,749	2,070,075	5,178,743	4,211,598	4,762,573	-8%
Capital	458,698	192,557	108,369	731,000	218,369	645,715	-12%
Debt service	512,580	402,625	-	-	-	-	---
Transfers	3,377,243	2,414,439	1,968,414	1,532,001	1,451,841	1,896,362	24%
Contingency	336,488	236,035	(257,314)	-	-	-	---
<b>Total Department</b>	<b>10,191,334</b>	<b>8,342,431</b>	<b>7,733,725</b>	<b>12,174,341</b>	<b>10,426,139</b>	<b>11,363,396</b>	<b>-7%</b>
<b>Expense by Fund:</b>							
General Fund	944,762	1,060,312	1,141,788	1,200,096	1,200,096	913,942	-24%
TIF District #1	1,390,400	1,456,222	1,723,784	3,301,364	2,849,792	3,039,875	-8%
TIF District #2	-	28,616	11,719	6,924	6,924	14,256	106%
TIF District #3	116,274	139,545	136,026	481,464	665,638	288,627	-40%
TIF District #4	264,185	134,563	251,018	235,957	186,093	409,050	73%
TIF District #5	-	-	-	10,000	10,000	292,011	2820%
Comm/Econ Dev	2,773,497	1,627,624	1,265,257	3,023,592	1,682,469	2,637,701	-13%
Riverboat Gaming	1,805,004	1,596,996	1,373,940	1,001,000	1,001,000	835,000	-17%
Cap Improvement	99,996	200,004	34,860	-	-	50,000	NEW
CDB Grant	1,303,082	1,127,249	1,041,171	1,468,144	1,378,327	1,784,494	22%
RI Labor Day Parade	9,592	8,876	8,664	10,421	10,421	13,906	33%
CDBG Loans	408,232	23,830	92,297	209,118	209,118	266,942	28%
Debt Service	512,842	459,127	283	156	156	156	0%
Afford Hsg State	-	-	-	-	-	-	---
CED Loan	-	-	212	100,550	100,550	200,550	99%
CIRLF Loan	505,969	224,504	(272,109)	602,650	602,650	554,270	---
MPF Endow Loans	-	-	23,813	60,000	60,000	62,616	---
Lead Grant	57,499	254,963	901,002	462,905	462,905	-	-100%
<b>Total Expense</b>	<b>10,191,334</b>	<b>8,342,431</b>	<b>7,733,725</b>	<b>12,174,341</b>	<b>10,426,139</b>	<b>11,363,396</b>	<b>-7%</b>

## 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 who support city 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Council goals related to dept	5	5	8	7
2. Meetings representing city	75	75	75	75
3. Reports for Council action	234	240	235	230
4. Active projects under management	65	65	70	55
<b>Workload:</b>				
1. Council goals related to dept	5	5	8	7
2. Meetings attended represent city	75	75	75	75
3. Reports for Council action	234	240	235	230
4. Active projects under management	65	65	70	55
<b>Productivity:</b>				
1. Council goals related to dept	\$ 5	\$ 5	\$ 8	\$ 7
2. Cost per meeting	\$ 88	\$ 91	\$ 93	\$ 96
3. Cost per report prepared/reviewed	\$ 138	\$ 142	\$ 146	\$ 151
4. Active projects under management	\$ 65	\$ 65	\$ 70	\$ 55
<b>Effectiveness:</b>				
1. % change in EAV	3.7%	5.6%	5.0%	5.0%
2. % change in sales tax revenue	2.0%	4.3%	4.0%	4.0%
3. % development projects closed	67.0%	65.0%	65.0%	65.0%
4. Admin cost as % of total budget	2.0%	1.9%	1.3%	1.0%

**Analysis:**

The reduction in Personnel is due to a change in allocation of costs associated with the Director's position with a greater portion of Personnel costs being charged to TIF funds which are accounted for in the Economic Development cost center. Supplies decrease represents reduced copying charges. Increase in Services is the result of an increase in the Labor Day Parade budget which is included in this cost center. The parade will celebrate its 25th anniversary this year and additional funds are budgeted to support this event. Reduction in Other is the result of a shift in miscellaneous administrative costs to TIF funds and adjustments based on prior years expenditures.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) CED Director	1.00	1.00	1.00	0.60	0.60	0.50	(0.10)
Admin Secretary	0.35	0.35	0.00	0.00	0.00	0.00	0.00
<b>(1) Total Staffing (fte)</b>	<b>1.35</b>	<b>1.35</b>	<b>1.00</b>	<b>0.60</b>	<b>0.60</b>	<b>0.50</b>	<b>(0.10)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	124,474	122,546	110,218	87,608	87,608	74,845	-15%
<b>Supplies</b>	757	503	1,320	1,878	1,878	1,490	-21%
<b>Services</b>	31,922	35,128	32,408	38,345	38,345	43,625	14%
<b>Other</b>	2,949	4,079	3,327	3,826	3,826	2,533	-34%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>160,102</b>	<b>162,256</b>	<b>147,273</b>	<b>131,657</b>	<b>131,657</b>	<b>122,493</b>	<b>-7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	73,130	78,050	73,892	58,680	58,680	50,926	-13%
<b>CDBG</b>	77,380	75,330	64,717	62,556	62,556	57,661	-8%
<b>Labor Day Parade</b>	9,592	8,876	8,664	10,421	10,421	13,906	33%
<b>Total Expense</b>	<b>160,102</b>	<b>162,256</b>	<b>147,273</b>	<b>131,657</b>	<b>131,657</b>	<b>122,493</b>	<b>-7%</b>

## 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. CIRLF Loan Applications	14	8	10	10
2. TIF District Projects	23	18	22	27
3. Agencies Receiving Funding	9	9	9	10
4. Business Leads/Info Requests	15	12	12	12
5. Business Connection Calls	15	27	25	25
<b>Workload:</b>				
1. CIRLF Applications Approved	14	6	9	10
2. TIF District Projects	23	18	22	27
3. Agency Funding Requests	12	12	12	13
4. Written Proposals Completed	5	5	5	5
5. Business Connection Calls	18	27	25	25
<b>Productivity:</b>				
1. Cost Per Job CIRLF	\$ 6,263	\$ 6,156	\$ 6,339	\$ 6,300
2. TIF Projects Completed	\$ 24	\$ 12	\$ 10	
3. Cost Per Payment Request	\$ 22	\$ 22	\$ 23	\$ 24
4. Cost Per Proposal	\$ 283	\$ 291	\$ 300	\$ 309
5. Cost of Business Connection	\$ 2,225	\$ 2,292	\$ 2,361	\$ 2,431
<b>Effectiveness:</b>				
1. Job Created/Retained	47.5	52	56	45
2. Percent Increase in TIF Revenue	8.7	3	3	3
3. Ratio Priv/Pub CIRLF Loans	12 to 1	5 to 1	4 to 1	4 to 1
4. Percent Bus con Calls Complete	75	85	90	90

## Analysis:

Increase in Personnel results from increased benefit costs associated with pension and health insurance and a shift in allocation of salary costs from the General Fund to TIF funds. Reduction in supplies is purchase of planters for downtown completed in FY08/09. Reduction in Services is due to completion of engineering/design phase of armory park project. Increase in Other includes increased support for the agencies. The reduction in Programs results from the full expenditure of the lead based paint grant. Capital is the costs for three gateway signs. Transfers are transfers of gaming funds to support various development projects and programs.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Special Projects Mgr	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
CED Director	0.08	0.08	0.08	0.40	0.40	0.50	0.10
Admin Secretary	0.35	0.35	0.00	0.00	0.00	0.00	0.00
Hous Prog Officer	0.03	0.03	0.10	0.05	0.05	0.05	0.00
Constr Officer	0.03	0.03	0.10	0.05	0.05	0.05	0.00
Plng/Redev Admin	0.00	0.00	0.00	0.00	0.00	0.20	0.20
							0.00
<b>(2) Total Staffing (fte)</b>	<b>2.49</b>	<b>2.49</b>	<b>2.28</b>	<b>2.50</b>	<b>2.50</b>	<b>2.80</b>	<b>0.30</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	164,122	175,682	197,467	242,976	229,992	283,246	17%
<b>Supplies</b>	11,036	12,551	8,419	1,000	61,518	400	-60%
<b>Services</b>	599,407	1,450,530	746,874	1,803,978	1,718,628	1,019,242	-44%
<b>Other</b>	889,253	480,042	605,142	602,043	541,410	971,013	61%
<b>Programs</b>	2,116,856	1,117,588	1,602,021	4,225,117	3,257,972	3,881,637	-8%
<b>Capital</b>	438,698	192,557	108,369	731,000	218,369	645,715	-12%
<b>Debt service</b>	512,580	402,625	-	-	-	-	---
<b>Transfers</b>	2,746,970	2,205,650	1,736,275	1,306,387	1,226,227	1,670,627	28%
<b>Contingency</b>	359,257	223,794	(273,159)	-	-	-	---
<b>Total Cost Center</b>	<b>7,838,179</b>	<b>6,261,019</b>	<b>4,731,408</b>	<b>8,912,501</b>	<b>7,254,116</b>	<b>8,471,880</b>	<b>-5%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	228,482	283,823	83,501	5,051	5,051	5,272	4%
<b>TIF District #1</b>	1,390,400	1,456,222	1,723,784	3,301,364	2,849,792	3,039,875	-8%
<b>TIF District #2</b>	-	28,616	11,719	6,924	6,924	14,256	106%
<b>TIF District #3</b>	116,274	139,545	136,026	481,464	665,638	288,627	-40%
<b>TIF District #4</b>	264,185	134,563	251,018	235,957	186,093	409,050	73%
<b>TIF District #5</b>	-	-	-	10,000	10,000	292,011	2820%
<b>Comm / Econ Dev</b>	2,773,497	1,627,624	1,265,257	3,023,592	1,682,469	2,637,701	-13%
<b>Riverboat Gaming</b>	1,805,004	1,596,996	1,323,936	951,000	951,000	785,000	-17%
<b>CDB Grant</b>	141,484	109,995	149,320	133,793	133,793	132,496	-1%
<b>Cap Improvements</b>	99,996	200,004	34,860	-	-	50,000	NEW
<b>Debt service</b>	512,888	459,127	283	156	156	156	0%
<b>CDBG Loans</b>	-	-	-	-	-	-	---
<b>CED Loans</b>	-	-	-	100,550	100,550	200,550	99%
<b>CIRLF Loans</b>	505,969	224,504	(272,109)	602,650	602,650	554,270	-8%
<b>MPF Endow Loans</b>	-	-	23,813	60,000	60,000	62,616	4%
<b>Total Expense</b>	<b>7,838,179</b>	<b>6,261,019</b>	<b>4,731,408</b>	<b>8,912,501</b>	<b>7,254,116</b>	<b>8,471,880</b>	<b>-5%</b>

## Planning/Zoning/Historic Preservation

### Program Description:

Coordinate and implement neighborhood and corridor plans including RiverVision, Armory Park, New Old Chicago, Downtown and other existing neighborhood plans. Continue to pursue our partnership with Augustana College and the Campustown concept. Neighborhood Partners' Problem Properties, Knowledge Through Neighbors, School - Community, Green Education (new) and Leadership 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, 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. CDBG & Gaming applications filed	48	24	25	37
2. Land use applications filed	76	81	97	85
3. Neighborhood plan strategies	761	798	798	798
4. Preservation education scheduled	10	8	8	8
5. Zoning complaints	90	72	80	80
<b>Workload:</b>				
1. CDBG/Gaming apps. Reviewed/recom.	26	28	24	30
2. Land use applications processed	76	81	96	85
3. Neighborhood strategies developed	450	462	475	490
4. Preservation education completed	10	8	8	8
5. Zoning complaints inspected	90	72	80	80
<b>Productivity:</b>				
1. CDBG funds received	\$ 1,195,696	\$ 1,193,278	\$ 1,149,213	\$ 1,149,213
2. Avg. cost per land use case	\$ 647	\$ 638	\$ 561	\$ 655
3. Avg. cost per zoning inspection	\$ 109	\$ 144	\$ 135	\$ 139
4. Avg. cost per education program	\$ 70	\$ 127	\$ 111	\$ 108
<b>Effectiveness:</b>				
1. % CDBG & Gaming funds allocated	100.0%	100.0%	100.0%	100.0%
2. % land use cases approved per staff	86.0%	94.0%	83.0%	90.0%
3. % Nbhod plan strategies imp.	59.0%	57.9%	59.5%	61.4%
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:**

No changes in staffing or operations are planned. Three significant increases are noted - Services, Programs and CDBG expenses. The Services and CDBG fund line item increases reflect the availability of unexpended balances of previously completed CDBG funded activities. The \$30,000 increase in Programs is tied to a proposed 11th Street area landscaping improvement from previously programmed CDBG funds.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Plng/Redev Admin	1.00	1.00	1.00	1.00	1.00	0.80	(0.20)
(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.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Office Asst. II	1.00	1.15	1.00	1.00	1.00	1.00	0.00
(1) Intern	0.00	0.43	0.43	0.43	0.43	0.46	0.03
Office Asst. III	0.00	0.00	0.00	0.00			0.00
Admin Secretary	0.15	0.00	0.00	0.00			0.00
<b>(7) Total Staffing (fte)</b>	<b>6.15</b>	<b>6.58</b>	<b>6.43</b>	<b>6.43</b>	<b>6.43</b>	<b>6.26</b>	<b>(0.17)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	374,368	385,696	410,352	393,744	393,744	419,887	7%
<b>Supplies</b>	2,081	3,394	2,391	2,450	2,450	1,900	-22%
<b>Services</b>	19,489	13,925	14,586	103,892	14,075	322,494	210%
<b>Other</b>	1,921	2,344	2,101	2,395	2,395	1,945	-19%
<b>Programs</b>	-	-	-	12,500	12,500	42,500	240%
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	215,622	179,353	178,991	172,381	172,381	172,381	0%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>613,481</b>	<b>584,712</b>	<b>608,421</b>	<b>687,362</b>	<b>597,545</b>	<b>961,107</b>	<b>40%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	250,392	284,599	312,838	278,431	278,431	301,505	8%
<b>Comm Dev Block Grant</b>	363,089	300,113	295,583	408,931	319,114	659,602	61%
<b>CDBG Loan Programs</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>613,481</b>	<b>584,712</b>	<b>608,421</b>	<b>687,362</b>	<b>597,545</b>	<b>961,107</b>	<b>40%</b>

# 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, Rental Property and TIF Upper Story Housing programs. It also includes Neighborhood Partners costs, special programs for the NEW Old Chicago neighborhood and CDBG agreement 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 make use of Neighborhood Stabilization Program funds if they become available.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Program marketing requests	6	5	6	6
2. Funding sources identified	4	5	5	5
3. Full rehab applications filed	3	10	4	5
4. Partial rehab applications filed	55	68	75	65
5. Special program applications filed	12	16	11	-
<b>Workload:</b>				
1. Program marketing completed	6	6	5	6
2. Funding applications submitted	4	4	4	5
3. Full rehab applications processed	3	8	3	5
4. Partial rehab applications processed	50	65	70	65
5. Special program applications	12	16	11	-
<b>Productivity:</b>				
1. Avg. cost per marketing program	\$ 78	\$ 77	\$ 84	\$ 86
2. Private matching \$\$ generated - rehab	\$ 70,000	\$ 187,364	\$ 122,144	\$ 225,000
3. Avg. cost per full rehab	\$ 16,667	\$ 6,440	\$ 7,918	\$ 34,464
4. Avg. cost per partial rehab	\$ 3,963	\$ 6,918	\$ 5,366	\$ 7,585
5. Avg. cost per special program	\$ 10,495	\$ 7,945	\$ 8,137	\$ -
<b>Effectiveness:</b>				
1. Private / public funding ratio	28.3%	32.3%	23.9%	24.2%
2. % nearby homes renovated	5.0%	5.0%	5.0%	5.0%
3. Staff costs as % of program costs	52.0%	22.1%	27.3%	15.3%
4. % of rehab completed on time	90.0%	90.0%	85.0%	90.0%

**Analysis:**

Staffing changes reflect end of Lead Grant and elimination of Lead Grant Manager position. Personnel, Supplies, Other and overall Cost Center reductions are directly related to the end of the Lead Treatment Grant.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
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	0.97	0.90	0.90	0.95	0.95	0.95	0.00
(1) Housing Prog. Officer	0.97	0.90	0.90	0.95	0.95	0.95	0.00
Lead Prog Coord	0.00	1.00	1.00	1.00	1.00	0.00	(1.00)
Office Asst II	0.00	0.15	0.00	0.00			0.00
Admin. Secretary	0.15	0.00	0.00	0.00			0.00
<b>(2) Total Staffing (fte)</b>	<b>2.09</b>	<b>2.95</b>	<b>2.80</b>	<b>2.90</b>	<b>2.90</b>	<b>1.90</b>	<b>(1.00)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	142,630	183,146	184,609	200,166	200,166	142,440	-29%
<b>Supplies</b>	2,913	4,426	443	693	693	800	15%
<b>Services</b>	27,643	27,591	41,653	54,261	54,261	39,054	-28%
<b>Other</b>	9,456	94,714	667,497	175,359	175,359	900	-99%
<b>Programs</b>	317,119	345,161	468,054	941,126	941,126	838,436	-11%
<b>Capital</b>	20,000	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	414,651	29,436	53,148	53,233	53,233	53,354	0%
<b>Contingency</b>	(22,806)	11,793	15,790	-	-	-	---
<b>Total Cost Center</b>	<b>911,606</b>	<b>696,267</b>	<b>1,431,194</b>	<b>1,424,838</b>	<b>1,424,838</b>	<b>1,074,984</b>	<b>-25%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	10,270	9,716	55,414	50,150	50,150	50,160	0%
<b>Riverboat Gaming</b>	-	-	50,004	50,000	50,000	50,000	0%
<b>CDBG</b>	435,651	407,758	332,265	652,665	652,665	707,882	8%
<b>Lead Grant</b>	57,499	254,963	901,002	462,905	462,905	-	-100%
<b>Debt Service</b>	(46)	-	-	-	-	-	---
<b>CDBG Loan Program</b>	408,232	23,830	92,297	209,118	209,118	266,942	28%
<b>Com/Econ Dev Loan</b>	-	-	212	-	-	-	---
<b>Total Expense</b>	<b>911,606</b>	<b>696,267</b>	<b>1,431,194</b>	<b>1,424,838</b>	<b>1,424,838</b>	<b>1,074,984</b>	<b>-25%</b>

## 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 constructions 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Plan Reviews	25	18	23	15
2. Building Permits Issued	3,169	2,851	2,794	2,800
3. Other (Specialty) Permits Issued	inc in above	3	2	3
4. Food service permits issued	338	317	311	318
<b>Workload:</b>				
1. Value of Planned Work Review	23,359,323	46,686,232	31,008,734	25,000,000
2. Construction inspections	2,584	3,976	2,898	2,600
3. Other Building Insp/Site Visits	63	31	27	50
4. Food service inspections	514	444	450	500
5. Other Health Site Visits	175	210	225	225
<b>Productivity:</b>				
1. Unrecovered Cost Plan Reviews	46 reviews	\$ 12	\$ 9	\$ 15
2. Unrecovered cost Const. Inspectns	n/a	n/a	n/a	unk
3. cost other Bldg Insp/Site Visits	\$ 52	52 (est)	52 (est)	\$ 55
4. Cost per food service inspection	\$ 54	\$ 59	\$ 58	\$ 55
5. Cost per other health site visits	\$ 63	\$ 62	\$ 59	\$ 61
<b>Effectiveness:</b>				
1. Plans reviewed within 10 days	82%	90%	90%	90%
2. Permits issued within 1 day	91%	96%	95%	95%
3. Construction inspections 24 hours	99%	99%	99%	99%
4. Health Reinspections Required	12%	15%	15%	12%

**Analysis:**

Personnel increases are based on health insurance costs and merit. Decrease in Supplies and Services is associated with the contract for new Casino construction. Increase in Other is based on experience.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Building Official	1.00	1.00	1.00	0.85	0.85	0.85	0.00
(3) Plum/Elec/Mech	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Housing Inspector	1.25	0.00	0.00	0.00	0.00	0.00	0.00
(1) Health Inspector	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	1.00	0.00
<b>(6) Total Staffing (fte)</b>	<b>7.25</b>	<b>6.00</b>	<b>6.00</b>	<b>5.85</b>	<b>5.85</b>	<b>5.85</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	386,500	384,791	394,746	407,856	407,856	410,167	1%
<b>Supplies</b>	1,258	2,964	1,146	4,050	4,050	1,475	-64%
<b>Services</b>	81,680	38,964	171,917	339,375	339,375	35,786	-89%
<b>Other</b>	1,590	2,753	4,722	5,395	5,395	4,950	-8%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>471,028</b>	<b>429,472</b>	<b>572,531</b>	<b>756,676</b>	<b>756,676</b>	<b>452,378</b>	<b>-40%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	272,640	394,653	555,304	756,676	756,676	452,378	-40%
<b>CDBG</b>	198,388	34,819	17,227	-	-	-	---
<b>Total Expense</b>	<b>471,028</b>	<b>429,472</b>	<b>572,531</b>	<b>756,676</b>	<b>756,676</b>	<b>452,378</b>	<b>-40%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Rental Property Applications	2,027	190	161	175
2. Rental Complaints	1,209	581	618	599
3. Property Maintenance Complaints	294	354	201	277
4. Nuisance complaints received	407	420	241	330
<b>Workload:</b>				
1. Initial Inspections (Random Exteriors)	755	771	82	-
2. Compliance Inspections	N/A	N/A	N/A	N/A
3. Property Maintenance Inspections	2,591	2,056	1,958	2,005
4. Nuisance Inspections	905	420	241	330
<b>Productivity:</b>				
1. Cost per rental inspection	\$ 48	\$ 50	\$ 50	\$ 50
2. Cost per rental complaint	tbd	tbd	tbd	tbd
3. Cost per property maint complaint	\$ 49	\$ 50	\$ 50	\$ 50
4. Cost per nuisance complaint	\$ 49	\$ 50	\$ 50	\$ 50
<b>Effectiveness:</b>				
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	unable to track	unable to track	unable to track	unable to track
4. Properties Unfit	16	91	86	88

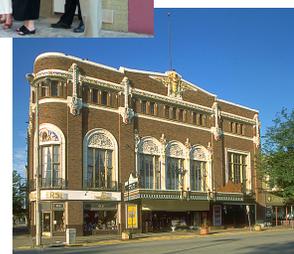
**Analysis:**

This cost center's focus is residential rental licensing and inspection. This cost center also assumes two supporting missions: property maintenance code enforcement and nuisance abatement. This cost center also manages the boarding contract and demolition programs. The emphasis will shift to programmatic holistic inspections this year thus the increase in Supplies.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Building Official	0.00	0.00	0.15	0.15	0.15	0.15	0.00
(3) Housing Inspector	1.75	3.00	3.00	3.00	3.00	3.00	0.00
(1) Office Assistant II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) <b>Total Staffing (fte)</b>	<b>2.75</b>	<b>4.00</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	168,399	192,443	204,682	233,935	233,935	245,813	5%
<b>Supplies</b>	1,879	433	2,976	6,586	6,586	7,353	12%
<b>Services</b>	26,468	15,761	34,285	19,516	19,516	23,717	22%
<b>Other</b>	192	68	955	1,270	1,270	3,671	189%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>196,938</b>	<b>208,705</b>	<b>242,898</b>	<b>261,307</b>	<b>261,307</b>	<b>280,554</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	109,848	9,471	60,839	51,108	51,108	53,701	5%
<b>CDBG</b>	87,090	199,234	182,059	210,199	210,199	226,853	8%
<b>Total Expense</b>	<b>196,938</b>	<b>208,705</b>	<b>242,898</b>	<b>261,307</b>	<b>261,307</b>	<b>280,554</b>	<b>7%</b>



# ROCK ISLAND ILLINOIS



# MARTIN LUTHER KING COMMUNITY CENTER

## Goals & Objectives

Remain a fiscally responsible organization.

Complete final design and begin construction of addition a renovation of the King Center.

Complete a capital campaign of 1.6 million dollars.

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

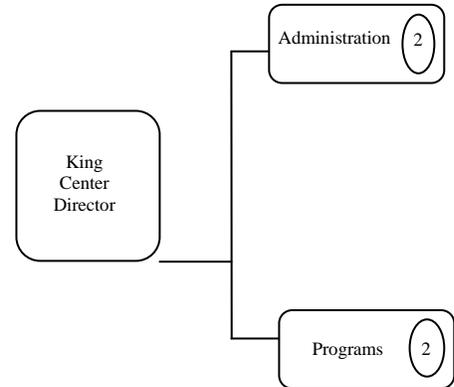
Maintain comprehensive program services to youth utilizing input from residents and other human service organizations.

Maintain quality customer service and programs to community residents.

Continue to pursue additional local, state, federal, and private revenue sources necessary to support programs and operations.

Maintain a positive image of the Center through community-wide initiatives, positive media coverage and continued facility improvements.

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 houses one (1) other social service agency (Churches United). 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; and social and volunteer activities for senior citizens. Financial activity is recorded in the Activity Fund (901) and the DHS Fund (906).

The major activity for FY 2010 will be renovation and expansion of the King Center. The project will begin in Fall of 2009 with an end date to be determined. Final designs will be complete in May with bids being let and approved in June. The King Center will add 10,000 square feet while the renovation will be 12,700 sq. feet. This will allow the King Center to continue and enhance services, especially those targeted for youth. The King Center will be able to accommodate over 200 youth, 500 people in the community room, and update administrative offices.

During this time, a capital campaign will continue as it will enter the public phase in 2009. The goal for this campaign will be 1.6 million dollars reaching a total goal of 3.2 million dollars.

Also, the King Center will continue to maintain longtime and new partnerships that bolster services. In the past year, the King Center has engaged Arrowhead Ranch and Community Health Care to provide services in the facility. The King Center is scheduled to purchase two (2) new vehicles for participant transportation enabling the programs to reach more Rock Island Citizens.

In 2010, the King Center will pursue another afterschool program site and additional funding to support the drug, alcohol and other drugs prevention program.

The King Center will see expenses increase 268% overall for FY 2010. The majority of this increase will be due to the scheduled beginning of construction of the expansion and renovation. Personnel costs will decrease by 4% due to the reduction of one FTE. Supplies will decrease by 23% as one time expenditures in 2009 will not occur in 2010. Other services will increase 24% in an effort to subcontract afterschool services.

The King Center continues to seek diversification in its funding streams to ensure its financial viability. The King Center will be starting a foundation in the coming two years 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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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	3.00	3.00	3.00	3.00	2.00	(1.00)
(1) Human Services II	2.00	1.00	1.00	1.00	1.00	1.00	0.00
Camp Counselors	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(5) Total Staffing (fte)</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>(1.00)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	338,494	324,566	329,005	338,923	338,923	323,873	-4%
Supplies	31,926	49,774	37,340	57,500	57,500	44,077	-23%
Services	169,957	192,930	190,683	605,159	207,055	306,688	-49%
Other	9,792	38,386	24,552	28,100	28,100	34,850	24%
Programs	-	-	-	-	-	-	---
Capital	-	-	5,480	-	24,204	2,540,000	NEW
Debt service	-	-	-	-	-	120,525	NEW
Transfers	-	47,004	-	-	-	170,525	NEW
Contingency	-	-	-	-	-	250,000	NEW
<b>Total Department</b>	<b>550,169</b>	<b>652,660</b>	<b>587,060</b>	<b>1,029,682</b>	<b>655,782</b>	<b>3,790,538</b>	<b>268%</b>
<b>Expense by Fund:</b>							
King Center	152,501	172,734	178,250	175,380	175,380	228,711	30%
Facility Improve	-	-	-	415,604	41,704	2,859,500	588%
Gaming	-	-	-	-	-	120,525	NEW
Capital	-	47,004	-	-	-	-	---
Debt service	-	-	-	-	-	120,525	NEW
Activity Fund	171,879	182,673	192,627	209,569	209,569	239,819	14%
DHS Fund	225,789	250,249	216,183	229,129	229,129	221,458	-3%
<b>Total Expense</b>	<b>550,169</b>	<b>652,660</b>	<b>587,060</b>	<b>1,029,682</b>	<b>655,782</b>	<b>3,790,538</b>	<b>268%</b>

## 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.
- Complete capital campaign.
- Complete final design and begin construction of facility expansion and renovation.
- Explore collaborations with other organization to enhance King Center programs.
- Coordinate efforts with city departments pursuing goals established by the City Council, and the Board of Directors.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized personnel	3.00	1.10	1.10	1.10
2. Department budget	171,527.00	188,803.00	596,422.00	931,676.00
3. Press release opportunities	62	62	65	65
4. Tenant requests for maintenance	8	7	8	9
<b>Workload:</b>				
1. Activities hosted/participants	40,113	41,012	40,000	40,000
2. Press releases developed	62	62	65	65
3. Maintenance requests completed	22	24	25	25
<b>Productivity:</b>				
1. Avg cost per participant	\$ 258.27	\$ 248.00	\$ 209.00	\$ 179.00
2. Avg cost per press release	\$ 5.66	\$ 6.23	\$ 6.19	\$ 6.35
3. Cost of maintenance activities	\$ 60,376.49	\$ 53,400.00	\$ 58,600.00	\$ 60,600.00
<b>Effectiveness:</b>				
1. Admin as % of total budget	26.0%	32.0%	57.0%	69.0%
2. Participant/ targeted populous ratio	100.0%	100.0%	100.0%	100.0%
3. Cost per sq. ft.	\$ 10.73	\$ 11.67	\$ 12.35	\$ 17.42

**Analysis:**

Administrative costs will increase by 461% overall. Capital, debt service, contingency, and transfers are new and are related to costs for the expansion/renovation of the MLK Center building.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Director	0.60	0.60	0.60	0.60	0.60	0.55	(0.05)
(1) Human Services I	0.40	0.40	0.15	0.15	0.15	0.00	(0.15)
(1) Office Asst. III	0.70	0.70	0.35	0.35	0.35	0.60	0.25
<b>(3) Total Staffing (fte)</b>	<b>1.70</b>	<b>1.70</b>	<b>1.10</b>	<b>1.10</b>	<b>1.10</b>	<b>1.15</b>	<b>0.05</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	91,443	100,892	104,041	103,249	103,249	82,925	-20%
<b>Supplies</b>	1,642	14,458	803	5,325	5,325	6,200	16%
<b>Services</b>	64,331	60,719	77,229	486,098	87,994	176,319	-64%
<b>Other</b>	631	1,367	1,250	1,750	1,750	1,550	-11%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	5,480	-	24,204	2,540,000	NEW
<b>Debt service</b>	-	-	-	-	-	120,525	NEW
<b>Transfers</b>	-	47,004	-	-	-	170,525	NEW
<b>Contingency</b>	-	-	-	-	-	250,000	NEW
<b>Total Cost Center</b>	<b>158,047</b>	<b>224,440</b>	<b>188,803</b>	<b>596,422</b>	<b>222,522</b>	<b>3,348,044</b>	<b>461%</b>
<b>Expense by Fund:</b>							
<b>King Center Fund</b>	152,501	172,734	178,250	175,380	175,380	228,711	30%
<b>Facility Improv</b>	-	-	-	415,604	41,704	2,859,500	588%
<b>Gaming</b>	-	-	-	-	-	120,525	NEW
<b>Capital Improv</b>	-	47,004	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	120,525	NEW
<b>Activity Fund</b>	4,301	4,702	10,553	5,438	5,438	18,783	245%
<b>Dept of Human Svcs</b>	1,245	-	-	-	-	-	---
<b>Total Expense</b>	<b>158,047</b>	<b>224,440</b>	<b>188,803</b>	<b>596,422</b>	<b>222,522</b>	<b>3,348,044</b>	<b>461%</b>

## 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 information and referral; outreach; drug prevention; employment training and placement; youth development; and social support for senior citizens.

### 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Current funding sources	15	15	16	16
2. New funding sources gained	1	0	1	0
3. Applications for new admissions	864	886	850	850
4. Programs to be reviewed	12	13	13	13
<b>Workload:</b>				
1. Renewal applications submitted	7	7	8	8
2. New applications submitted	2	2	0	1
3. Program reviews completed	12	12	12	12
4. Number of participants (unduplicated)	7,813	7,943	7,700	7,700
<b>Productivity:</b>				
1. Avg cost per grant/funding source	\$ 258.27	\$ 249.22	\$ 209.81	\$ 179.62
2. Avg cost per intake (admission)	\$ 16.94	\$ 14.98	\$ 13.21	\$ 12.07
3. Avg cost per program review	\$ 26.85	\$ 25.76	\$ 23.73	\$ 21.98
4. Avg cost per participant	\$ 16.39	\$ 13.70	\$ 13.04	\$ 13.11
<b>Effectiveness:</b>				
1. % of funding requests received	100%	100%	100%	100%
2. % of program reviews completed	100%	100%	100%	100%
3. % of new admissions accepted	100%	95%	95%	95%
4. % of prog maintaining 85% attendance	100%	100%	100%	100%
5. Staff costs as % of program costs	62%	63%	51%	51%

**Analysis:**

The King Center projects an overall 2% increase in the Sponsored Programs cost center. A decrease in personnel due to one less FTE for programming is budgeted in the coming year. Program quality nor attendance will decrease due to this change but rather consolidation of duties will allow for more effective management of resources. Supplies is projected to decrease by 27%. The year previous represented the one time expenditure of funds on supplies that will carryover into this budgeted year. Services will increase by 9% based on the raise in minimum wage (employment services). We project a 26% (\$6,550) in other services due to potentially adding a subcontractor for youth services.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Director	0.40	0.40	0.40	0.40	0.40	0.45	0.05
(1) Human Services I	2.60	2.60	2.85	2.85	1.85	2.00	(0.85)
Office Asst III	0.30	0.30	0.65	0.65	0.65	0.40	(0.25)
(1) Human Services II	2.00	1.00	1.00	1.00	1.00	1.00	0.00
Camp Counselors	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(2) Total Staffing (fte)</b>	<b>5.30</b>	<b>4.30</b>	<b>4.90</b>	<b>4.90</b>	<b>3.90</b>	<b>3.85</b>	<b>(1.05)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	247,051	223,674	224,964	235,674	235,674	240,948	2%
<b>Supplies</b>	30,284	35,316	36,537	52,175	52,175	37,877	-27%
<b>Services</b>	105,626	132,211	113,454	119,061	119,061	130,369	9%
<b>Other</b>	9,161	37,019	23,302	26,350	26,350	33,300	26%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>392,122</b>	<b>428,220</b>	<b>398,257</b>	<b>433,260</b>	<b>433,260</b>	<b>442,494</b>	<b>2%</b>
<b>Expense by Fund:</b>							
<b>Activity Fund</b>	167,578	177,971	182,074	204,131	204,131	221,036	8%
<b>DHS Fund</b>	224,544	250,249	216,183	229,129	229,129	221,458	-3%
<b>Total Expense</b>	<b>392,122</b>	<b>428,220</b>	<b>398,257</b>	<b>433,260</b>	<b>433,260</b>	<b>442,494</b>	<b>2%</b>



# RI

## 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 philosophies and a unified effort by developing additional community policing and crime prevention programs.

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.

Develop anti-terrorism and bio-terrorism policies in conjunction with federal, state, and other local governments and comply 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.

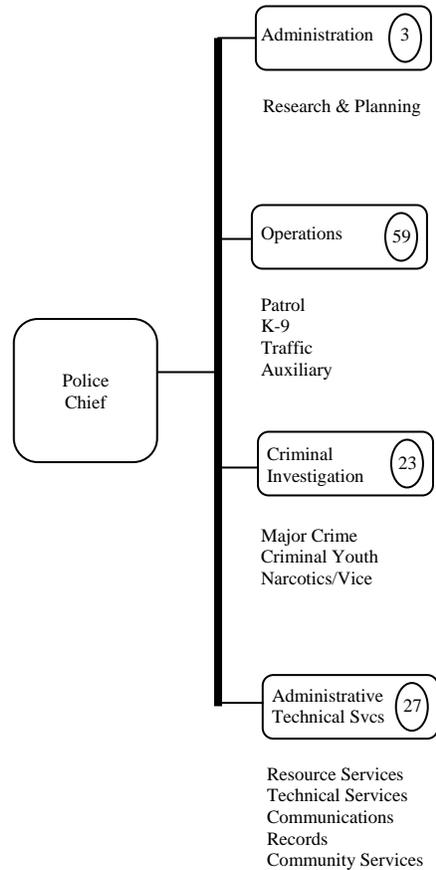
Purchase and install Automatic Vehicle Locators (AVL) in all Patrol and Detective Division vehicles.

Remodel the locker room and the restroom in the basement of the police station.

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.

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



## **Analysis:**

The Chief of Police is vested with the overall responsibility of supervising and managing the Police Department. The Chief, assisted by 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 now consists of two bureaus; the Operations Bureau and the Administrative / Technical Services Bureau. These bureaus work together to enhance, expand and augment existing public safety programs with community policing and problem solving as their basis.

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 neighborhoods. Some additional programs that are instrumental in the Department's community policing efforts include: the School Resource Officer (SRO) program, the Elderly Service Officer (ESO) program, the Housing Officer program, bicycle patrol, the G.R.E.A.T. (Gang Resistance Education and Training) program, the Senior Police Volunteer Program (SPVP), the Lights and Siren program, and the Explorer program.

During the 2006-2007 school year, the police and fire departments joined together to teach a semester long public safety course at the Rock Island High School called "Lights and Sirens". In FY 07-08, an Explorer program was established as a way of further supporting Rock Island youth interest in the public safety field.

For the second year in a row the R.I. Housing Officer program received national recognition from the National Association of Housing and Redevelopment Officials for our unique and innovative community policing efforts. In FY 08-09 the R. I. Housing Officer program once again received national recognition from the National Association of Housing and Redevelopment Officials for the Gang Resistance Education and Training (G.R.E.A.T.) Program. The G.R.E.A.T. program is a partnership consisting of the R.I.P.D., the R.I. Housing Authority, and School District #41 that targets at risk students and helps the students resist the social pressures of the gang culture. A second award praised our public safety efforts involving the Bicycle Rodeo and Bicycle Give Away program. This program teamed our Housing Officer with other members of the Police Department who purchased and rehabilitated bicycles to be given away to under privileged youth.

For FY 2009-2010, there is no change in the level of staffing; we continue to employ 112 employees. However, the organizational hierarchy of the department was changed during FY 2008-09. This was done in an effort to improve communications and supervision between bureaus and to expand our career development efforts. The Criminal Investigation Division and the Patrol Division were consolidated and placed under the command of one Captain. This has improved the coordination of our crime fighting efforts. Furthermore, to reduce personnel costs while providing the same level of service to the public the Supervisor of the Emergency Communication Center (911) will become a civilian position. Arrangements with the Parks Department will allow for the continued employment of one of the original COPS officers.

Revenue will see some changes in FY 09-10. Based on revenues received to date (FY 08-09), increases in revenue have been budgeted in the areas of Alarm System Permits, Gang Task Force overtime reimbursement, overtime reimbursement for gun crimes worked in cooperation with ATF, No Contest Tickets, Liquor Commission Fines, Special Police Services, and CORA violations. The increase in Special Police Services is due in part to an additional \$10,000 commitment from School District #41 to help fund the School Resource Officer.

Revenues are anticipated to decrease in Court Costs/Fees/Charges. Some changes are also projected in grant related revenue for FY 09-10. The funding level for the Edward Byrne Justice Assistance Grant (JAG) was drastically reduced by the Federal Government in FY 09-10. In FY 08/09 we received \$45,866 in FY 09/10 this was reduced to \$15,258. The two traffic related grants from the State of Illinois, the Roadside Safety Check grant and the Speed Enforcement Program grant, are being increased in FY 09-10 as additional funding is available for these grants. These grants allow the department to conduct special assignments to address traffic safety issues.

Services have increased due to increases in CORA fees (which are offset by revenue received for CORA fines/bond), rental fee for the Milan rifle range, radio equipment maintenance (no longer under warranty), and fleet charges.

Supplies have increased due to the carryover of the In-Car Video camera project from FY 08/09. Smaller projects that were completed in FY 08/09 include the purchase of new workstations for the Narcotics office (purchased with Drug Fund money) and the carpeting of several offices. We have eliminated the purchase of new batteries for the Mobil Data Terminal since the MDTs are due to be replaced; we have also eliminated the Courtyard Cookout held annually for employees.

Spending from the State Drug fund has been increased for FY 09-10, this is funded by the increase in revenue received in FY 07-08 and FY 08-09 from state drug forfeiture cases. Expenses consist of purchasing equipment utilized by the Narcotics Unit and the Emergency Response Team.

Court Supervision expenditures, which are designated for vehicle maintenance, have been increased for FY 09-10 due to a higher than anticipated amount of revenue received in FY 08-09.

In the U.S. Department of Justice fund, expenditures have decreased due to a reduction in Justice Assistance Grant funding. This revenue is used to partially support the salary of two police officers.

In the area of Federal Drug funds, expenditures will remain relatively unchanged from FY 08/09.

Auxiliary fund spending will be decreased for FY 09-10 due to elimination of a software purchase which was budgeted in FY 08/09.

ESO Christmas Light Tour expenditures are being increased as the officer in charge of this program has been able to successfully obtain donations from the community, therefore, offsetting the expenditure with matching revenue. The Elderly Service Officer program continues to be a success, due in large part to the performance of the officer involved. ESO Jeff Ronk was the Rock Island City Employee of the Year for 2008 and he was also recognized by the Community Caring Conference as the Law Enforcement Officer of the Year.

#### ***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.*

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Captain	3.00	3.00	3.00	3.00	3.00	2.00	(1.00)
(4) Lieutenant	4.00	4.00	4.00	3.00	3.00	4.00	1.00
(11) Sergeant	11.00	11.00	11.00	12.00	12.00	11.00	(1.00)
(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	0.00	0.00	0.00	0.00	1.00	1.00
(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
(3) Off. Assistant III	3.00	3.00	3.00	3.00	3.00	3.00	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
(3) Comm. Serv. Off.	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Court Liaison	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(112) Total Staffing (fte)</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	8,620,134	8,576,107	9,025,828	9,683,072	9,683,072	10,185,948	5%
<b>Supplies</b>	53,334	126,890	100,355	300,745	154,520	416,373	38%
<b>Services</b>	982,213	948,681	1,072,717	1,208,372	1,208,372	1,333,416	10%
<b>Other</b>	28,732	13,668	21,486	20,224	20,224	20,054	-1%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	8,944	142,716	-	-	-	-	---
<b>Debt service</b>	105,144	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Department</b>	<b>9,798,501</b>	<b>9,808,062</b>	<b>10,220,386</b>	<b>11,212,413</b>	<b>11,066,188</b>	<b>11,955,791</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	9,594,845	9,619,587	10,092,136	10,855,355	10,855,355	11,494,258	6%
<b>Riverboat Gaming</b>	98,004	-	-	-	-	-	---
<b>State Drug</b>	41,985	19,913	13,862	75,480	75,480	82,355	9%
<b>DUI Fine Law</b>	1,053	23,213	13,370	141,915	9,615	235,826	66%
<b>Court Supervision</b>	-	-	-	14,000	14,000	18,000	29%
<b>US Dept of Justice</b>	7,137	97,041	34,655	58,267	47,342	56,700	-3%
<b>Federal Drug</b>	-	-	15,925	16,800	16,800	16,800	0%
<b>DARE</b>	3,933	1,176	4,440	13,342	13,342	13,346	0%
<b>Police Contribution</b>	12,280	5,996	3,171	5,200	5,200	5,765	11%
<b>Elderly Service</b>	27,791	27,698	28,736	20,838	20,838	20,701	-1%
<b>Auxiliary</b>	580	3,585	4,386	9,100	6,100	7,740	-15%
<b>ESO Christmas</b>	10,893	9,853	9,705	2,116	2,116	4,300	103%
<b>Total Expense</b>	<b>9,798,501</b>	<b>9,808,062</b>	<b>10,220,386</b>	<b>11,212,413</b>	<b>11,066,188</b>	<b>11,955,791</b>	<b>7%</b>



ROCK ISLAND  
ILLINOIS

## Police Administration

### Program Description:

The Office of the Chief of Police includes 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 (Bureau Commanders 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized Personnel	112	112	112	112
2. Department Budget	\$ 10,147,748	\$ 10,539,007	\$ 11,212,413	\$ 11,802,561
3. Complaints Filed	55	93	80	76
4. Special Events Requested	20	19	16	18
<b>Productivity:</b>				
1. Complaints Investigated	55	93	80	76
2. Special Event Operation Orders	20	19	16	18
3. Administrative Reports Processed	1,036	941	996	991
<b>Effectiveness:</b>				
1. Cost Per Complaint	\$ 864.85	\$ 526.07	\$ 683.19	\$ 764.61
2. Cost Per Operations Order	\$ 1,664.85	\$ 1,802.48	\$ 2,391.16	\$ 2,218.75
3. Cost Per Adm. Report Processed	\$ 51.21	\$ 56.74	\$ 60.00	\$ 62.66
1. Admin. As % of Dept. Budget	2.1%	2.0%	2.1%	2.1%
2. % of Complaints Sustained	47.3%	35.5%	48.1%	43.6%
3. Department Cost Per Capita	\$ 255.71	\$ 265.57	\$ 282.54	\$ 297.41
4. UCR Part I Crime Totals	2,342	2,463	2,387	2,397
5. UCR Violent Crime Totals	379	441	429	416

**Analysis:**

The overall objective of the Rock Island Police Department is community policing. The Chief, 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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Chief	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Captain	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Sergeant	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
Off. Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(3) Total Staffing (fte)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	284,558	285,915	291,301	316,870	316,870	333,551	5%
Supplies	9,876	10,077	8,712	16,991	16,991	16,486	-3%
Services	186,824	214,713	278,798	308,640	308,640	302,765	-2%
Other	5,618	4,913	4,746	7,049	7,049	7,100	1%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>486,876</b>	<b>515,618</b>	<b>583,557</b>	<b>649,550</b>	<b>649,550</b>	<b>659,902</b>	<b>2%</b>
<b>Expense by Fund:</b>							
General Fund	486,876	515,618	583,557	649,550	649,550	659,902	2%
<b>Total Expense</b>	<b>486,876</b>	<b>515,618</b>	<b>583,557</b>	<b>649,550</b>	<b>649,550</b>	<b>659,902</b>	<b>2%</b>

# 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 and personnel/time management.
- Purchase and install an in car digital video system in all Patrol Division vehicles
- 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. F.O.B. Calls for Service	44,563	47,200	47,317	46,533
2. F.O.B. Police Service Activities	88,017	102,029	96,780	95,121
3. Reported Crime	4,192	4,744	4,299	4,411
4. Traffic/Radar Stops	8,514	11,783	10,905	10,401
5. Speakers Bureau Presentation	82	50	44	59
<b>Workload:</b>				
1. F.O.B. Respond to Calls for Svc	44,563	47,200	47,317	46,533
2. F.O.B. Police Service Activities	88,017	102,029	96,780	95,121
3. F.O.B. Felony/Misdemnr Arrests	4,113	3,446	3,317	3,266
4. Traffic Citations Issued	6,514	9,038	8,857	8,136
5. Spkrs Bureau Presentations	82	50	44	59
<b>Productivity:</b>				
1. Costs per Call for Service	\$16.98	\$17.67	\$18.76	\$20.08
2. Costs per Police Service Activities	\$10.89	\$10.36	\$11.62	\$12.44
3. Hrly cost Proactive/Prvntive Patrol	\$40.71	\$44.88	\$47.75	\$50.26
<b>Effectiveness:</b>				
1. Change Part I Violent Crime % (+/-)	1%	16%	-3%	-3%
2. Change Part I UCR Offenses % (+/-)	5%	5%	-3%	0%
3. % offenses cleared by patrol arrest	98%	73%	77%	74%
4. % traffic citations issued v. stops	77%	77%	81%	78%
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. The staffing change is a result of the reorganization. Supplies have decreased due to eliminating the replacement of MDT batteries since new MDTs are being purchased. In addition, new VARDAs were purchased in FY08/09 and none will be replaced this year. Services have increased primarily because of fleet charges. Expense from the DUI Find Law have increased due to the purchase of mobile data terminals for the patrol cars. Court Supervision expenditures, which are designated for vehicle maintenance, have been increased for FY 09/10 due to a higher than anticipated amount of revenue received in this fund. In the U.S. Department of Justice fund, expenditures have drastically decreased due to a reduced funding of the Justice Assistance Grant. This revenue is used to support the salary of two police officers. Police Contributions have been increased for the purchase of bicycle helmets to be giveaway at Police Bicycle Rodeos, these are purchased with money that has been raised by officers for this project. The expense to the ESO Xmas Tour has increased because Metro Link can no longer rent buses at a reduced rate. The funding for the tour is through business and individual contributions.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Captain	0.95	0.95	0.95	0.95	0.95	0.48	(0.47)
(3) Lieutenant	2.85	2.85	2.85	2.85	2.85	3.00	0.15
(6) Sergeant	5.00	6.00	6.00	6.00	6.00	6.00	0.00
(49) Officer	49.00	49.00	49.00	49.00	49.00	49.00	0.00
Cust. Serv Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(59) Total Staffing (fte)</b>	<b>57.80</b>	<b>58.80</b>	<b>58.80</b>	<b>58.80</b>	<b>58.80</b>	<b>58.48</b>	<b>(0.32)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	4,751,214	4,634,689	5,079,235	5,339,276	5,339,276	5,584,041	5%
<b>Supplies</b>	11,918	32,224	32,421	157,984	25,684	244,033	54%
<b>Services</b>	436,306	369,758	411,829	414,343	414,343	505,953	22%
<b>Other</b>	5,397	8,793	12,823	5,695	5,695	5,815	2%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	7,140	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>5,211,975</b>	<b>5,045,464</b>	<b>5,536,308</b>	<b>5,917,298</b>	<b>5,784,998</b>	<b>6,339,842</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	5,159,048	4,923,926	5,446,891	5,685,887	5,685,887	6,039,980	6%
<b>DUI Fine Law</b>	1,053	23,213	13,370	141,915	9,615	235,826	66%
<b>Court Supervision</b>	-	-	-	14,000	14,000	18,000	29%
<b>US Dept of Justice</b>	7,137	54,778	34,435	47,342	47,342	15,270	-68%
<b>Honor Guard Contribut</b>	-	-	-	-	-	-	---
<b>Police Contributions</b>	6,053	5,996	3,171	5,200	5,200	5,765	11%
<b>ESO Contributions</b>	27,791	27,698	28,736	20,838	20,838	20,701	-1%
<b>RI Auxiliary</b>	-	-	-	-	-	-	---
<b>ESO Xmas Tour</b>	10,893	9,853	9,705	2,116	2,116	4,300	103%
<b>Total Expense</b>	<b>5,211,975</b>	<b>5,045,464</b>	<b>5,536,308</b>	<b>5,917,298</b>	<b>5,784,998</b>	<b>6,339,842</b>	<b>7%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Patrol hours required	820	368	859	774
2. Special event hours scheduled	385	351	348	415
3. Training hours scheduled	590	590	525	590
4. Auxiliary personnel	15	15	15	14
<b>Workload:</b>				
1. Patrol hours worked	820	368	859	774
2. Special event hours worked	358	351	348	415
3. In-service training hours received	590	590	525	590
<b>Productivity:</b>				
1. Cost per hour	\$15.42	\$25.22	\$19.82	\$16.02
2. Cost per auxiliary personnel	\$1,750.20	\$2,091.27	\$2,288.27	\$1,809.14
<b>Effectiveness:</b>				
1. Avg. patrol hours per member	55	25	57	49
2. Avg. special event hrs per member	24	23	23	26
3. Avg. training hours per member	35	35	35	37

**Analysis:**

The staffing change is a result of the reorganization. Personnel costs have decreased due to the reorganization. Supplies and Services decreased because there will not be any new Auxiliary officers added to the unit this year. The funding for psychological testing, uniforms and equipment were cut from the budget.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Captain	0.20	0.05	0.05	0.05	0.05	0.02	(0.03)
Lieutenant	0.00	0.15	0.15	0.15	0.15	0.15	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.17</b>	<b>(0.03)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	20,958	22,514	23,673	26,594	26,594	24,054	-10%
<b>Supplies</b>	80	1,386	1,693	5,340	5,340	2,940	-45%
<b>Services</b>	2,449	2,193	5,846	4,890	4,890	1,000	-80%
<b>Other</b>	110	160	157	500	500	500	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>23,597</b>	<b>26,253</b>	<b>31,369</b>	<b>37,324</b>	<b>37,324</b>	<b>28,494</b>	<b>-24%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	23,017	22,668	26,983	28,224	28,224	20,754	-26%
<b>Auxiliary</b>	580	3,585	4,386	9,100	9,100	7,740	-15%
<b>Total Expense</b>	<b>23,597</b>	<b>26,253</b>	<b>31,369</b>	<b>37,324</b>	<b>37,324</b>	<b>28,494</b>	<b>-24%</b>

## 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. 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 bureau works closely with the Field Operations Bureau to conduct pro-active, preventive activities to address neighborhood concerns. One Captain, 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 to identify and prosecute known gang members.
- Work to identify criminal offenders through the recovery and processing of physical evidence.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Cases Assigned	1,005	1,167	1,159	1,110
2. Burglaries Reported	774	734	771	760
3. Firearms Seized / Recovered	111	111	96	106
4. Crime Scenes Processed	85	87	85	86
5. Latent Print Comparison Requests	117	126	163	135
<b>Workload:</b>				
1. Cases Completed	1,005	1,167	1,159	831
2. Burglary Cases Assigned	168	168	163	166
3. Firearm Trace Forms Sent To ATF	75	58	45	59
4. Crime Scenes Processed	85	87	85	86
5. Latent Print Comparisons Completed	117	126	163	135
<b>Productivity:</b>				
1. Cost / Case Assignment	\$ 511.86	\$ 511.38	\$ 514.91	\$ 612.35
2. Overtime Cost / Case Assignment	\$ 30.22	\$ 16.10	\$ 24.11	\$ 23.48
3. Cost of Trace Form Submissions	\$ 722.75	\$ 1,195.13	\$ 927.26	\$ 948.38
4. Cost / Crime Scene Processed	\$ 531.00	\$ 517.00	\$ 599.00	\$ 549.00
5. Cost / Print Compared	\$ 77.00	\$ 71.00	\$ 62.00	\$ 70.00
<b>Effectiveness:</b>				
1. % Cases Cleared other than M.S.	77%	80%	95%	84%
2. % Burglary Cases Cleared	14%	14%	10%	13%
3. % Firearm Traces Submitted	68%	52%	47%	56%
4. % Crime Scenes Processed	100%	100%	100%	100%
5. % Latent Prints Identified	56%	79%	60%	65%

**Analysis:**

The staffing change is a result of the reorganization. The decrease in Other is due to the elimination of dues for certain organizations.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Captain	0.40	0.40	0.40	0.40	0.40	0.20	(0.20)
(1) Lieutenant	0.00	0.00	0.00	0.00	0.00	0.35	0.35
(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	1.00	0.00
<b>(11) Total Staffing (fte)</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.40</b>	<b>0.15</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	874,305	862,428	910,744	1,058,463	1,058,463	1,124,354	6%
<b>Supplies</b>	3,027	2,058	1,472	3,710	3,710	3,705	0%
<b>Services</b>	38,103	36,960	43,140	73,242	73,242	70,441	-4%
<b>Other</b>	574	1,040	768	1,469	1,469	1,049	-29%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>916,009</b>	<b>902,486</b>	<b>956,124</b>	<b>1,136,884</b>	<b>1,136,884</b>	<b>1,199,549</b>	<b>6%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	916,009	902,486	956,124	1,136,884	1,136,884	1,202,549	6%
<b>Total Expense</b>	<b>916,009</b>	<b>902,486</b>	<b>956,124</b>	<b>1,136,884</b>	<b>1,136,884</b>	<b>1,202,549</b>	<b>6%</b>

## Narcotics/Vice

### Program Description:

The focus of this division is to concentrate efforts on drug trafficking, vice activity, and related illegal activity. One Captain, one Lieutenant, one Sergeant and four 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.

### 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Cases Assigned	214	256	244	238
2. Search Warrants Applied For	78	82	68	76
3. Informant/Drug Purchase Costs	\$3,360	\$2,235	\$1,775	\$2,457
<b>Workload:</b>				
1. Cases Completed	179	221	205	202
2. Search Warrants Served	72	82	65	73
3. Drug Buys	120	83	118	107
<b>Productivity:</b>				
1. Cost Per Case Assignment	\$1,011.10	\$845.22	\$896.29	\$1,076.92
2. Overtime Cost Per Case Assignment	\$34.77	\$95.58	\$119.73	\$83.36
3. Purchase Cost Per Drug Buy	\$28.00	\$26.93	\$15.04	\$23.32
<b>Effectiveness:</b>				
1. % Cases Cleared	83.6%	86.3%	84.0%	84.6%
2. % of Search Warrants Obtained	92.3%	100.0%	95.6%	96.0%
3. Arrests Per Search Completed	1.3	1.3	1.6	1.4

**Analysis:**

The staffing change is a result of the reorganization. Personnel cost have increased due to wages and benefits. The increase in supplies is primarily due to the cooperative purchase of a Firearms Training Simulator (F.A.T.S.), which will be made utilizing State Drug Funds. The increase in services is due to fleet and accident maintenance charges. The increase in General Fund expense is due to the increased personnel costs.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Captain	0.30	0.30	0.30	0.30	0.30	0.15	(0.15)
(1) Lieutenant	0.00	0.00	0.00	0.00	0.00	0.25	0.25
(1) Sergeant	2.00	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
(4) Officer	4.00	4.00	4.00	4.00	4.00	4.00	0.00
Office Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(5) Total Staffing (fte)</b>	<b>6.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.40</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	472,944	410,656	493,992	521,602	521,602	584,220	12%
<b>Supplies</b>	2,014	2,299	7,407	56,840	56,840	62,615	10%
<b>Services</b>	36,276	41,991	44,060	46,497	46,497	53,903	16%
<b>Other</b>	13,764	(2,645)	-	200	200	200	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	4,999	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>529,997</b>	<b>452,301</b>	<b>545,459</b>	<b>625,139</b>	<b>625,139</b>	<b>700,938</b>	<b>12%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	488,012	432,388	515,672	532,859	532,859	601,783	13%
<b>State Drug</b>	41,985	19,913	13,862	75,480	75,480	82,355	9%
<b>Federal Drug</b>	-	-	15,925	16,800	16,800	16,800	0%
<b>Total Expense</b>	<b>529,997</b>	<b>452,301</b>	<b>545,459</b>	<b>625,139</b>	<b>625,139</b>	<b>700,938</b>	<b>12%</b>

# 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 Captain, 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Cases Assigned	759	814	755	776
2. Arrests/Apprehensions/Contacts	965	876	937	926
3. Number of Students Enrolled	NA	N/A	\$ 3,809	3,858
<b>Workload:</b>				
1. Cases Completed	759	814	755	776
2. Juveniles Referred-court/YSB/etc.	161	116	136	138
3. Number of Students Taught by SRO	NA	N/A	\$ 3,809	3,858
<b>Productivity:</b>				
1. Cost Per Case Assignment	\$ 269.98	\$ 241.59	\$ 314.42	\$ 273.63
2. Overtime Cost Per Assignment	\$ 16.02	\$ 4.70	\$ 9.77	\$ 10.16
3. Cost Per Student Taught	NA	N/A	\$ 23.07	\$ 25.16
<b>Effectiveness:</b>				
1. % Cases Cleared other than M.S.	98%	99%	99%	98%
2. % Juveniles Referred-court/YSB/etc.	17%	13%	15%	15%
3. % of Students Taught	NA	N/A	\$ 100	100%

**Analysis:**

The staffing change is a result of the reorganization. Supplies have decreased due to a one time purchase of small supplies in FY 08/09.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Captain	0.30	0.30	0.30	0.30	0.30	0.15	(0.15)
(1) Lieutenant	0.00	0.00	0.00	0.00	0.00	0.25	0.25
(1) Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) Detective	4.15	4.15	4.15	4.15	4.15	4.15	0.00
(1) Officer	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	1.00	0.00
<b>(7) Total Staffing (fte)</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.55</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	665,990	661,208	649,178	751,343	751,343	754,992	0%
<b>Supplies</b>	1,951	1,155	228	1,975	1,975	1,750	-11%
<b>Services</b>	34,013	43,932	27,346	61,432	61,432	63,668	4%
<b>Other</b>	1,836	302	1,356	3,821	3,821	3,825	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>703,790</b>	<b>706,597</b>	<b>678,108</b>	<b>818,571</b>	<b>818,571</b>	<b>824,235</b>	<b>1%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	699,857	705,421	673,668	805,229	805,229	810,889	1%
<b>DARE</b>	3,933	1,176	4,440	13,342	13,342	13,346	0%
<b>Total Expense</b>	<b>703,790</b>	<b>706,597</b>	<b>678,108</b>	<b>818,571</b>	<b>818,571</b>	<b>824,235</b>	<b>1%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Stray animal complaints	1,048	1,350	1,339	1,246
2. Animal bite complaints	83	83	88	85
3. Barking dog complaints	218	261	185	221
4. Cruelty to animal complaints	63	47	33	48
5. Abandoned vehicle complaints	1,364	1,018	1,006	1,129
<b>Workload:</b>				
1. Animals complaints processed	2,898	2,969	2,511	2,793
2. Animals picked up	997	893	830	907
3. Citations issued ref. animals	463	412	302	392
4. Vehicles processed	1,364	1,018	1,006	1,129
5. Vehicles towed	178	110	68	119
6. Citations issued ref. vehicles	52	236	195	161
<b>Productivity:</b>				
1. Avg. cost of animal complaint	\$10.23	\$11.30	\$14.19	\$14.19
2. Avg. cost of animal pickup	\$3.52	\$3.40	\$4.69	\$4.61
3. Avg. cost for vehicle processed	\$36.18	\$50.63	\$50.89	\$49.64
4. Avg. cost of vehicle tow	\$4.72	\$5.47	\$3.44	\$5.22
<b>Effectiveness:</b>				
1. % Animals adopted	20.71%	13.10%	34.58%	24.82%
2. % Animals euthanized	32.07%	53.19%	61.08%	52.74%
3. % Animals returned to owner	18.81%	36.28%	40.84%	34.64%
4. % Citations issued ref. animals	5.06%	13.88%	12.03%	14.05%
5. % Vehicles moved by owner	84.25%	89.19%	92.45%	89.53%
6. % Citations issued ref. vehicles	0.83%	23.18%	19.38%	14.26%

**Analysis:**

In FY 05-06 the Rock Island animal shelter was closed and replaced by the new Rock Island County Joint Animal Care Facility. Processing of abandoned vehicles continues to be a high priority. Animal Control personnel have been trained in providing animal care and processing animal complaints. Animal Control officers have also been cross-trained in abandoned vehicle procedures and assist in processing abandoned vehicles. Personnel costs have increased 10% due to contractual raises and employee pensions. Supplies have decreased 13% due to one time office equipment purchases in FY 08/09. Services has increased 14% mainly due to the increased cost of Automotive Rental and towing expenses which cover tows for criminal and traffic investigations and relocation of vehicles on The District.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
Sergeant	0.16	0.16	0.21	0.21	0.21	0.21	0.00
(3) Com Svc Officer	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(3) <b>Total Staffing (fte)</b>	<b>3.40</b>	<b>3.40</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	152,799	187,251	200,117	203,647	203,647	223,932	10%
<b>Supplies</b>	5,738	432	991	1,935	1,935	1,687	-13%
<b>Services</b>	60,492	29,545	35,725	39,307	39,307	44,951	14%
<b>Other</b>	225	70	469	70	70	70	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>219,254</b>	<b>217,298</b>	<b>237,302</b>	<b>244,959</b>	<b>244,959</b>	<b>270,640</b>	<b>10%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	213,027	217,298	237,302	244,959	244,959	270,640	10%
<b>Police Contributions</b>	6,227	-	-	-	-	-	---
<b>Total Expense</b>	<b>219,254</b>	<b>217,298</b>	<b>237,302</b>	<b>244,959</b>	<b>244,959</b>	<b>270,640</b>	<b>10%</b>

## 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. The Senior Police Volunteer Program, which assists the police department in both patrol and clerical duties, is also included here.

### 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Misdemeanor arrests	4,475	5,304	5,521	5,100
2. Ordinance tickets issued	1,138	1,155	1,095	1,129
3. Traffic tickets issued	6,515	9,038	8,857	8,137
4. Alarm responses	879	861	956	899
5. Trial notifications requested	5,320	6,255	7,190	6,255
6. Total Department members	112	112	112	112
7. # SPVP & civilian volunteers	29	28	28	35
<b>Workload:</b>				
1. Misdemeanor arrests filed	945	952	925	941
2. Ordinance arrests filed	1,176	1,107	999	1,094
3. Traffic court cases handled	6,415	8,955	8,784	8,051
4. Trial notifications prepared	5,320	6,255	7,190	6,255
5. False alarms	687	651	733	690
6. Scheduled training hours	11,972	10,548	9,509	10,676
7. Total volunteer hours	1,913	1,876	1,828	1,872
<b>Productivity:</b>				
1. Avg. cost per misdemeanor arrest	\$ 9.35	\$ 9.78	\$ 9.61	\$ 11.36
2. Avg. cost per ordinance arrest	\$ 11.28	\$ 12.61	\$ 13.35	\$ 14.65
3. Avg. cost per traffic court case	\$ 3.44	\$ 2.60	\$ 2.53	\$ 3.32
4. Avg. cost per false alarm citation	\$ 6.43	\$ 7.15	\$ 6.06	\$ 7.74
5. Avg. cost per training hours	\$ 6.57	\$ 4.35	\$ 6.46	\$ 6.06
6. Avg. hours per volunteer	66	67	65	53
<b>Effectiveness:</b>				
1. Misdemeanors filed vs. arrests	21%	18%	17%	19%
2. Ordinance violations filed vs. arrests	103%	96%	91%	97%
3. Traffic cases vs. arrests	98%	99%	99%	99%
4. Alarm letters vs. responses	78%	76%	77%	77%
5. Training as % of total budget	0.590%	0.468%	0.514%	0.503%
6. Training hours per employee	106.9	94.2	84.9	95.3
7. % total hours worked by volunteers	0.81%	0.80%	0.78%	0.80%

**Analysis:**

Resource Services is responsible for continually monitoring the needs of the department and staying abreast of changes 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. Services has increased 11% due to an increase in the amount of fees paid to QC Towing for vehicles towed under CORA Ordinance. These fees are offset by the revenue collected under the CORA ordinance. Other is up 16% (\$75.00) due to an increase in the annual fees for the International Chaplains Association.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
(1) Sergeant	0.84	0.84	0.29	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
<b>(4) Total Staffing (fte)</b>	<b>3.08</b>	<b>3.08</b>	<b>2.53</b>	<b>2.53</b>	<b>2.53</b>	<b>2.53</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	359,726	470,089	225,383	297,333	297,333	319,969	8%
<b>Supplies</b>	12,453	14,574	25,400	27,818	27,818	26,771	-4%
<b>Services</b>	122,599	127,687	147,537	172,716	172,716	191,008	11%
<b>Other</b>	170	75	469	475	475	550	16%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>494,948</b>	<b>612,425</b>	<b>398,789</b>	<b>498,342</b>	<b>498,342</b>	<b>538,298</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	494,948	612,425	398,789	498,342	498,342	538,298	8%
<b>Police Contributions</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>494,948</b>	<b>612,425</b>	<b>398,789</b>	<b>498,342</b>	<b>498,342</b>	<b>538,298</b>	<b>8%</b>

# 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 such as emergency and non-emergency telephones and base 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 review 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Enhanced 911 Calls	32,722	34,860	34,855	34,146
2. Calls for service (police)	44,563	51,004	47,317	47,628
3. Police service activities	88,017	102,029	96,780	95,609
4. Fire/EMS calls	5,056	5,056	6,349	5,487
<b>Workload:</b>				
1. Total 911 calls	32,722	34,860	34,855	34,146
2. Total CFS/PSA	132,580	153,033	144,097	143,237
3. LEADS entries and inquiries	159,230	193,094	193,893	182,072
4. CAD activities	126,207	148,162	144,995	139,788
<b>Productivity:</b>				
1. Cost per 911 call	\$ 7.84	\$ 6.44	\$ 6.53	\$ 6.91
2. Cost per call for service	\$ 3.76	\$ 2.88	\$ 3.15	\$ 3.24
3. Cost per LEADS entry/inquiry	\$ 1.80	\$ 1.30	\$ 1.31	\$ 1.44
4. Cost per CAD activity	\$ 2.19	\$ 1.63	\$ 1.69	\$ 1.82
<b>Effectiveness:</b>				
1. Fire/EMS vs % of total calls	15.45%	14.50%	18.22%	16.06%
2. Calls for service vs % of total	26.96%	27.15%	26.44%	26.85%
3. Avg. entries/inquiries per telecom	13,269	16,091	16,158	15,173
4. Avg. CAD activities per telecom	10,517	12,347	12,083	11,649

**Analysis:**

The Communications Center responds to all requests for service that are received by radio and telephone for both the police and fire departments. Supplies have increased by 142% due to the one time expenditure for GPS hardware and software purchases mainly using grant funding. Services has increased 19% due to the rise in the cost of the radio equipment maintenance contract since this equipment is now out of the original warranty.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Captain	0.16	0.16	0.16	0.16	0.16	0.16	0.00
(1) Sergeant	0.00	0.00	1.00	1.00	1.00	0.00	(1.00)
Lieutenant	0.68	0.68	0.00	0.00	0.00	0.00	0.00
(1) Comm. Supervisor	0.00	0.00	0.00	0.00	0.00	1.00	1.00
(12) Telecommunicator	12.00	12.00	12.00	12.00	12.00	12.00	0.00
<b>(13) Total Staffing (fte)</b>	<b>12.84</b>	<b>12.84</b>	<b>13.16</b>	<b>13.16</b>	<b>13.16</b>	<b>13.16</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	712,398	723,902	794,725	802,613	802,613	822,566	2%
<b>Supplies</b>	276	52,273	7,494	21,156	10,231	51,115	142%
<b>Services</b>	34,577	68,042	61,208	62,332	62,332	74,422	19%
<b>Other</b>	-	-	-	195	195	195	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	3,945	142,716	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	98,004	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>849,200</b>	<b>986,933</b>	<b>863,427</b>	<b>886,296</b>	<b>875,371</b>	<b>948,298</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	751,196	944,670	863,207	875,371	875,371	906,868	4%
<b>Gaming</b>	98,004	-	-	-	-	-	---
<b>USDOJ Grant</b>	-	42,263	220	10,925	-	41,430	279%
<b>Total Expense</b>	<b>849,200</b>	<b>986,933</b>	<b>863,427</b>	<b>886,296</b>	<b>875,371</b>	<b>948,298</b>	<b>7%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Fingerprints taken	579	640	787	669
2. Evidence recovered	5,706	5,799	6,038	5,848
3. Cases w/ digital photos	NA	833	1,000	917
<b>Workload:</b>				
1. Fingerprints filed	579	640	787	669
2. Evidence processed	5,706	5,799	6,083	5,848
3. Cases w/ digital photos printed	NA	84	276	180
<b>Productivity:</b>				
1. Avg. cost of fingerprints taken	\$ 5.65	\$ 5.13	\$ 4.35	\$ 5.46
2. Avg. cost of evidence processed	\$ 5.90	\$ 6.64	\$ 5.86	\$ 6.61
3. Cost of printing photos from case	NA	\$ 23.52	\$ 77.28	\$ 50.40
<b>Effectiveness:</b>				
1. % of sex offender fingerprints taken	38.9%	53.4%	50.2%	47.5%
2. % of evidence returned to owner	7.9%	9.7%	4.7%	7.4%
3. % of cases w/ photos printed	NA	\$ 10.10	27.6%	19.6%

**Analysis:**

The Technical Services cost center is responsible for processing arrest documents, fingerprint documents, and booking photographs (not processed through Central Booking). Responsibilities also include processing and tracking evidence. Personnel costs have increased due to contractual raises and pensions. Supplies has decreased 12% due to a reduction in equipment for evidence and a decrease in photographic supplies. Services has decreased 14% due to a reduction in film processing costs which are now done internally.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Captain	0.24	0.24	0.24	0.24	0.24	0.24	0.00
Lieutenant	0.20	0.20	0.00	0.00	0.00	0.00	0.00
Sergeant	0.00	0.00	0.14	0.14	0.14	0.14	0.00
Pol 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
<b>(2) Total Staffing (fte)</b>	<b>2.44</b>	<b>2.44</b>	<b>2.38</b>	<b>2.38</b>	<b>2.38</b>	<b>2.38</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	135,264	132,162	132,665	135,619	135,619	148,892	10%
<b>Supplies</b>	5,440	2,924	13,599	5,738	5,738	5,038	-12%
<b>Services</b>	4,201	4,652	4,742	5,529	5,529	4,753	-14%
<b>Other</b>	663	585	323	200	200	200	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>145,568</b>	<b>140,323</b>	<b>151,329</b>	<b>147,086</b>	<b>147,086</b>	<b>158,883</b>	<b>8%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	145,568	140,323	151,329	147,086	147,086	158,883	8%
<b>Total Expense</b>	<b>145,568</b>	<b>140,323</b>	<b>151,329</b>	<b>147,086</b>	<b>147,086</b>	<b>158,883</b>	<b>8%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Police reports digitized	11,284	10,514	21,130	14,309
2. DUI cases	339	311	437	362
3. Accident reports filed	1,428	1,536	1,491	1,485
<b>Workload:</b>				
1. Digitized police reports sorted	11,284	10,514	21,130	14,309
2. DUI reimbursements filed	339	311	437	362
3. Accident reports entered	1,428	1,536	1,491	1,485
4. Volunteer hours worked	67	32	50	50
<b>Productivity:</b>				
1. Avg. cost of sorting digitized report	\$ 0.87	\$ 1.10	\$ 0.56	\$ 0.47
2. Avg. DUI reimbursement request	\$ 84.58	\$ 90.41	\$ 90.74	\$ 88.58
3. Avg. cost per accident report	\$ 6.86	\$ 7.54	\$ 7.95	\$ 9.04
<b>Effectiveness:</b>				
1. % of digitized reports archived	100.0%	100.0%	100.0%	100.0%
2. DUI reimbursement revenue rcvd	\$ 9,056	\$ 10,443	\$ 11,479	\$ 10,326
3. Avg. accident rprts processed dly	5.5	5.9	5.7	5.7

**Analysis:**

The Records cost center is responsible for managing requested 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. Personnel costs were increased due to additional overtime costs we have experienced over the past year with employees on extended leave . Supplies has decreased 84% due to a reduction in office equipment (chairs & mats) needed for this division.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Captain	0.12	0.12	0.12	0.12	0.12	0.12	0.00
Lieutenant	0.12	0.12	0.00	0.00	0.00	0.00	0.00
Sergeant	0.00	0.00	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
<b>(5) Total Staffing (fte)</b>	<b>5.24</b>	<b>5.24</b>	<b>5.48</b>	<b>5.48</b>	<b>5.48</b>	<b>5.48</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	189,978	185,293	224,815	229,712	229,712	262,377	14%
<b>Supplies</b>	486	7,462	938	1,223	1,223	198	-84%
<b>Services</b>	2,620	3,291	5,933	6,194	6,194	5,802	-6%
<b>Other</b>	-	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>193,084</b>	<b>196,046</b>	<b>231,686</b>	<b>237,129</b>	<b>237,129</b>	<b>268,377</b>	<b>13%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	193,084	196,046	231,686	237,129	237,129	268,377	13%
<b>Total Expense</b>	<b>193,084</b>	<b>196,046</b>	<b>231,686</b>	<b>237,129</b>	<b>237,129</b>	<b>268,377</b>	<b>13%</b>



# 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.

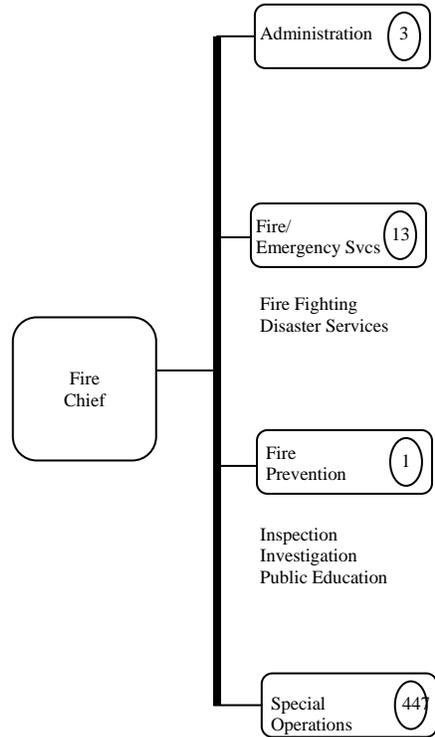
Develop and implement fire prevention and public education programs to increase public awareness, address hazardous situations and enhance fire safety in the home, schools, and workplace.

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, Special 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, man 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 Special Operations 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 Special Operations 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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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
(11) Lieutenant	11.00	11.00	11.00	11.00	11.00	11.00	0.00
(1) Spec Operations Coord	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(38) Firefighter	39.00	38.00	38.00	38.00	38.00	38.00	0.00
(1) Admin. Secretary	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(61) Total Staffing (fte)</b>	<b>62.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>61.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	5,231,821	5,197,493	5,603,514	5,845,815	5,845,815	6,361,526	9%
<b>Supplies</b>	176,042	96,714	153,552	212,335	212,335	193,335	-9%
<b>Services</b>	620,689	517,898	690,254	595,099	595,099	547,362	-8%
<b>Other</b>	6,651	6,798	6,650	9,510	9,510	11,115	17%
<b>Programs</b>							---
<b>Capital</b>							---
<b>Debt service</b>							---
<b>Transfers</b>		67,500	130,008	62,300	62,300	-	-100%
<b>Contingency</b>	552,642	982,162	718,701	689,188	689,188	700,000	2%
<b>Total Department</b>	<b>6,587,845</b>	<b>6,868,565</b>	<b>7,302,679</b>	<b>7,414,247</b>	<b>7,414,247</b>	<b>7,813,338</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	6,480,650	6,784,193	7,133,971	7,321,947	7,321,947	7,770,338	6%
<b>Foreign Fire Tax</b>	43,393	16,872	38,700	30,000	30,000	43,000	43%
<b>Capital Imp.</b>	63,802	67,500	23,004	46,500	46,500	-	-100%
<b>Gaming</b>	-	-	107,004	15,800	15,800	-	-100%
<b>Total Expense</b>	<b>6,587,845</b>	<b>6,868,565</b>	<b>7,302,679</b>	<b>7,414,247</b>	<b>7,414,247</b>	<b>7,813,338</b>	<b>5%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized personnel	61	61	61	61
2. Department budget	\$885,056	\$1,254,770	\$1,270,972	\$1,149,752
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	\$1,253,018,877	\$1,308,026,406	\$1,372,219,953	\$1,405,962,756
1. Number of fire alarms	1,356	1,429	1,550	1,500
2. Number of EMS alarms	3,771	4,341	4,898	5,000
3. Fire training hours	13,881	15,000	14,906	15,080
1. Average cost per station	\$135,981	\$182,944	\$170,146	\$171,728
2. Average cost per fire alarm	\$75.47	\$109.79	\$114.26	\$92.56
3. Average cost per EMS alarm	\$27.13	\$36.14	\$36.16	\$27.77
4. Average cost per training hour	\$7.37	\$10.46	\$11.88	\$9.21
1. % of Administration of total budget	4.9%	7.2%	8.0%	5.9%
2. % of Stations of total budget	7.9%	10.0%	9.2%	8.8%
3. Fire insurance rating	4	4	4	4
4. Administrative cost per capita	\$22.30	\$31.62	\$32.03	\$28.97
5. Department cost per capita	\$173.08	\$184.02	\$186.83	\$196.89

**Analysis:**

The 10% drop in this cost center is related to an elimination of a historical construction project for Central House and the removal of the Natural Gas Generators from the budget. The funding for these generators is being sought through alternative sources. The increase in the Foreign Fire Tax represents the yearly allotment plus a carryover amount from the 09 budget.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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	0.44	0.44	0.44	0.00
Lieutenant	1.21	1.21	1.21	1.21	1.21	1.21	0.00
Firefighter	4.29	4.18	4.18	4.18	4.18	4.18	0.00
Spec Operations Coord	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(3) Total Staffing (fte)</b>	<b>9.27</b>	<b>9.16</b>	<b>9.16</b>	<b>9.16</b>	<b>9.16</b>	<b>9.16</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	761,070	723,421	807,947	990,029	990,029	941,926	-5%
<b>Supplies</b>	21,367	19,872	27,775	81,605	81,605	52,610	-36%
<b>Services</b>	220,479	138,741	286,498	152,628	152,628	151,216	-1%
<b>Other</b>	3,096	3,022	2,542	3,810	3,810	4,000	5%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	0%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	130,008	42,900	42,900	-	-100%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,006,012</b>	<b>885,056</b>	<b>1,254,770</b>	<b>1,270,972</b>	<b>1,270,972</b>	<b>1,149,752</b>	<b>-10%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	929,312	879,160	1,112,301	1,209,812	1,209,812	1,118,552	-8%
<b>Foreign Fire Tax</b>	12,898	5,896	12,461	18,260	18,260	31,200	71%
<b>Riverboat Gaming</b>	-	-	107,004	-	-	-	---
<b>Capital</b>	63,802	-	23,004	42,900	42,900	-	-100%
<b>Total Expense</b>	<b>1,006,012</b>	<b>885,056</b>	<b>1,254,770</b>	<b>1,270,972</b>	<b>1,270,972</b>	<b>1,149,752</b>	<b>-10%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Total fire alarms	1,356	1,429	1,550	1,500
2. Population/sq. miles served	39684 / 17	39684 / 17	39684 / 17	39684 / 17
3. Actual property value protected	\$1,253,018,877	\$1,308,026,406	\$1,372,219,953	\$1,405,962,756
<b>Workload:</b>				
1. Avg number of personnel responding	5.99	6.00	5.00	5.00
2. Avg manhours per alarm	3.76	2.70	2.83	3.00
3. Avg training hours per man	239	259	257	260
<b>Productivity:</b>				
1. Avg cost per fire alarm	\$139.24	\$235.08	\$196.95	\$207.55
2. Avg cost per manhour	\$37.03	\$39.18	\$39.39	\$41.51
3. Avg training cost per man	\$8,850.17	\$10,147.62	\$10,123.23	\$10,729.60
<b>Effectiveness:</b>				
1. Fire loss per capita	\$11.01	\$34.99	\$17.46	\$20.00
2. FF cost per capita	\$59.89	\$63.36	\$63.70	\$67.14
3. Fire deaths/injuries - civilians	0/1	2/2	0/1	0/0
4. Fire deaths/injuries - personnel	0/0	0/2	0/4	0/0

**Analysis:**

The change in supplies is a result of last year's purchase of Thermal Imaging cameras. We now have a full complement of these cameras for our rigs. The decrease in services is related to fleet costs, including the cessation of amortization of the light rescue vehicle. We have not replaced this vehicle and are looking for alternative funds to purchase a new, heavy Rescue.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(3) Captain	1.52	1.52	1.52	1.52	1.52	1.52	0.00
(4) Lieutenant	4.18	4.18	4.18	4.18	4.18	4.18	0.00
(5) Firefighter	14.82	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
<b>(13) Total Staffing (fte)</b>	<b>21.66</b>	<b>21.28</b>	<b>21.28</b>	<b>21.28</b>	<b>21.28</b>	<b>21.28</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	2,087,862	2,101,063	2,191,413	2,161,145	2,161,145	2,375,992	10%
<b>Supplies</b>	17,224	22,287	50,668	58,310	58,310	45,950	-21%
<b>Services</b>	279,620	252,255	271,343	287,929	287,929	241,010	-16%
<b>Other</b>	1,204	1,156	852	1,250	1,250	1,250	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	19,400	19,400	-	-100%
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>2,385,910</b>	<b>2,376,761</b>	<b>2,514,276</b>	<b>2,528,034</b>	<b>2,528,034</b>	<b>2,664,202</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	2,355,415	2,365,785	2,488,037	2,496,894	2,496,894	2,652,402	6%
<b>Foreign Fire Tax</b>	30,495	10,976	26,239	11,740	11,740	11,800	1%
<b>Gaming</b>	-	-	-	15,800	15,800	-	-100%
<b>Capital Improvement</b>	-	-	-	3,600	3,600	-	-100%
<b>Total Expense</b>	<b>2,385,910</b>	<b>2,376,761</b>	<b>2,514,276</b>	<b>2,528,034</b>	<b>2,528,034</b>	<b>2,664,202</b>	<b>5%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Structures inspected	1,444	1,429	1,450	1,500
2. Fire investigations	24	22	30	35
3. Public ed. Programs requested	54	58	46	50
<b>Workload:</b>				
2. Inspections made	1,444	1,429	1,185	1,425
3. Violations written	260	144	138	135
4. Fire investigations conducted	24	23	29	35
5. People contacted	4,650	4,975	5,000	5,100
<b>Productivity:</b>				
1. Average cost per inspection	\$281.99	\$313.70	\$412.50	\$374.77
3. Average cost per fire investigation	\$2,423.78	\$2,910.92	\$2,327.69	\$2,179.77
4. Average cost per person contacted	\$25.02	\$25.74	\$27.93	\$29.92
<b>Effectiveness:</b>				
1. % of violations corrected	98%	80%	50%	80%
2. % of investigations closed	80%	80%	80%	80%
3. % of public ed. Programs completed	100%	100%	100%	100%

**Analysis:**

The increase in supplies can be assigned to the upgrade of photographic equipment and supplies for evidence documentation and fire investigations. The increase under "Other" reflects the cost of purchasing the new, updated ICC manuals for reference.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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	0.44	0.44	0.44	0.00
Lieutenant	1.21	1.21	1.21	1.21	1.21	1.21	0.00
Firefighter	4.29	4.18	4.18	4.18	4.18	4.18	0.00
<b>(1) Total Staffing (fte)</b>	<b>7.27</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>	<b>7.16</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	579,089	574,187	630,865	679,964	679,964	739,425	9%
<b>Supplies</b>	2,027	383	9	700	700	2,450	250%
<b>Services</b>	7,449	6,538	7,274	15,644	15,644	15,779	1%
<b>Other</b>	1,714	598	2,255	2,000	2,000	5,265	163%
<b>Programs</b>							---
<b>Capital</b>							---
<b>Debt service</b>							---
<b>Transfers</b>							---
<b>Contingency</b>							---
<b>Total Cost Center</b>	<b>590,279</b>	<b>581,706</b>	<b>640,403</b>	<b>698,308</b>	<b>698,308</b>	<b>762,919</b>	<b>9%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	590,279	581,706	640,403	698,308	698,308	762,919	9%
<b>Foreign Fire Tax</b>							---
<b>Total Expense</b>	<b>590,279</b>	<b>581,706</b>	<b>640,403</b>	<b>698,308</b>	<b>698,308</b>	<b>762,919</b>	<b>9%</b>

## Ambulance

### Program Description:

The Ambulance Service cost center is under the direction of the Fire Chief and Special Operations 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 Special Operations Coordinator provides continued paramedic training and coordinates paramedic services with local hospitals. He also is charged with the maintenance of training and certifications for our special operations personnel.

### 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Total EMS calls for service	3,771	4,341	4,898	5,000
2. EMT re-certification hours required	300	270	240	150
3. EMT-P re-certification hours required	1,410	1,470	1,530	1,620
<b>Workload:</b>				
1. Avg number of personnel responding	3.7	5.8	5.9	5
2. Avg manhours per call	1.41	2.08	3.30	2.00
3. EMT certification hours completed	288	260	220	150
4. EMT-P certification hours completed	1,470	1,500	1,600	1,700
<b>Productivity:</b>				
1. Cost per EMS call	\$61.25	\$87.57	\$140.05	\$94.18
2. Cost per manhour	\$43.44	\$42.10	\$42.44	\$47.09
3. Cost for EMS re-certification	\$76,367.00	\$74,096.00	\$77,241.00	\$87,116.00
<b>Effectiveness:</b>				
1. Ambulance service cost per capita	\$76.23	\$72.91	\$73.50	\$81.56
2. Average response time	3:17	3:27	4:17	3:30

**Analysis:**

The EMS Coordinator position has been replaced by a Special Operations Coordinator (Captain's rank). His responsibilities include all the EMS Coordinator's duties as well as coordinating the training and operations of all Special Ops. functions within the department. The increase in the supplies category is directly related to the increase in the cost of supplies and the substantial increase in our call volume. The decrease in "Other" is caused by the completion of the additional training during the 09 budget year for the Safe Kids Program. This program continues and has seen a positive response from our community.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Spec. Ops Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Captain	1.60	1.60	1.60	1.60	1.60	1.60	0.00
(8) Lieutenant	4.40	4.40	4.40	4.40	4.40	4.40	0.00
(32) Firefighter	15.60	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
<b>(44) Total Staffing (fte)</b>	<b>23.80</b>	<b>23.40</b>	<b>23.40</b>	<b>23.40</b>	<b>23.40</b>	<b>23.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,803,800	1,798,822	1,973,289	2,014,677	2,014,677	2,304,183	14%
<b>Supplies</b>	135,424	54,172	75,100	71,720	71,720	92,325	29%
<b>Services</b>	113,141	120,364	125,139	138,898	138,898	139,357	0%
<b>Other</b>	637	2,022	1,001	2,450	2,450	600	-76%
<b>Programs</b>							---
<b>Capital</b>							---
<b>Debt service</b>							---
<b>Transfers</b>		67,500					---
<b>Contingency</b>	552,642	982,162	718,701	689,188	689,188	700,000	2%
<b>Total Cost Center</b>	<b>2,605,644</b>	<b>3,025,042</b>	<b>2,893,230</b>	<b>2,916,933</b>	<b>2,916,933</b>	<b>3,236,465</b>	<b>11%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	2,605,644	2,957,542	2,893,230	2,916,933	2,916,933	3,236,465	11%
<b>Foreign Fire Tax</b>		67,500					---
<b>Capital</b>							---
<b>Total Expense</b>	<b>2,605,644</b>	<b>3,025,042</b>	<b>2,893,230</b>	<b>2,916,933</b>	<b>2,916,933</b>	<b>3,236,465</b>	<b>11%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Number of applications received	208	36	144	150
2. No. employees seeking promotion	57	5	46	75
3. Disciplinary hearings requested	1	-	1	1
<b>Workload:</b>				
1. Applicants taking physical agility	146	31	113	100
2. Applicants taking written exam	109	19	45	80
3. Employees taking promotional exams	57	5	46	75
4. Disciplinary hearings held	1	-	1	1
<b>Productivity:</b>				
1. Cost per applicant tested	\$ 43.38	\$ 108.95	\$ 79.89	\$ 45.00
2. Cost per employee tested	\$ 94.50	\$ -	\$ 96.82	\$ 126.04
3. Cost per legal representation	\$ 347.00	\$ 1,814.32	\$ 2,500.00	\$ 2,119.00
<b>Effectiveness:</b>				
1. % of applicant on eligibility list	21.20%	22.60%	25.70%	25.00%
2. % of employees promoted	9.70%	3.40%	4.00%	5.70%
3. % of hearings per employee	0.57%	0.00%	57.00%	5.70%

**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 disciplinary action 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. Services has increased 11% due to an increase in legal costs.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(0) <b>Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	-	-	-	-	-	-	---
<b>Supplies</b>	75	26	-	35	35	35	0%
<b>Services</b>	23,753	5,917	6,553	13,250	13,250	14,750	11%
<b>Other</b>	375	375	375	550	550	550	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>24,203</b>	<b>6,318</b>	<b>6,928</b>	<b>13,835</b>	<b>13,835</b>	<b>15,335</b>	<b>11%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	24,203	6,318	6,928	13,835	13,835	15,335	11%
<b>Total Expense</b>	<b>24,203</b>	<b>6,318</b>	<b>6,928</b>	<b>13,835</b>	<b>13,835</b>	<b>15,335</b>	<b>11%</b>



# 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.

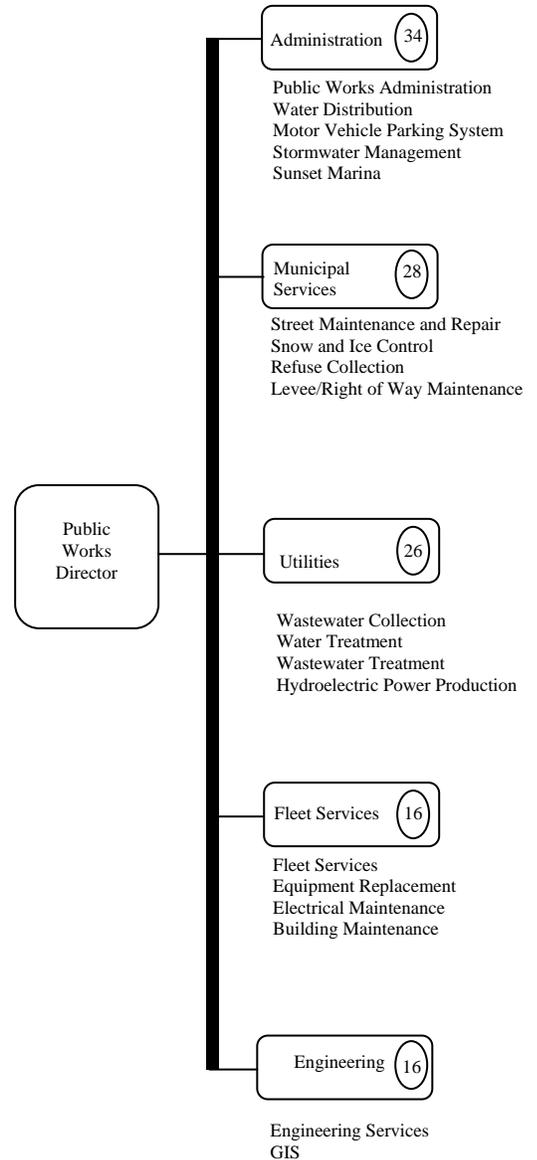
Provide the professional design, inspection and project management services needed to complete the annual capital improvement program with minimal public inconvenience.

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

City-wide coordination of environmental services



## 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 hydropower 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 eighteen (18) cost centers organized into five (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 one hundred and fifteen (115) full time employees plus seasonal workers during the prime construction and maintenance season.

The FY10 budget highlights include....

**Free Leaf Collection Program** – Since the City no longer allows leaf burning, the Public Works Department will expand its annual Free Fall Leaf Collection Program and add a Free Spring Leaf Collection Program so that citizens have ample opportunity to dispose of leaves. The City will provide free leaf bags for both programs. In addition, the department will work with Keep Rock Island Beautiful to coordinate a cadre of volunteers who will provide a free leaf bagging service for citizens who are not physically and financially able to bag their own leaves.

**Sears Powerhouse Expansion and Operation** – The City acquired the Sears Powerhouse located on the Rock River near 11<sup>th</sup> Street in June 2008. The current capacity of the plant is 600kw and it is being expanded to a capacity of 1,200kw. The new generating capacity will be on-line in mid-2009. After the expansion is completed, the City will generate enough clean renewable energy (6.7 million kilowatt-hours) to satisfy 40% of its annual electricity needs. Initially, the cost of the self-generated power and purchased power will be virtually equal, but the switch to hydropower will reduce the City's CO<sub>2</sub> emissions by 7,400 tons per year.

**Impact of Recession and Commodity Prices** – The FY10 budget reflects the negative impacts of the recession and unprecedented increases in some critical commodities such as road salt and water treatment chemicals.

- One Maintenance Worker 1 position has been eliminated from the street maintenance operation. This change will lead to a reduction in tree trimming, concrete street repairs and street sign replacements.
- Three workers from street maintenance operations are being transferred to stormwater system maintenance for ten weeks. This reallocation of resources will eliminate the Fall alley grading program, reduce the hours available for private lot cleanups, reduce concrete pavement repairs and reduce tree trimming.
- Snow will no longer be hauled from the downtown streets to a snow dump site in the event of a snow storm greater than six inches. All snow will now be plowed to the curb/sidewalks
- Over \$1M from Gaming Revenue and Motor Fuel Tax has been reallocated from the capital improvements program to street maintenance. There will be no major street capital improvement projects in FY10.

#### Public Works Administration Division

This division is responsible for providing all department clerical, administrative and planning functions plus the motor vehicle parking system, stormwater management, environmental management, water distribution system maintenance, the Geographic Information System (GIS) and utility management (water, wastewater and stormwater). The work is performed under the direction of the Public Works Director. The division has thirty-four (34) full time employees. The major planning goals of the division for FY10 include preparation of the next edition of the Five Year Capital Improvement Plan and preparation of the next operating budget for the department.

#### 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. The division has twenty-eight (28) full time employees and several seasonal workers during the construction season. The Street Maintenance Superintendent oversees division activities.

#### Utilities Division

Twenty-six (26) full time employees and several seasonal workers are assigned to the Utilities Division. They are responsible for the operation and maintenance of the two wastewater treatment plants, the water treatment plant, the sanitary sewer system, the combined sewer system and the storm sewer system. The Utilities Superintendent manages all of the division operations. The implementation of the federally mandated Combined Sewer Long Term Control Plan continues in FY10. The initial construction phase is not scheduled until FY11, but design is already underway. All the combined sewer system projects must be completed by early 2018 at a total cost of over \$66M.

#### Fleet Services Division

This division has sixteen (16) 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 hydropower 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 eleven (11) full time employees and five (5) 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 FY10 edition of the capital improvement program calls for the investment of \$14.9M in the City infrastructure including...

- Reconstruction of the streets and sewer system in 14<sup>th</sup> Street between 46<sup>th</sup> and 48<sup>th</sup> Avenue, 15<sup>th</sup> Street between 46<sup>th</sup> and 48<sup>th</sup> Avenue, 48<sup>th</sup> Avenue between 14<sup>th</sup> and 15<sup>th</sup> Street
- Resurfacing of 23<sup>rd</sup> Avenue between 24<sup>th</sup> and 26<sup>th</sup> Street, 22½ Avenue between 25<sup>th</sup> and 27<sup>th</sup> Street, 27<sup>th</sup> Street between 21<sup>st</sup> and 22½ Avenue, 24<sup>th</sup> Avenue between 34<sup>th</sup> and 38<sup>th</sup> Street
- Construction of Armory Park
- Expansion of the Martin Luther King Center
- Construction of a bicycle path connecting the west Rock River bridge with the intersection of 38<sup>th</sup> Street/31<sup>st</sup> Avenue
- The third phase of the five phase renovation of the Parking Ramp
- Replace the sewer system in the alley between 31<sup>st</sup> and 32<sup>nd</sup> Streets from 12<sup>th</sup> to 15<sup>th</sup>

Avenue

- Expansion of the Rock Island Fitness and Activity Center
- 24<sup>th</sup> Street resurfacing and watermain replacement, 18<sup>th</sup> Avenue to 25<sup>th</sup> Avenue (carry over project from FY09)
- 11<sup>th</sup> Avenue reconstruction and sewer replacement, 36<sup>th</sup> to 38<sup>th</sup> Avenue (carryover project from FY09)
- 14<sup>th</sup> Street resurfacing, 32<sup>nd</sup> Avenue to 42<sup>nd</sup> Avenue (carryover project from FY09)
- 40<sup>th</sup> Avenue resurfacing, 14<sup>th</sup> Street to Watch Hill Road (carryover project from FY09)
- Watch Hill Road resurfacing, 40<sup>th</sup> Avenue to Hawthorne Road (carryover project from FY09)
- Expansion of the Sears Powerhouse (carryover project from FY09)

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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budgeted 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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
Municipal Serv Supt	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Utilities Supt	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(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
Utilities Maint Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Water Dist Supv	1.00	1.00	1.00	1.00	1.00	1.00	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	1.00	1.00	1.00	0.00	0.00	(1.00)
Marina Manager	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
Meter Service Supv	0.00	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
(3) Asst to the PW Dir	1.00	1.00	1.00	1.00	3.00	3.00	2.00
(1) Laboratory Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Lead Auto Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(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
(1) Maint Electrician	2.00	2.00	2.00	2.00	1.00	1.00	(1.00)
(3) Maint Mechanic	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(4) Auto Mechanic II	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Building Maint Eng	1.00	1.00	1.00	0.00	0.00	0.00	0.00
(9) Equipment Operator	8.00	8.00	9.00	9.00	9.00	9.00	0.00
(7) Refuse Collector	5.00	6.00	7.00	7.00	7.00	7.00	0.00
(7) Maint Worker II	6.00	6.00	5.00	6.00	7.00	7.00	1.00
(1) Marina Worker	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(7) WW Treat Operator	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(6) Water Treat Operator	6.00	6.00	6.00	6.00	6.00	6.00	0.00
(15) Maint Worker I	17.00	17.00	15.00	16.00	16.00	15.00	(1.00)
Refuse Laborer	4.00	0.00	0.00	0.00	0.00	0.00	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	2.00	2.00	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
(6) Tech. Service Assist.	4.00	5.00	6.00	6.00	6.00	6.00	0.00
(1) Stormwater Engineer	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Engineering Interns	1.73	1.73	1.73	1.73	1.73	1.73	0.00
<b>(120) Total Staffing (fte)</b>	<b>118.73</b>	<b>117.73</b>	<b>116.73</b>	<b>117.73</b>	<b>117.73</b>	<b>116.73</b>	<b>(1.00)</b>

<b>Expense:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budgeted 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>% Var</b>
<b>Personnel</b>	7,345,557	7,557,331	7,933,058	8,145,017	8,182,280	8,555,423	8%
<b>Supplies</b>	2,814,296	2,309,768	2,866,401	2,848,010	3,107,252	3,379,615	18%
<b>Services</b>	9,798,733	9,435,985	9,471,136	10,899,328	10,840,681	9,765,209	3%
<b>Other</b>	164,271	112,396	115,378	100,423	123,923	126,123	9%
<b>Programs</b>	52,757	67,762	66,597	77,471	44,828	77,500	16%
<b>Capital</b>	3,477,478	2,091,735	3,170,793	9,226,615	8,124,866	8,378,282	164%
<b>Debt service</b>	1,577,398	1,345,290	1,657,060	2,325,550	2,449,629	2,631,814	59%
<b>Transfers</b>	7,033,896	4,754,952	5,930,664	5,682,818	5,682,818	5,566,845	-6%
<b>Contingency</b>	33,231,680	2,089,719	1,946,264	2,490,836	2,343,936	2,241,260	15%
<b>Total Department</b>	<b>65,496,066</b>	<b>29,764,938</b>	<b>33,157,351</b>	<b>41,796,068</b>	<b>40,900,213</b>	<b>40,722,071</b>	<b>23%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	7,329,571	6,605,529	7,385,349	7,303,717	7,738,310	7,577,186	3%
<b>Public Benefit</b>	843,640	845,676	712,576	848,529	848,529	818,468	15%
<b>Community/Econ.</b>	-	-	-	-	-	-	---
<b>Motor Fuel Tax</b>	1,413,835	1,407,580	2,404,389	2,439,711	2,726,082	2,825,665	18%
<b>Gaming</b>	2,876,364	2,260,764	3,123,552	2,653,500	2,653,500	1,627,406	-48%
<b>Capital</b>	3,941,403	2,553,094	2,869,100	3,779,708	6,267,871	3,837,559	34%
<b>Debt</b>	1,128,162	846,543	872,679	848,531	848,531	818,248	-6%
<b>Water Oper &amp; Maint</b>	4,837,178	5,513,256	5,821,445	6,803,658	5,819,345	6,847,100	18%
<b>WW Oper &amp; Maint</b>	4,366,837	4,033,207	3,812,773	7,495,854	5,325,071	7,735,686	103%
<b>Stormwater Utility</b>	1,603,927	1,324,390	1,252,250	1,437,452	1,489,362	1,659,975	33%
<b>Bridge</b>	32,291,783	-	-	-	-	-	---
<b>Sunset Marina</b>	755,620	729,864	820,660	1,075,550	1,055,238	1,005,013	22%
<b>Park &amp; Recreation</b>	-	-	-	-	-	-	---
<b>Fleet Maint</b>	2,956,385	2,603,592	2,884,952	3,634,390	3,084,841	3,786,213	31%
<b>Engineering</b>	1,151,361	1,041,443	1,135,278	1,262,367	1,162,203	1,328,898	17%
<b>Hydropower Plant</b>	-	-	62,348	2,213,101	1,881,330	854,654	100%
<b>GASB 34</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>65,496,066</b>	<b>29,764,938</b>	<b>33,157,351</b>	<b>41,796,068</b>	<b>40,900,213</b>	<b>40,722,071</b>	<b>23%</b>



ROCK ISLAND  
ILLINOIS

# 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized employees	115	116	115	115
2. Department Budget (millions)	\$ 30.2	\$ 33.1	\$ 41.9	\$ 37.1
3. 5 Yr Cap Improv Plan (millions)	\$ 43.5	\$ 55.2	\$ 78.7	\$ 85.0
<b>Workload:</b>				
1. Special Action Req. processed	6,961	7,203	8,200	8,500
2. Traffic Engineering requests	69	53	50	50
3. Prepare Annual CIP	1	1	1	1
<b>Productivity:</b>				
1. Cost per Special Action request	\$ 5.94	\$ 6.12	\$ 6.30	\$ 6.50
2. Cost per Traffic Eng. request	\$ 41.00	\$ 42.23	\$ 43.50	\$ 44.80
3. Admin Operations less depreciation	\$ 2,676,429	\$ 2,543,721	\$ 2,643,509	\$ 2,781,428
<b>Effectiveness:</b>				
1. Avg SAR response time (days)	14	10	15	10
2. %Traffic Eng response/30 days	100%	100%	100%	100%
3. Admin Overhead	8.9%	8.2%	6.3%	7.5%
5. Operating Bdgt cost per capita	\$ 480	\$ 503	\$ 543	\$ 552

**Analysis:**

This cost center presents a summary of the administrative activities of all ten funds included in the Public Works Department budget. The Staffing table reflects a few minor redistributions, but there are no changes in cost center operations. The reduction in the Supplies category reflects a re-evaluation of the needs based upon past history. The increase in the first Other category reflects the previously unbudgeted cost of water (\$25,000) provided at discount to the Park and Recreation Department. The Capital summary reflects a decrease in the annual lease payment to the Illinois Department of Natural Resources for the Sears Powerhouse and associated dams. The Debt Service category is higher because of the debt service payments on the bonds sold to finance the 1st Avenue Sewer project (offsetting revenue is transferred into the Sewer Fund from the Downtown TIF Fund). The Transfers category is higher because of the increase in Motor Fuel Tax devoted to street maintenance rather than street capital improvements.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Public Works Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(3) Assist to the PW Dir	1.00	1.00	1.00	1.00	1.00	2.75	1.75
Office Manager	1.00	1.00	1.00	1.00	1.00	0.00	(1.00)
(1) Office Assistant I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(6) Office Assistant III	6.00	6.00	6.00	6.00	6.00	5.80	(0.20)
Water Dist Supv	0.25	0.25	0.25	0.25	0.25	0.25	0.00
Parking Enf I	0.00	0.00	0.00	0.00	0.00	0.05	0.05
Parking Enf II	0.60	0.60	0.60	0.60	0.60	0.60	0.00
Utility Maint Supv	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Street Maint Supv	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maint. Crew Leader	0.25	0.25	0.40	0.00	0.00	0.00	0.00
(1) Utility Supt	1.00	0.90	1.00	1.00	1.00	1.00	0.00
Wwater Treat Supv	0.70	0.50	0.00	0.40	0.40	0.40	0.00
(1) Fleet Serv Director	1.00	1.00	1.00	0.90	0.90	0.90	0.00
(1) Electrical Maint Supv	0.65	0.65	0.65	0.60	0.60	0.65	0.05
Marina Manager	1.00	0.75	0.75	0.75	0.75	0.00	(0.75)
(1) City Engineer	0.44	0.48	0.50	0.54	0.54	0.54	0.00
(1) Assist City Engineer	0.65	0.81	0.85	0.92	0.92	0.95	0.03
Engineering Tech I	0.79	0.73	0.63	0.68	0.68	0.70	0.02
Engineering Tech II	0.68	0.77	0.75	0.71	0.71	0.71	0.00
(1) Tech Services Mgr	0.60	0.90	0.95	0.95	0.95	0.95	0.00
Tech Services Assist	0.00	0.80	0.80	0.40	0.40	0.40	0.00
(1) Stormwater Eng	0.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(19) Total Staffing (fte)</b>	<b>19.61</b>	<b>21.39</b>	<b>21.13</b>	<b>20.70</b>	<b>20.70</b>	<b>20.65</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	1,327,826	1,478,023	1,551,534	1,610,381	1,580,049	1,700,380	6%
Supplies	39,044	52,768	30,616	48,064	42,444	36,935	-23%
Services	724,017	1,032,444	819,355	952,571	912,889	929,925	-2%
Other	151,153	103,699	106,200	87,088	111,288	111,688	28%
Programs	2,020	1,055	2,943	2,471	2,300	2,500	1%
Capital	-	1,000	-	5,500	6,900	3,600	-35%
Debt service	452,703	507,800	784,129	1,477,019	1,599,798	1,638,327	11%
Transfers	2,261,511	1,648,512	1,838,036	2,147,289	2,147,289	3,120,971	45%
Other	2,306,492	2,098,149	1,886,998	2,490,836	2,343,936	2,179,327	-13%
Contingency							---
<b>Total Cost Center</b>	<b>7,264,766</b>	<b>6,923,450</b>	<b>7,019,811</b>	<b>8,821,219</b>	<b>8,746,893</b>	<b>9,723,653</b>	<b>10%</b>
<b>Expense by Fund:</b>							
General Fund	974,352	1,184,491	1,186,392	1,275,025	1,280,486	1,251,594	-2%
Motor Fuel Tax	200,000	200,000	200,000	200,000	200,000	1,000,000	400%
Capital Improv.	-	-	-	-	-	-	---
Water Oper & Mnt	1,660,881	1,805,441	1,606,427	2,248,442	2,260,991	2,365,420	5%
Wastewater Oper	1,890,731	1,708,189	1,684,633	2,464,617	2,388,737	2,294,816	-7%
Stormwater Utility	412,485	510,854	587,592	610,257	588,808	712,448	17%
Sunset Marina	358,072	324,805	358,165	499,667	502,177	480,025	-4%
Fleet Mntnce	1,437,936	854,193	953,555	988,450	986,341	993,092	0%
Engineering	330,309	335,477	443,047	492,261	471,874	504,148	2%
Hydropower Plant	-	-	-	42,500	67,479	122,110	187%
<b>Total Expense</b>	<b>7,264,766</b>	<b>6,923,450</b>	<b>7,019,811</b>	<b>8,821,219</b>	<b>8,746,893</b>	<b>9,723,653</b>	<b>10%</b>

## Building Maintenance

### Program Description:

Provide building maintenance services for City Hall, the Police Station, the Rock Island Armory, 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized staff	1	1	1	1
2. Facilities to maintain	6	6	6	6
<b>Workload:</b>				
1. Space to maintain (sq ft)	70,000	70,000	70,000	70,000
2. Janitorial contract coverage (sq ft)	78,006	78,006	78,006	87,500
<b>Productivity:</b>				
1. Janitorial contract cost per sq ft	\$ 1.11	\$ 1.11	\$ 1.11	\$ 1.25
<b>Effectiveness:</b>				
1. Building customer complaints	4	12	12	12

**Analysis:**

There are no changes in operations for this cost center. The Staffing table and the Personnel category changes reflect a reallocation of labor hours among department activities. The Supplies category is lower due to a reduced need for City Hall maintenance supplies. The Services and Transfers categories are lower because of the FY09 completion of major City Hall contract renovations. The Capital category is lower in FY10 because Capital needs are nearing completion with some carryover into the new budget year.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Bldg Maint Eng	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Maint Worker I	0.30	0.40	0.40	0.20	0.20	0.20	0.00
(1) Maint Worker II	0.00	0.00	0.00	0.50	0.50	1.25	0.75
Marina Worker	0.15	0.20	0.20	0.20	0.20	0.20	0.00
Fleet Serv Director	0.00	0.00	0.00	0.10	0.10	0.10	0.00
Electrical Maint Supv	0.10	0.10	0.10	0.20	0.20	0.20	0.00
(1) <b>Total Staffing (fte)</b>	<b>1.55</b>	<b>1.70</b>	<b>1.70</b>	<b>1.20</b>	<b>1.20</b>	<b>1.95</b>	<b>0.75</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	98,130	104,279	74,848	74,773	74,773	120,516	61%
<b>Supplies</b>	26,704	50,555	29,834	41,900	40,000	34,850	-17%
<b>Services</b>	314,710	274,741	515,301	906,969	648,561	508,187	-44%
<b>Other</b>	321	-	30	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	54,928	3,500	3,500	-	-100%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	900,504	227,500	227,500	-	-100%
<b>Other</b>	83	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>439,948</b>	<b>429,575</b>	<b>1,575,445</b>	<b>1,254,642</b>	<b>994,334</b>	<b>663,553</b>	<b>-47%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	439,948	429,575	674,941	604,001	439,601	599,113	-1%
<b>Gaming</b>	-	-	644,004	202,500	202,500	-	-100%
<b>Capital</b>	-	-	256,500	448,141	352,233	64,440	-86%
<b>Wastewater Oper</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>439,948</b>	<b>429,575</b>	<b>1,575,445</b>	<b>1,254,642</b>	<b>994,334</b>	<b>663,553</b>	<b>-47%</b>

## 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 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Contracts in progress	46	35	55	33
2. Value of Contracts	\$10,469,312	\$11,899,960	\$12,631,428	\$23,100,500
3. Utility cuts requests	187	201	112	150
<b>Workload:</b>				
1. Hrs/preliminary cost estimates	277	960	670	600
2. Hrs/design and survey	3,277	6,125	6,250	6,000
3. Hrs/inspection	4,606	7,290	6,720	7,000
4. Excavation permits issued	216	258	166	200
5. Concrete permits issued	64	57	56	60
6. Grading & Drainage permits	30	57	64	64
7. Inspection by Consultants (hrs)	70	4,443	4,387	4,000
<b>Productivity:</b>				
1. Change orders as % of contract	6.4%	7.0%	4.6%	<10%
2. In-house design/survey % const	7.7%	3.6%	5.9%	<8%
3. Consult. design/survey % const.	4.0%	6.7%	14.6%	<8%
4. In-house inspection % constr.	6.5%	5.8%	5.9%	<9%
5. Consultant inspection % const.	1.7%	8.4%	11.8%	<9%
<b>Effectiveness:</b>				
1. Bids opened on schedule	87.0%	76.7%	60.0%	90.0%
2. Preliminary estimate vs bid price	1.9%	0.8%	14.00%	<20%
3. Utility cut inspection w/24 hours	100.0%	40.0%	25.0%	100.0%

**Analysis:**

There are no operational changes planned for this cost center in FY10. The Supplies category has increased due to the purchase of a replacement pole camera for sewer pipeline inspections and backup transporter for the sewer television equipment.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
City Engineer	0.56	0.52	0.50	0.46	0.46	0.46	0.00
(2) Assist City Engineer	2.35	2.19	2.15	2.08	2.08	2.05	(0.03)
(4) Engineering Tech I	3.21	3.27	3.37	3.32	3.32	3.30	(0.02)
(3) Engineering Tech II	2.32	2.23	2.25	2.24	2.24	2.29	0.05
Tech Service Mgr	0.10	0.10	0.05	0.05	0.05	0.05	0.00
(1) Tech Service Assist	2.00	1.20	1.20	1.10	1.10	1.10	0.00
(5) Engineering Interns	1.73	1.73	1.73	1.73	1.73	1.73	0.00
<b>(15) Total Staffing (fte)</b>	<b>12.27</b>	<b>11.24</b>	<b>11.25</b>	<b>10.98</b>	<b>10.98</b>	<b>10.98</b>	<b>(0.00)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	690,494	651,898	640,017	694,116	614,424	690,271	-1%
<b>Supplies</b>	4,658	8,908	13,872	11,325	11,240	45,165	299%
<b>Services</b>	125,900	45,094	37,972	64,465	64,465	60,614	-6%
<b>Other</b>	-	66	370	200	200	200	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	28,500	NEW
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>821,052</b>	<b>705,966</b>	<b>692,231</b>	<b>770,106</b>	<b>690,329</b>	<b>824,750</b>	<b>7%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	-	-	-	-	-	-	---
<b>Engineering Fund</b>	821,052	705,966	692,231	770,106	690,329	824,750	7%
<b>Total Expense</b>	<b>821,052</b>	<b>705,966</b>	<b>692,231</b>	<b>770,106</b>	<b>690,329</b>	<b>824,750</b>	<b>7%</b>

## 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 one-half 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 7,000 square yards of asphalt pavement.
- Remove and replace 3,300 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 plus 25,000 square yards of contract microsurfacing for the Parks Department.
- Reconstruct 250 square yards of brick streets.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Painted center lines (feet)	200,000	200,000	200,000	200,000
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	12,120	12,142	12,180	12,200
5. Miles of Streets	165.9	165.9	170.2	170.2
<b>Workload:</b>				
1. Street Sweeping (curb miles)	2,758	2,502	1,500	2,500
2. Center/lane lines painted (feet)	275,185	248,219	275,037	275,000
3. Intersections painted	81	109	103	105
4. Street signs replaced/repared	1,650	1,000	821	500
5. Concrete pvmt replaced (sq yds)	3,443	2,672	2,678	2,000
6. Asphalt pvmt replaced (sq yds)	7,573	3,170	0	7,000
7. Microsurfacing (sq yds)	121,847	104,625	0	125,000
8. Curbs painted (feet)	53,042	47,329	22,949	50,000
<b>Productivity:</b>				
1. Cost per mile swept	\$41.50	\$38.48	\$50.40	\$50.00
2. Cost for line painting (\$ per foot)	\$0.12	\$0.16	\$0.12	\$0.13
3. Sq yd concrete patch	\$81.56	\$78.32	\$81.27	\$90.00
4. Sq yd asphalt patch	\$19.34	\$34.58	N/A	\$40.00
5. Sq yd microsurface	\$0.85	\$0.92	N/A	\$1.10
6. Brick streets (sq yds)	\$120.90	\$117.67	\$193.01	\$200.00
7. Joint sealing (lin ft)	\$0.40	\$0.64	\$0.74	\$0.75
<b>Effectiveness:</b>				
1. % sweeping objectives achieved	100%	100%	100%	100%
2. % sign objectives achieved	100%	100%	100%	100%
3. Sweeping requests received	37	43	60	60
4. Sign requests received	88	112	125	125

## Analysis:

In order to deal with the impacts of the recession and increased costs for commodities like rock salt, one Maintenance Worker 1 position has been eliminated and three workers from street maintenance operations are being reassigned to stormwater system maintenance for part of the year. These changes will eliminate the Fall alley grading program, reduce street sign replacements, reduce concrete pavement patching and reduce tree trimming. In spite of these changes, the Personnel category costs are higher due to previously negotiated wage increases and an underestimated personnel cost in the FY09 budget. The Supplies category is higher because of increases in the costs of maintenance materials. The Services Capital and Transfers categories fluctuate due to the annual mix between major contract street maintenance and street capital improvements. Refer to the Capital Improvements section of the budget for information about the street improvements planned for FY09.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Maint Crew Leader	0.85	0.85	0.95	0.95	0.95	0.95	0.00
(3) Maint Worker I	2.48	2.48	2.22	3.50	3.50	3.15	(0.35)
Maint Worker II	0.57	0.57	0.35	0.51	0.51	0.35	(0.16)
(5) Equipment Operator	3.63	3.50	4.25	4.04	4.04	3.77	(0.27)
<b>(9) Total Staffing (fte)</b>	<b>7.53</b>	<b>7.40</b>	<b>7.77</b>	<b>9.00</b>	<b>9.00</b>	<b>8.22</b>	<b>(0.78)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	447,346	419,173	539,305	494,155	577,704	551,346	12%
<b>Supplies</b>	278,976	192,128	290,604	348,619	211,019	393,484	13%
<b>Services</b>	4,338,936	3,416,667	3,799,308	4,643,882	4,779,681	4,339,143	-7%
<b>Other</b>	50	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	2,005,465	1,635,427	1,891,752	1,945,778	4,498,322	2,026,168	4%
<b>Debt service</b>	1,124,620	837,072	871,910	848,531	848,531	818,248	-4%
<b>Transfers</b>	3,304,996	2,696,436	2,995,840	3,308,029	3,308,029	2,384,044	-28%
<b>Other</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>11,500,389</b>	<b>9,196,903</b>	<b>10,388,719</b>	<b>11,588,994</b>	<b>14,223,286</b>	<b>10,512,433</b>	<b>-9%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	2,017,852	1,905,153	1,991,451	1,969,656	1,785,506	2,036,357	3%
<b>Public Benefit</b>	843,640	845,676	712,576	848,529	848,529	818,468	-4%
<b>Motor Fuel Tax</b>	1,213,835	1,207,580	2,204,389	2,239,711	2,526,082	1,825,665	-18%
<b>Gaming</b>	2,361,360	1,850,760	2,283,264	2,451,000	2,451,000	1,565,576	-36%
<b>Capital</b>	3,935,540	2,541,191	2,324,360	3,231,567	5,763,638	3,448,119	7%
<b>Debt</b>	1,128,162	846,543	872,679	848,531	848,531	818,248	-4%
<b>Total Expense</b>	<b>11,500,389</b>	<b>9,196,903</b>	<b>10,388,719</b>	<b>11,588,994</b>	<b>14,223,286</b>	<b>10,512,433</b>	<b>-9%</b>

## 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.
- If the total snowfall exceeds six (6) inches, snow is removed from the downtown streets by hauling it to disposal sites.
- Clear parking facilities, sidewalks adjacent to parking facilities and the Great River Plaza.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Lane miles of streets	380	380	380	380
2. Parking Lots/Ramps	13	13	13	13
3. Number of storms	13	26	28	20
<b>Workload:</b>				
1. Snow/Ice Storms less than 2"	8	19	23	12
2. Snow/Ice Storm between 2"&6"	5	6	9	5
3. Snow/Ice Storm greater than 6"	0	1	1	1
4. Total snowfall (inches)	22.3	39.2	47.0	33.0
5. Tons of salt spread	3	5,200	5,200	4,000
<b>Productivity:</b>				
1. Avg. cost of storm less than 2"	\$17,352	\$12,492	\$20,591	\$18,000
2. Avg. cost of storm 2" to 6"	\$38,934	\$41,895	\$48,642	\$45,000
3. Avg. cost storm greater than 6"	N/A	\$59,225	\$60,000	\$55,000
4. Manhours/inch (storm over 2")	67	96	92	93
<b>Effectiveness:</b>				
1. Streets cleared by deadline:	100%	100%	100%	100%
2. Snowfall less than 2"/12 hours	100%	100%	100%	100%
3. Snowfall between 2"&6"/24 hrs	100%	100%	100%	100%
4. Snowfall greater than 6"/48 hrs	100%	100%	100%	100%
5. % parking/sidewalks done 8a.m.	100%	100%	100%	100%
6. Avg. complaints/storm over 2"	17	6	10	10
7. Avg. complaints/storm under 2"	2	2	2	2

**Analysis:**

The Personnel category is higher due to previously negotiated wage increases and an increase in the allocation for overtime. The Supplies category is higher due to a large increase in the cost of road salt. The Service category is lower due to the elimination of the downtown snow hauling service. In previous years, the snow deposited by large storms (> 6 inches) was hauled to a snow dump site. All snow will now be plowed to the curb.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Maint Crew Leader	0.15	0.10	0.10	0.10	0.10	0.10	0.00
Equipment Operator	0.24	0.24	0.25	0.28	0.28	0.31	0.03
Maint Worker I	0.22	0.23	0.19	0.27	0.27	0.23	(0.04)
Maint Worker II	0.08	0.08	0.04	0.08	0.08	0.04	(0.04)
(0) <b>Total Staffing (fte)</b>	<b>0.69</b>	<b>0.65</b>	<b>0.58</b>	<b>0.73</b>	<b>0.73</b>	<b>0.68</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	77,190	115,409	170,667	90,631	90,631	106,686	18%
<b>Supplies</b>	81,207	160,388	244,819	194,655	405,543	321,576	65%
<b>Services</b>	183,374	183,329	253,179	220,262	220,262	175,204	-20%
<b>Other</b>	-	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>341,771</b>	<b>459,126</b>	<b>668,665</b>	<b>505,548</b>	<b>716,436</b>	<b>603,466</b>	<b>19%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	341,771	459,126	668,665	505,548	716,436	603,466	19%
<b>Total Expense</b>	<b>341,771</b>	<b>459,126</b>	<b>668,665</b>	<b>505,548</b>	<b>716,436</b>	<b>603,466</b>	<b>19%</b>

## 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 (1309 Mill Street).

### 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

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Regular waste customers	14,260	14,275	14,290	14,300
2. Recycling centers	1	1	1	1
<b>Workload:</b>				
1. Reg waste collected (tons/year)	16,366	16,410	18,900	16,875
2. Yardwaste collected (tons/year)	1,170	1,250	1,450	1,300
3. Recycling Center (tons/year)	800	803	831	750
4. Curbside Recycling (tons/year)	N/A	N/A	480	640
<b>Productivity:</b>				
1. Cost/ton weekly collected	\$63.18	\$65.27	\$63.49	\$65.00
2. Cost per refuse cart collected	\$71.31	\$69.50	\$68.74	\$72.00
3. Cost/ton yardwaste collected	\$119.05	\$134.99	\$128.69	\$134.62
4. Cost/ton recycling materials	\$42.65	\$57.00	\$36.83	\$38.13
<b>Effectiveness:</b>				
1. Monthly cost per household for regular weekly collection	\$6.68	\$6.85	\$6.99	\$7.57
2. Avg complaints per week	19.8	8.5	10.0	9.0
3. Portion Landfilled	89.7%	89.8%	90.0%	90.0%
4. Portion Composted	6.5%	5.9%	6.0%	6.0%
5. Portion Recycled	3.8%	4.3%	4.0%	4.0%

**Analysis:**

The free leaf collection program will be expanded to include a Spring collection period in addition to the normal Fall collection period. The Supplies category increased due to the need to purchase more leaf bags . The Services category increased due to increases in refuse and yardwaste quantities, tipping fees and fleet costs. The Other category reflects the honorariums to be paid to volunteer organizations participating in the Free Leaf Bagging Service.

<b>Staffing:</b>	<b>Actual 2005/05</b>	<b>Actual 2006/06</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(7) Refuse Collector	4.47	5.48	7.00	6.91	6.91	6.91	0.00
Refuse Laborer	3.72	0.00	0.00	0.00	0.00	0.00	0.00
Maint Worker I	0.21	0.23	0.04	0.04	0.04	0.04	0.00
Maint Worker II	0.04	0.08	0.00	0.00	0.00	0.00	0.00
Equipment Operator	0.28	0.28	0.00	0.07	0.07	0.07	0.00
(1) Maint Crew Leader	0.90	0.90	1.00	1.00	1.00	1.00	0.00
<b>(8) Total Staffing (fte)</b>	<b>9.62</b>	<b>6.97</b>	<b>8.04</b>	<b>8.02</b>	<b>8.02</b>	<b>8.02</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	444,492	461,472	455,611	470,735	470,735	510,447	8%
Supplies	662,828	82,042	111,144	24,810	20,960	80,160	223%
Services	798,981	663,778	813,836	885,136	918,330	1,058,679	20%
Other	-	-	-	-	-	2,000	NEW
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,906,301</b>	<b>1,207,292</b>	<b>1,380,591</b>	<b>1,380,681</b>	<b>1,410,025</b>	<b>1,651,286</b>	<b>20%</b>
<b>Expense by Fund:</b>							
General Fund	1,906,301	1,207,292	1,380,591	1,380,681	1,410,025	1,651,286	20%
<b>Total Expense</b>	<b>1,906,301</b>	<b>1,207,292</b>	<b>1,380,591</b>	<b>1,380,681</b>	<b>1,410,025</b>	<b>1,651,286</b>	<b>20%</b>

## 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.
- Trim and remove boulevard trees to maintain a healthy urban forest and reduce city liability from tree damage.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Great River Plaza (sq yds)	1,075	1,075	1,075	1,075
2. City property mowed (acres)	297	366	396	396
3. Private property mowed (#)	52	89	108	110
4. Acres sprayed for weed control	56.50	56.50	56.50	56.50
5. Boulevard trees	17,220	17,220	17,220	17,220
<b>Workload:</b>				
1. City prop mowed/season(acres)	2,123	1,817	2,214	2,200
2. Priv prop mowed/season(#)	303	356	147	175
3. Weed spraying contract (acres)	100	100	100	100
4. Trees trimmed by city crews	554	255	275	100
<b>Productivity:</b>				
1. Avg cost/acre mowed/city crews	\$27	\$38	\$31	\$33
2. Avg cost/acre weed spraying	\$93	\$93	\$98	\$100
3. Ave cost/trees trimmed	\$61	\$112	\$115	\$120
<b>Effectiveness:</b>				
1. % maint. objectives achieved	100%	100%	100%	100%
2. % tree trimming requests done	100%	100%	100%	100%

**Analysis:**

In order to deal with the impacts of the recession and increased costs for commodities like rock salt, one Maintenance Worker 1 position has been eliminated and three workers from Municipal Services Division operations are being reassigned to stormwater system maintenance for part of the year. These changes will eliminate the Fall alley grading program, reduce street sign replacements, reduce concrete pavement patching and reduce tree trimming. The Personnel category reduction reflects the impacts of these personnel changes. The Supplies category is lower due to a decrease in the allocations for landscape maintenance supplies. The Services category is higher due to inclusion of the annual ditch grading contract in this cost center (included in the wrong cost center for FY09) and cost increases in other contract services. The Transfer category reflects the transfer of Gaming Revenue to the General Fund for contract maintenance services.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Maint Crew Leader	0.90	0.90	0.95	0.95	0.95	0.95	0.00
(3) Equipment Operator	2.28	2.41	3.26	3.02	3.02	2.44	(0.58)
Refuse Collector	0.53	0.52	0.00	0.09	0.09	0.09	0.00
Refuse Laborer	0.28	0.00	0.00	0.00	0.00	0.00	0.00
(2) Maint Worker I	2.17	2.63	2.17	2.81	2.81	2.23	(0.58)
(1) Maint Worker II	1.14	1.14	0.61	0.91	0.91	0.61	(0.30)
Office Assist. III	0.00	0.00	0.00	0.00	0.00	0.20	0.20
<b>(7) Total Staffing (fte)</b>	<b>7.30</b>	<b>7.60</b>	<b>6.99</b>	<b>7.78</b>	<b>7.78</b>	<b>6.52</b>	<b>(1.26)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	439,499	418,426	460,553	507,104	558,203	424,757	-16%
Supplies	13,061	8,345	23,578	43,315	42,202	30,090	-31%
Services	309,280	272,763	279,505	291,080	852,650	338,098	16%
Other	155	294	(188)	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	52,000	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	61,830	NEW
Other	-	(8,437)	(357)	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>761,995</b>	<b>691,391</b>	<b>763,091</b>	<b>841,499</b>	<b>1,505,055</b>	<b>854,775</b>	<b>2%</b>
<b>Expense by Fund:</b>							
General Fund	746,465	650,990	718,298	792,665	1,328,165	741,770	-6%
Gaming	-	-	-	-	-	61,830	NEW
Capital	-	-	-	-	52,000	-	---
Stormwater Utility	15,530	40,401	44,793	48,834	124,890	51,175	5%
<b>Total Expense</b>	<b>761,995</b>	<b>691,391</b>	<b>763,091</b>	<b>841,499</b>	<b>1,505,055</b>	<b>854,775</b>	<b>2%</b>

## 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 lot landscaping, bollards, gate arms, and booths.
- Maintain parking signs and meters to improve driver understanding of restrictions and enhance enforcement activities.
- Provide enforcement to insure proper usage of parking facilities.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
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	144	144	144	144
<b>Workload:</b>				
1. Tickets issued (total)	9,393	8,423	7,400	5,500
2. Parking mtrs cleaned/repared	144	153	160	160
3. Contested tickets investigated	353	277	210	175
<b>Productivity:</b>				
1. Cost per ticket issued	\$9.17	\$9.63	\$10.11	\$10.62
2. Avg tickets monthly/attendant	565	479	381	330
3. Avg cost/meter maintenance	\$9.55	\$10.03	\$10.53	\$11.06
<b>Effectiveness:</b>				
1. % tickets contested	3.8%	3.3%	2.8%	3.0%
2. % contested tickets voided	44.2%	36.5%	35.0%	35.0%
3. % meters maintained	100%	100%	100%	100%
4. % tickets collected	89%	83%	80%	80%

**Analysis:**

There are no operational changes planned for the parking system in FY10. The Capital category reflects the third phase of a five phase program to renovate the parking ramp. The total cost of the five phases (\$725,000) will be paid from Downtown Tax Increment District revenues.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Parking Enf Attnd I	2.00	1.00	1.00	1.00	1.00	0.95	(0.05)
(1) Parking Enf Attnd II	0.40	0.40	0.40	0.40	0.40	0.40	0.00
Maint. Worker I	0.21	0.33	0.00	0.00	0.00	0.00	0.00
Equipment Operator	0.17	0.17	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	0.13	0.13	0.00	0.00	0.00	0.00	0.00
<b>(2) Total Staffing (fte)</b>	<b>2.96</b>	<b>2.08</b>	<b>1.58</b>	<b>1.58</b>	<b>1.58</b>	<b>1.53</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	120,051	78,352	68,085	71,491	71,491	67,436	-6%
Supplies	1,409	1,132	1,340	2,610	2,610	2,500	-4%
Services	105,095	76,839	35,749	46,937	46,937	44,274	-6%
Other	-	-	30	35	35	35	0%
Programs	-	-	-	-	-	-	---
Capital	34	-	288,240	100,000	100,000	100,000	0%
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Other	-	7	-	-	-	-	---
<b>Total Cost Center</b>	<b>226,589</b>	<b>156,330</b>	<b>393,444</b>	<b>221,073</b>	<b>221,073</b>	<b>214,245</b>	<b>-3%</b>
<b>Expense by Fund:</b>							
General Fund	220,726	144,427	105,204	121,073	121,073	114,245	-6%
Capital	5,863	11,903	288,240	100,000	100,000	100,000	0%
GASB 34	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>226,589</b>	<b>156,330</b>	<b>393,444</b>	<b>221,073</b>	<b>221,073</b>	<b>214,245</b>	<b>-3%</b>

## 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 standards.
- Conduct chemical and biological testing of the drinking water.
- Dispose of water solids in a cost efficient IEPA approved manner.
- Perform preventative maintenance to minimize unscheduled repairs.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b> (mgd = million gallons per day)				
1. Water treatment capacity (mgd)	12.0	12.0	12.0	12.0
2. Maximum finished water turbidity	0.30	0.30	0.30	0.30
(turbidity is a measure of water clarity; the federal standard was reduced to 0.30 on January 1, 2002)				
<b>Workload:</b>				
1. Water treated (mgd)	5.38	5.42	5.12	5.30
2. Lab tests	21,593	26,400	25,000	25,000
<b>Productivity:</b>				
1. Treatment cost per million gallons	\$738	\$708	\$948	\$991
2. Labor hours per million gallons	11.7	11.6	12.2	11.8
3. Cost per lab test	\$5.30	\$6.14	\$6.66	\$7.09
<b>Effectiveness:</b>				
1. Finished water turbidity achieved	0.10	0.11	0.11	0.11
2. % time for unscheduled repair	25.0%	25.0%	25.0%	25.0%
3. Taste and odor complaints	15	14	12	12

**Analysis:**

There are no changes in water treatment activities planned for FY10. The Supplies category is higher due to enormous increases in the costs of water treatment chemicals such as caustic soda and alum.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Water Treat Supv	1.00	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
(1) Lab Technician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Maint Mechanic	2.00	2.00	2.00	1.90	1.90	2.00	0.10
(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	0.08	0.08	0.08	0.04	0.04	0.04	0.00
Utility Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Engineer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(11) Total Staffing (fte)</b>	<b>11.12</b>	<b>11.12</b>	<b>11.12</b>	<b>10.98</b>	<b>10.98</b>	<b>11.08</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	807,121	816,022	824,857	905,008	893,685	914,997	1%
<b>Supplies</b>	406,644	383,281	471,856	537,825	565,287	934,641	74%
<b>Services</b>	418,414	317,402	344,795	320,133	299,887	333,085	4%
<b>Other</b>	946	426	426	625	625	700	12%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	103,711	22,683	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,736,836</b>	<b>1,539,814</b>	<b>1,641,934</b>	<b>1,763,591</b>	<b>1,759,484</b>	<b>2,183,423</b>	<b>24%</b>
<b>Expense by Fund:</b>							
<b>Water Oper &amp; Mnt</b>	1,736,836	1,539,814	1,641,934	1,763,591	1,759,484	2,183,423	24%
<b>Wastewater Op &amp; Mt</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>1,736,836</b>	<b>1,539,814</b>	<b>1,641,934</b>	<b>1,763,591</b>	<b>1,759,484</b>	<b>2,183,423</b>	<b>24%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Miles water main	226	228	228	228
2. Fire hydrants	1,913	1,928	1,928	1,940
3. Control Valves	4,277	4,315	4,315	4,330
4. Active Metered Accounts	14,397	14,490	14,525	14,550
<b>Workload:</b>				
1. Service calls/meter calls/JULIE	4,977	5,685	5,700	5,500
2. Hydrants inspected/painted	3850/878	4387/750	4500/647	4500/650
3. Control valves exercised	380	6	100	300
4. Main breaks	86	102	95	95
5. Meters installed/repaired	248/436	308/65	300/200	300/250
<b>Productivity:</b>				
1. Avg cost per service call	\$16.96	\$14.46	\$16.50	\$17.50
2. Ave cost per main break	\$2,994	\$1,805	\$2,000	\$2,000
3. Avg cost per meter installed	\$95.00	\$105.00	\$115.00	\$125.00
<b>Effectiveness:</b>				
1. Avg repair time/service call (hr)	0.47	0.38	0.40	0.45
2. Avg time interrupt/mainbreak (hr)	5.30	3.40	4.00	4.00
3. Avg time/valve inspection (hr)	1.28	0.85	1.00	1.00

## Analysis:

There are no operational changes planned for this cost center in FY10. The Personnel category increased due to previously negotiated wage increases and minor a reallocation of labor hours. The Supplies category is higher due to a an increase in the need and cost of repair parts. The Services and Capital categories reflect the annual fluctuation in the balance between contract maintenance and capital improvements. Refer to the capital section for more information about the planned capital expenditures. The second Other category reflects the allowance for depreciation.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Water Dist. Supv	0.75	0.75	0.75	0.75	0.75	0.75	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	1.00	1.00	1.00	0.00
(2) Maint. Worker II	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(6) Maint. Worker I	7.20	6.10	6.00	6.00	6.00	6.00	0.00
(1) Equipment Oper	0.70	0.70	0.73	1.08	1.08	1.33	0.25
Tech Services Assist.	0.00	0.50	0.50	0.25	0.25	0.25	0.00
<b>(14) Total Staffing (fte)</b>	<b>14.60</b>	<b>14.00</b>	<b>13.93</b>	<b>14.03</b>	<b>14.03</b>	<b>14.28</b>	<b>0.25</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	956,555	966,514	945,015	968,165	967,991	1,070,227	11%
<b>Supplies</b>	65,934	125,922	138,599	86,676	106,479	146,035	68%
<b>Services</b>	326,812	1,062,558	891,353	869,784	375,475	335,497	-61%
<b>Other</b>	-	-	-	700	-	-	-100%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	90,482	22,962	596,281	888,800	399,147	782,704	-12%
<b>Other</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	69,996	-	-	-	---
<b>Other</b>	-	-	13,219	-	-	11,294	NEW
<b>Total Cost Center</b>	<b>1,439,783</b>	<b>2,177,956</b>	<b>2,654,463</b>	<b>2,814,125</b>	<b>1,849,092</b>	<b>2,345,757</b>	<b>-17%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	-	69,996	-	-	-	---
<b>Water Oper &amp; Mnt</b>	1,439,461	2,168,001	2,573,084	2,791,625	1,798,870	2,298,257	-18%
<b>Wastewater Oper</b>	322	9,955	11,383	22,500	50,222	47,500	111%
<b>Total Expense</b>	<b>1,439,783</b>	<b>2,177,956</b>	<b>2,654,463</b>	<b>2,814,125</b>	<b>1,849,092</b>	<b>2,345,757</b>	<b>-17%</b>

# 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Sanitary and combined sewers	185	185	185	185
2. Cleanouts and manholes	3,000	3,000	3,000	3,000
<b>Workload:</b>				
1. Sewer televising (ft)	13,939	23,700	21,000	14,000
2. Sewer cleaning (ft)	418,670	546,045	475,000	475,000
3. Sewer manholes cleaned	53	24	110	50
4. Sewer manholes repaired	26	11	10	10
<b>Productivity:</b>				
1. Cost for sewer televising (ft)	\$ 0.51	\$ 0.55	\$ 0.58	\$ 0.62
2. Cost for sewer cleaning (ft)	\$ 0.11	\$ 0.12	\$ 0.13	\$ 0.14
3. Cost per manhole cleaned	\$ 52.00	\$ 55.00	\$ 55.00	\$ 60.00
4. Cost per manhole repaired	\$ 648.12	\$ 687.00	\$ 700.00	\$ 675.00
<b>Effectiveness:</b>				
1. Sewer backup & odor complaints	176/24	123/19	180/20	175/20
2. Manhole complaints	12	18	10	10

**Analysis:**

The are no operational changes planned for this cost center in FY10. The Supplies category increase reflects an increase in the cost of maintenance supplies. Refer to the capital improvements section for details about the capital expenditures.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Maint. Worker II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Maint. Worker I	1.10	1.00	1.38	1.38	1.38	1.35	(0.03)
(1) Tech Service Assist	0.35	0.44	0.54	0.52	0.52	0.52	0.00
Equipment Oper	0.35	0.35	0.00	0.00	0.00	0.00	0.00
<b>(4) Total Staffing (fte)</b>	<b>2.80</b>	<b>2.79</b>	<b>2.92</b>	<b>2.90</b>	<b>2.90</b>	<b>2.87</b>	<b>(0.03)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	178,234	180,954	182,063	189,844	189,969	200,207	5%
<b>Supplies</b>	18,153	16,760	14,742	14,965	17,133	17,390	16%
<b>Services</b>	296,809	480,156	416,266	412,015	338,611	452,887	10%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	548,419	129,445	287,606	782,900	170,228	1,995,994	155%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	69,996	-	-	-	---
<b>Other</b>	-	-	679	-	-	679	NEW
<b>Total Cost Center</b>	<b>1,041,615</b>	<b>807,315</b>	<b>971,352</b>	<b>1,399,724</b>	<b>715,941</b>	<b>2,667,157</b>	<b>91%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	-	69,996	-	-	-	---
<b>Wastewater Oper</b>	1,041,615	807,315	901,356	1,399,724	715,941	2,667,157	91%
<b>Total Expense</b>	<b>1,041,615</b>	<b>807,315</b>	<b>971,352</b>	<b>1,399,724</b>	<b>715,941</b>	<b>2,667,157</b>	<b>91%</b>

# Wastewater Treatment

## Program Description:

Provide cost effective and environmentally sound wastewater treatment at the Mill Street Wastewater Treatment Plant and the Southwest Area 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.
- Complete the Combined Sewer Long Term Control Plan

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b> (mgd = million gallons per day)				
1. Mill Street Plant capacity (mgd)	8.00	8.00	8.00	8.00
2. Southwest Plant capacity (mgd)	1.50	1.50	1.50	1.50
<b>Workflow:</b>				
1. Mill St wastewater treated(mgd)	6.78	8.27	8.50	8.00
2. SW wastewater treated (mgd)	0.32	0.33	0.35	0.33
3. Laboratory tests performed	11,008	11,008	11,008	11,008
<b>Productivity:</b>				
1. Cost per million gallons treated	\$303	\$386	\$400	\$400
2. Man hrs/million gallons treated	8.0	6.6	6.0	7.0
3. Cost per laboratory test	\$5.43	\$5.70	\$5.75	\$5.80
<b>Effectiveness:</b>				
1. % time for unscheduled repairs	20%	30%	30%	30%
2. % effluent quality achieved	100%	100%	100%	100%

**Analysis:**

There are no operational changes planned for the activities included in this cost center in FY10. Implementation of the Combined Sewer Long Term Control Plan (LTCP) continues. Construction is not scheduled to begin until FY11, but the design work is already underway. All the LTCP construction must be completed before 2018 at an expected cost of over \$66,000,000. The Supplies category is higher due to cost increases for wastewater treatment chemicals and the replacement of a laboratory incubator. Refer to the Capital Improvement section for details about the planned major contract maintenance projects and capital improvements planned for FY10.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(7) Wwater Treat Opr II	7.00	7.00	7.00	7.00	7.00	7.00	0.00
(1) Maint Mechanic	1.00	1.00	1.00	0.90	0.90	1.00	0.10
(1) Chemist	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Maint Worker I	0.08	0.08	0.08	0.04	0.04	0.04	0.00
Marina Worker	0.04	0.04	0.04	0.04	0.04	0.04	0.00
(1) Wwater Treat Supv	0.60	0.60	0.60	0.60	0.60	0.60	0.00
<b>(10) Total Staffing (fte)</b>	<b>9.72</b>	<b>9.72</b>	<b>9.72</b>	<b>9.58</b>	<b>9.58</b>	<b>9.68</b>	<b>0.10</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	667,971	671,561	685,725	703,311	705,978	752,048	7%
<b>Supplies</b>	116,292	116,938	88,389	87,900	96,818	106,400	21%
<b>Services</b>	648,871	709,933	395,157	359,166	367,375	367,765	2%
<b>Other</b>	1,130	-	30	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	9,120	44,972	2,458,636	1,000,000	1,500,000	-39%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,434,264</b>	<b>1,507,552</b>	<b>1,214,273</b>	<b>3,609,013</b>	<b>2,170,171</b>	<b>2,726,213</b>	<b>-24%</b>
<b>Expense by Fund:</b>							
<b>Wastewater Oper</b>	1,434,264	1,507,552	1,214,273	3,609,013	2,170,171	2,726,213	-24%
<b>Total Expense</b>	<b>1,434,264</b>	<b>1,507,552</b>	<b>1,214,273</b>	<b>3,609,013</b>	<b>2,170,171</b>	<b>2,726,213</b>	<b>-24%</b>

# Storm Water 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
- Minimize the inconvenience and amount of private property damage by providing prompt emergency repairs.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Storm sewers (miles)	115	115	115	115
2. Stormwater catchbasins	4,911	4,947	4,947	4,950
3. Stormwater manholes	1,829	1,836	1,836	1,840
4. Stormwater outfalls	696	703	703	708
5. New rain gardens built (#)	67	43	25	37
6. New rain gardens built (sq ft)	19,751	16,555	6,810	18,750
7. Total rain gardens built (#)	88	131	156	193
8. Total rain gardens built (sq ft)	34,245	50,800	57,610	76,360
<b>Workload:</b>				
1. Storm sewer televising (ft)	73,340	67,250	25,000	53,000
2. Storm sewer cleaning (ft)	1,770	2,400	0	1,500
3. Catchbasins cleaned	476	5,956	6,500	6,500
4. Catchbasins repaired	40	27	35	30
5. Catchbasin replaced/contractor	44	40	40	40
<b>Productivity:</b>				
1. Storm sewer cleaning per foot	\$ 0.45	\$ 0.21	0	\$ 0.50
2. \$/catchbasin cleaned	\$ 2.40	\$ 2.60	\$ 2.75	\$ 2.90
3. \$/catchbasin/manhole repaired	\$ 413	\$ 458	\$ 475	\$ 485
<b>Effectiveness:</b>				
1. Stormwater complaints	99	57	95	95

**Analysis:**

There are no operational changes planned for this cost center in FY10. The Staffing table and the Personnel category reflect a reallocation of labor hours within the department activities. The Supplies category increased slightly due to increases in the allocation for maintenance supplies and tools. The Services category decreased because of the elimination of seasonal workers. The Capital category fluctuates according to the annual component of the capital improvement program.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Maint Worker II	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Maint Worker I	1.90	1.20	1.20	1.10	1.10	1.10	0.00
Marina Yard Worker	0.00	0.10	0.10	0.10	0.10	0.10	0.00
Marina Manager	0.00	0.25	0.25	0.25	0.25	0.00	(0.25)
Office Assistant III	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(4) Tech Services Assist	1.15	3.06	2.96	3.73	3.73	3.73	0.00
Equipment Operator	0.35	0.35	0.38	0.38	0.38	0.95	0.57
Asst. to the PW Dir.	0.00	0.00	0.00	0.00	0.00	0.25	0.25
<b>(6) Total Staffing (fte)</b>	<b>4.40</b>	<b>5.96</b>	<b>5.89</b>	<b>6.56</b>	<b>6.56</b>	<b>7.13</b>	<b>0.57</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	231,316	274,108	328,059	378,366	387,602	439,462	16%
<b>Supplies</b>	11,680	14,062	12,069	12,584	11,207	14,123	12%
<b>Services</b>	579,195	347,916	195,543	242,411	275,260	210,767	-13%
<b>Other</b>	1,313	(1,242)	-	-	-	-	---
<b>Programs</b>	50,737	66,707	63,654	75,000	42,528	75,000	0%
<b>Capital</b>	301,501	71,362	20,647	70,000	57,767	157,000	124%
<b>Debt service</b>	75	418	1,021	-	1,300	-	---
<b>Transfers</b>	-	125,004	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,175,817</b>	<b>898,335</b>	<b>620,993</b>	<b>778,361</b>	<b>775,664</b>	<b>896,352</b>	<b>15%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	125,004	-	-	-	-	---
<b>Wastewater Oper</b>	(95)	196	1,128	-	-	-	---
<b>Stormwater Utility</b>	1,175,912	773,135	619,865	778,361	775,664	896,352	15%
<b>Total Expense</b>	<b>1,175,817</b>	<b>898,335</b>	<b>620,993</b>	<b>778,361</b>	<b>775,664</b>	<b>896,352</b>	<b>15%</b>

# Hydropower Plant

## Program Description:

Generate electricity at the Sears Powerhouse 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 Sears Powerhouse.
- Maintain the boat safety signs and boat barriers at the Sears Dam and the Steel Dam.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Maximum (rated) capacity in kilowatts (kw)	600	600	600	1,200
2. Maximum (rated) production in kilowatt-hours (kwh)	5,256,000	5,256,000	5,256,000	10, 512,000
<b>Workload:</b>				
1. Actual electricity produced (kwh)	3,090,981	2,232,611	1,650,000	6,800,000
2. Hydropower Plant electricity sent to City facilities (kwh)	-	-	1,650,000	6,150,000
3. Hydropower Plant electricity sold to MidAmerican Energy Co (kwh)	3,090,981	2,232,611	-	650,000
4. Renewable Energy Certificates ("Green Tags") sold	-	-	-	6,775
5. Power plant maintenance (hrs)	N/A	N/A	520	520
6. Expand plant capacity (hrs)	N/A	1,000	3,500	500
<b>Productivity:</b>				
1. Cost per kilowatt-hour	N/A	N/A	\$0.038	\$0.038
2. Green Tag sale price	N/A	N/A	N/A	\$17.00
<b>Effectiveness:</b>				
1. Portion of City electricity needs (15,300,000 kwh) provided by Hydropower Plant	0%	0%	11%	40%
2. Plant production (% of rated capacity)	59%	42%	31%	65%

**Analysis:**

The city purchased the Sears Powerhouse in June 2008 and begin its expansion from 600kw to 1,200 kw. The new generating capacity is expected to be on-line in April 2009. Approximately 90% of the power produced by the plant will be delivered to city facilities and the remainder will be sold to MidAmerican Energy Company. The budget reflects the completion of the expansion phase and the transition into routine operations and maintenance.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Maint. Mechanic	0.00	0.00	0.00	0.20	0.20	0.30	0.10
Eng. Tech II	0.00	0.00	0.00	0.05	0.05	0.00	(0.05)
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.25</b>	<b>0.25</b>	<b>0.30</b>	<b>0.05</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	-	-	4,127	20,270	20,770	17,483	-14%
<b>Supplies</b>	-	-	639	11,600	25,600	12,000	3%
<b>Services</b>	-	-	57,582	2,500	31,584	6,171	147%
<b>Other</b>	-	-	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	2,136,231	1,735,897	521,651	-76%
<b>Debt service</b>	-	-	-	-	-	175,239	NEW
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	-	-	<b>62,348</b>	<b>2,170,601</b>	<b>1,813,851</b>	<b>732,544</b>	<b>-66%</b>
<b>Expense by Fund:</b>							
<b>Hydropower Plant</b>	-	-	62,348	2,170,601	1,813,851	732,544	-66%
<b>Total Expense</b>	-	-	<b>62,348</b>	<b>2,170,601</b>	<b>1,813,851</b>	<b>732,544</b>	<b>-66%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. City vehicles/equipment	309	394	394	395
2. Outside agencies vehicles/equip.	72	87	87	85
3. Standard parts inventoried	398,000	400,000	400,000	415,000
<b>Workload:</b>				
1. Scheduled repairs	2,723	3,345	4,826	5,000
2. Preventative maintenance	1,049	1,244	1,395	1,400
3. Unexpected breakdowns	2,291	2,119	1,708	2,000
4. Body shop repairs	165	187	201	200
5. Inventory transactions	12,652	12,513	13,200	14,000
<b>Productivity:</b>				
1. Garage productivity/flat rate jobs	136%	140%	138%	135%
2. Body Shop productivity/flat rate jobs	133%	132%	130%	130%
3. Cost per inventory transaction	\$29.57	\$30.00	\$39.56	\$35.00
<b>Effectiveness:</b>				
1. Fleet downtime	2.2%	3.0%	6.9%	5.0%
2. Unexpected breakdowns	44.0%	35.0%	35.0%	35.0%
3. Inventory accuracy	97.0%	98.0%	98.0%	98.0%

**Analysis:**

No operational changes are planned for this cost center in FY10. The Personnel category is higher due to previously negotiated wage increases and an increase in the need for overtime. The Supplies category decreased because of reduced fuel costs and reduced fuel consumption.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Auto Mechanic I	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(4) Auto Mechanic II	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(2) Lead Auto Mechanic	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Auto Body Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Electric Maint Supv	0.25	0.25	0.25	0.20	0.20	0.15	(0.05)
(1) Parts Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00
<b>(9) Total Staffing (fte)</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.20</b>	<b>9.20</b>	<b>9.15</b>	<b>(0.05)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	566,068	609,274	669,255	636,080	636,859	724,228	14%
<b>Supplies</b>	788,845	839,331	1,105,920	1,065,571	1,240,138	868,518	-18%
<b>Services</b>	127,035	94,514	115,904	102,419	113,798	105,750	3%
<b>Other</b>	5,421	4,549	3,991	6,600	6,600	7,000	6%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	58	-	-	12,000	5,000	-	-100%
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>1,487,427</b>	<b>1,547,668</b>	<b>1,895,070</b>	<b>1,822,670</b>	<b>2,002,395</b>	<b>1,705,496</b>	<b>-6%</b>
<b>Expense by Fund:</b>							
<b>Fleet Services</b>	1,487,427	1,547,668	1,895,070	1,822,670	2,002,395	1,705,496	-6%
<b>Total Expense</b>	<b>1,487,427</b>	<b>1,547,668</b>	<b>1,895,070</b>	<b>1,822,670</b>	<b>2,002,395</b>	<b>1,705,496</b>	<b>-6%</b>

# 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Equip purchase/budgeted value	\$440,000	\$1,110,582	\$660,870	\$266,000
<b>Workload:</b>				
1. Equipment specs to write	1	6	11	6
2. # pieces of equip. to purchase	20	50	17	12
<b>Productivity:</b>				
1. Average purchase price/vehicle	\$22,000	\$22,212	\$38,875	\$22,166
<b>Effectiveness:</b>				
1. % budgeted items to bid	100%	100%	100%	100%
2. % bid items at or below budget	100%	100%	90%	100%

**Analysis:**

The Other category reflects the allowance for fleet depreciation. The Capital category reflects the purchase of 2 full-size SUVs (for the Public Works and Fire Departments) , one full size pickup for the Park and Recreation Department, two 15-passenger vans for the ML King Center, a mini-pickup for the Public Works Department, a backhoe with tamper for the Public Works Department and 6 roll-off containers for the public Works Department.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
No Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	-	-	-	-	-	-	---
Supplies	-	-	-	-	-	-	---
Services	-	1,995	-	-	-	-	---
Other	-	-	49,960	-	-	49,960	NEW
Programs	-	-	-	-	-	-	---
Capital	31,022	199,736	(13,633)	823,270	96,105	1,037,665	26%
Debt services	-	-	-	-	-	-	---
Transfers	515,004	285,000	56,292	-	-	-	---
Contingency	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>546,026</b>	<b>486,731</b>	<b>92,619</b>	<b>823,270</b>	<b>96,105</b>	<b>1,087,625</b>	<b>32%</b>
<b>Expense by Fund:</b>							
Gaming	515,004	285,000	56,292	-	-	-	---
Stormwater	-	-	-	-	-	-	---
Fleet Services	31,022	201,731	36,327	823,270	96,105	1,087,625	32%
<b>Total Expense</b>	<b>546,026</b>	<b>486,731</b>	<b>92,619</b>	<b>823,270</b>	<b>96,105</b>	<b>1,087,625</b>	<b>32%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Traffic signaled intersections	60	62	64	64
2. Warning lights	17	16	16	14
3. Street lights	1,103	1,204	1,204	1,204
4. Mobile radios	225	225	214	214
5. Buildings and facilities	17	16	16	16
<b>Workload:</b>				
1. Traffic signals maint. Hrs.	1,165	915	804	1,000
2. Street lights maint. Hrs.	652	1,011	1,000	1,200
3. Radios maint. Hrs.	392	1,082	249	400
4. Bldg/facility maint. Hrs.	2,196	1,576	2,508	2,000
<b>Productivity:</b>				
1. Avg cost per signaled intersection	\$ 1,650	\$ 1,052	\$ 934	\$ 1,100
2. Avg cost per street light	\$ 42	\$ 76	\$ 75	\$ 84
3. Avg cost per radio	\$ 86	\$ 270	\$ 98	\$ 100
4. Avg cost per bldg/facility	\$ 2,830	\$ 2,316	\$ 2,496	\$ 2,800
<b>Effectiveness:</b>				
1. Avg repair hours/intersection	5.2	14.8	12.6	10.0
2. Avg repair hours/light	0.4	0.8	0.8	0.8
3. Avg repair hours/radio	0.4	3.4	1.2	1.2
4. Avg repair hours/facility	48.0	145.0	148.0	150.0

**Analysis:**

There are no operational changes planned for this cost center in FY10. The Personnel category is lower due to a reallocation of labor hours between department activities. The Supplies category decreased due to a reduced need for street light maintenance supplies. The capital expenditures are for the first phase (\$200,000) of the replacement of the underground wiring for the 11th Street street lights and the addition of flashing red lights on top of some of the STOP signs at the intersections of the Rock Island Parkway with Ridgewood Road and 14th Street West (\$25,000).

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Lead Electrician	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Maint Electrician	2.00	2.00	2.00	2.00	2.00	1.00	(1.00)
(1) Maint Worker II	0.00	0.00	0.00	0.00	0.00	0.45	0.45
<b>(3) Total Staffing (fte)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.45</b>	<b>(0.55)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	220,448	230,282	237,409	241,792	241,792	193,819	-20%
<b>Supplies</b>	93,271	48,843	66,258	67,875	67,525	47,341	-30%
<b>Services</b>	365,384	343,036	352,380	345,401	347,701	338,195	-2%
<b>Other</b>	128	121	-	-	-	-	---
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	225,000	NEW
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>679,231</b>	<b>622,282</b>	<b>656,047</b>	<b>655,068</b>	<b>657,018</b>	<b>804,355</b>	<b>23%</b>
<b>Expense by Fund:</b>							
<b>General Fund</b>	679,231	622,282	656,047	655,068	657,018	579,355	-12%
<b>Motor Fuel Tax</b>	-	-	-	-	-	-	---
<b>Gaming</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	225,000	#DIV/0!
<b>GASB 34</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>679,231</b>	<b>622,282</b>	<b>656,047</b>	<b>655,068</b>	<b>657,018</b>	<b>804,355</b>	<b>23%</b>

## Centennial Bridge

### Program Description:

The Rock Island Centennial Bridge crosses the Mississippi River connecting Rock Island, Illinois and Davenport, Iowa. The states of Illinois and Iowa agreed to accept ownership of the bridge provided it was toll free and approximately \$12,000,000 worth of improvements to the approaches were completed. The improvements had to be entirely paid for with toll reserves. Tolls were removed May 2, 2003. The transfer of ownership was completed June 30, 2005.

### Program Objectives:

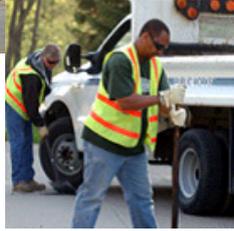
- This cost center has been discontinued.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Toll revenue	N/A	N/A	N/A	N/A
2. Operating expense & debt service	N/A	N/A	N/A	N/A
3. Traffic count	N/A	N/A	N/A	N/A
4. Bridge Commission meetings	N/A	N/A	N/A	N/A
<b>Workload:</b>				
1. Tolls collected/token sales	N/A	N/A	N/A	N/A
2. Operating expense & debt service	N/A	N/A	N/A	N/A
3. Traffic count	N/A	N/A	N/A	N/A
4. Reports to Bridge Commission	N/A	N/A	N/A	N/A
<b>Productivity:</b>				
1. Avg toll per vehicle	N/A	N/A	N/A	N/A
2. Cost of operations/debt per vehicle	N/A	N/A	N/A	N/A
<b>Effectiveness:</b>				
1. % of objectives completed	N/A	N/A	N/A	N/A

**Analysis:**

Ownership of the bridge was successfully transferred to the State of Illinois and the State of Iowa on June 30, 2005.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Bridge Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Office Clerk	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Toll Supervisor	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Toll Attendants	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Maintenance Wkr	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	-	-	-	-	-	-	---
Supplies	-	-	-	-	-	-	---
Services	18,937	-	-	-	-	-	---
Other	-	-	-	-	-	-	---
Programs	-	-	-	-	-	-	---
Capital	396,786	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	952,385	-	-	-	-	-	---
Contingency	30,925,105	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>32,293,213</b>	-	-	-	-	-	---
<b>Expense by Fund:</b>							
Bridge Fund	32,291,783	-	-	-	-	-	---
GASB 34	1,430	-	-	-	-	-	---
<b>Total Expense</b>	<b>32,293,213</b>	-	-	-	-	-	---



# 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.

Develop and market income-producing programs to remain competitive at both the metropolitan and regional levels.

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 Rock Island Renaissance 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.

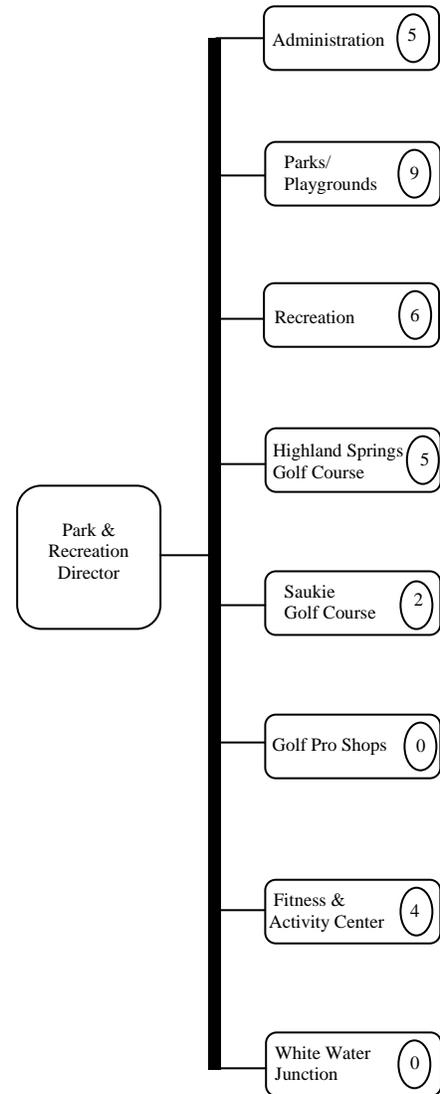
Continue to support and enhance pedestrian/bicycle trails in the City of Rock Island.

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 27 separate 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), and various playgrounds and neighborhood parks. Recreational programming is provided by professional staff supplemented by over one hundred part time, seasonal, and volunteer workers.

The department is staffed by 29 full time employees, 58 part time regular employees, and approximately 165 seasonal recreation and maintenance workers. Functions are divided into four Divisions: Administration, Parks, Revenue Facilities, and Recreation. Four managers and six supervisors assist the Director in providing services to residents and visitors.

The Park Division will work with Public Works to micro seal parking lots at Lincoln and Hodge Parks. A new playground will be installed at Hasselroth Park. This Division will also oversee the renovation of Whitewater Junction, RIFAC, and assistance in the construction of Armory Park. The Park Division has the responsibility for the maintenance of the bike trail, the repair of playgrounds, as well as regular day-to-day maintenance responsibilities.

The Recreation Division oversees portions of RIFAC, Hauberg Center, and the individual Recreation Programs. The Sports Recreation Program Manager has responsibility for overseeing sports and camp outreach programs, and the Community Program Manager oversees Hauberg, Recreational Programming, Arts Programming, School Outreach, Special Events, and Public Information.

The Recreation Division continues to concentrate on programs that are successful and building on those offerings. The Administrative staff will continue to work with affinity groups and neighborhoods to develop programs. Hauberg ball field will open this summer with additional parking being added.

The Revenue Facilities that include Golf, RIFAC, and Whitewater are expected to operate from fees generated. Golf continues in a drop in play nationwide. Gas prices continue to take rounds of golf away from players who golfed two or three times a week. Staff has been very aggressive in offering coupons and specials that encourage golf play.

At RIFAC class revenues continue to stay strong with a lack of classroom and gym space being the limiting factor. Design for expansion at RIFAC is currently underway with expected construction beginning this summer.

Whitewater Junction continues with what we feel is a "normal" year with a little over 39,000 attending. Included in the budget is expansion of the parking lot and a new attraction. The design is currently underway, and completion is expected mid summer.

The mission of the Park and Recreation Department is to provide quality recreational facilities, programs, and benefits that appeal to a wide range of citizens and promote pride in our community.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Parks & Rec Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst Parks & Rec Dir	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Program Supv	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Bookkeeper/OM	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) Admin. Assistant	1.00	2.00	2.00	2.00	2.00	2.00	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	0.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Park Maint Workers	4.00	4.00	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
(3) Golf Maint	3.00	3.00	3.00	3.00	3.00	3.00	0.00
(1) Clubhouse Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) RIFAC Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) RIFAC Asst Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Hauberg Director	0.80	0.67	0.70	0.70	0.70	0.70	0.00
(1) Hauberg Maint	0.80	0.65	0.65	0.65	0.65	0.65	0.00
(1) RIFAC Secretary	1.00	1.00	1.00	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
Seasonal (164)	35.58	40.49	38.60	38.85	38.78	38.09	(0.76)
Part Time (63)	16.68	14.73	17.05	17.96	18.05	18.28	0.32
<b>(31) Total Staffing (fte)</b>	<b>79.86</b>	<b>84.54</b>	<b>86.00</b>	<b>87.16</b>	<b>87.18</b>	<b>86.72</b>	<b>(0.44)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	2,349,797	2,379,038	2,580,587	2,718,478	2,718,478	2,872,647	6%
<b>Supplies</b>	920,744	811,445	815,934	898,835	898,835	923,984	3%
<b>Services</b>	1,234,842	1,142,090	1,180,791	1,585,361	1,545,244	1,552,677	-2%
<b>Other</b>	31,992	146,314	31,925	45,705	45,705	44,933	-2%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	117,829	20,027	34,722	852,950	202,768	14,687,295	1622%
<b>Debt service</b>	47,481	45,252	43,646	112,588	112,588	547,823	387%
<b>Transfers</b>	232,008	656,928	236,004	216,550	183,250	334,896	55%
<b>Contingency</b>	624,440	615,939	582,687	620,099	620,099	581,701	-6%
<b>Total Department</b>	<b>5,559,133</b>	<b>5,817,033</b>	<b>5,506,296</b>	<b>7,050,566</b>	<b>6,326,967</b>	<b>21,545,956</b>	<b>206%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	125,004	405,240	140,004	85,000	85,000	85,000	0%
<b>Cap Improv</b>	-	155,688	-	-	86,701	9,968,899	NEW
<b>Debt Service</b>	-	-	-	-	-	439,771	NEW
<b>Parks &amp; Rec</b>	5,434,129	5,256,105	5,362,614	6,941,708	6,131,408	11,039,811	59%
<b>Fleet Services</b>	-	-	3,678	23,858	23,858	12,475	-48%
<b>Total Expense</b>	<b>5,559,133</b>	<b>5,817,033</b>	<b>5,506,296</b>	<b>7,050,566</b>	<b>6,326,967</b>	<b>21,545,956</b>	<b>206%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized employees	28	29	29	29
2. Department budget	\$ 5,810,362	\$ 5,506,296	\$ 6,262,266	\$ 18,106,490
3. Mandated projects identified	\$ 470,000	\$ 10,250	\$ 15,260	\$ 450,000
4. Capital dollars budgeted	\$ 20,027	\$ 34,722	\$ 852,950	\$ 11,723,796
<b>Workload:</b>				
1. Mandated projects budgeted	2	2	2	4
2. Capital projects budgeted	6	6	4	4
3. Special task projects processed	9	5	8	8
<b>Productivity:</b>				
1. Avg cost per mandated project	\$ 192,000	\$ 5,125	\$ 7,630	\$ 112,500
2. Avg cost per capital project	\$ 29,457	\$ 5,787	\$ 213,237	\$ 2,930,949
<b>Effectiveness:</b>				
1. Dept value per capita	\$ 164.00	\$ 179.00	\$ 179.00	\$ 452.66
2. Bdgtd mandated proj completed	80.0%	50.0%	50.0%	100.0%
3. Capital cost per capita	\$ 37.47	\$ 30.24	\$ 21.32	\$ 293.09
4. Property tax per capita	\$ 37.02	\$ 38.83	\$ 42.47	\$ 42.50

**Analysis:**

Park and Recreation Administration will oversee or be intimately involved with expansions at Whitewater Junction, RIFAC, and Armory Park. We will also supervise the preliminary design for Old Chicago Park and Douglas Park. Park and Recreation Administration 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, and other responsibilities as needed. The Administration Staff will administer the Program Assistance Applications for the Park Board and administer Park and Recreation policy as determined by the Park and Recreation Board.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Parks/Rec Director	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Asst Parks/Rec Director	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
(2) Admin. Assistants	1.00	1.25	1.25	1.25	1.25	1.25	0.00
Seasonal	0.03	0.00	0.00	0.00	0.00	0.00	0.00
<b>(5) Total Staffing (fte)</b>	<b>3.28</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	217,829	221,950	271,408	230,803	230,803	253,519	10%
<b>Supplies</b>	3,944	3,347	3,687	4,865	4,865	5,510	13%
<b>Services</b>	70,671	75,014	73,366	75,186	75,186	71,988	-4%
<b>Other</b>	2,296	2,574	2,280	3,065	3,065	3,290	7%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	86,004	75,000	75,000	77,250	77,250	80,147	4%
<b>Contingency</b>	248,899	243,583	202,405	248,608	248,608	202,006	-19%
<b>Total Cost Center</b>	<b>629,643</b>	<b>621,468</b>	<b>628,146</b>	<b>639,777</b>	<b>639,777</b>	<b>616,460</b>	<b>-4%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	629,643	621,468	628,146	639,777	639,777	616,460	-4%
<b>Total Expense</b>	<b>629,643</b>	<b>621,468</b>	<b>628,146</b>	<b>639,777</b>	<b>639,777</b>	<b>616,460</b>	<b>-4%</b>

## 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, April through September, and as needed before and after those dates.
- 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 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.

Service Indicators:	Actual 2006/07	Actual 2007/08	Estimated 2008/09	Proposed 2009/10
<b>Demand:</b>				
1. Park acres maintained	296	296	296	296
2. Playgrounds maintained	23	23	23	23
3. Buildings maintained	52	52	52	52
4. Landscape features maintained	100	100	100	100
<b>Workload:</b>				
1. Park acres mowed	210	210	210	210
2. Playgrounds to be upgraded	1	1	1	1
3. Buildings scheduled for maintenance	3	2	4	2
4. Landscape features to be improved	47	20	15	10
<b>Productivity:</b>				
1. Cost per acre mowed (labor\$/acre)	\$ 4.29	\$ 4.32	\$ 4.35	\$ 4.39
2. Playground upgrades completed	1	1	1	1
3. Building maintenance completed	9	2	4	2
4. Landscape features improved	20	20	10	10
<b>Effectiveness:</b>				
1. Park acres mowed	100%	100%	100%	100%
2. Playgrounds upgraded	50%	100%	100%	100%
3. Buildings maintained	80%	100%	100%	100%
4. Landscape features improved	100%	100%	75%	100%

**Analysis:**

Parks holds the expense for operations for the Armory Park Project that will be under construction this year. Parks also holds some funding for the Botanical Center. Projects include funds for micro sealing parking at Hauberg, Lincoln, Sunset, and Longview that were carried over because of last year's storms. Design is underway for additional parking at Hauberg for the softball field. Parks will continue to improve the landscape areas in several TIF Districts as well as the Downtown. Parks also provides small engine repair for Public Works.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Seasonal (25)	5.08	5.86	5.87	6.12	5.75	4.97	(1.15)
Part Time (4)	1.38	3.17	3.36	4.04	4.04	4.04	0.00
(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	1.00	0.00
(1) Chief Hort	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(5) Maint Worker	3.00	4.00	5.00	5.00	5.00	5.00	0.00
<b>(9) Total Staffing (fte)</b>	<b>13.46</b>	<b>17.03</b>	<b>18.23</b>	<b>19.16</b>	<b>18.79</b>	<b>18.01</b>	<b>(1.15)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	476,060	531,744	578,006	661,309	661,309	688,727	4%
<b>Supplies</b>	160,838	149,292	142,684	167,760	167,760	183,210	9%
<b>Services</b>	165,737	154,027	168,826	401,471	361,354	441,617	10%
<b>Other</b>	487	1,089	427	825	825	825	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	67,574	5,957	18,592	417,500	147,318	10,652,295	2451%
<b>Debt service</b>	-	-	-	-	-	439,771	NEW
<b>Transfers</b>	-	360,936	-	33,300	-	132,300	297%
<b>Contingency</b>	-	-	4,520	-	-	4,519	NEW
<b>Total Cost Center</b>	<b>870,696</b>	<b>1,203,045</b>	<b>913,055</b>	<b>1,682,165</b>	<b>1,338,566</b>	<b>12,543,264</b>	<b>646%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	335,244	-	-	-	-	---
<b>Capital</b>	-	25,692	-	-	86,701	9,968,899	NEW
<b>Debt Service</b>	-	-	-	-	-	439,771	NEW
<b>WW Oper./Maint.</b>	-	-	-	-	-	-	---
<b>Parks &amp; Rec</b>	870,696	842,109	909,377	1,658,307	1,228,007	2,122,119	28%
<b>Fleet Services</b>	-	-	3,678	23,858	23,858	12,475	-48%
<b>Total Expense</b>	<b>870,696</b>	<b>1,203,045</b>	<b>913,055</b>	<b>1,682,165</b>	<b>1,338,566</b>	<b>12,543,264</b>	<b>646%</b>

## Recreation Programs

### Program Description:

The Recreation Programs Budget is divided into 5 different divisions; general recreation , Hauberg Civic Center, Sports Complex, Summer Day Camp, and School Site Programs. These individual divisions and 2 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 and increased recreational programming will continue to be the key emphasis of this division, with increased recreational programming opportunities, maintaining a quality summer day camp and school break program, 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 maintain the number of rentals/user groups and continue tours and programming at Hauberg Civic Center
- To continue the number of registered softball teams from the previous year.
- To continue to provide a recreational Day Camp for 6-12 year olds and achieve a daily average of 60- participants per day during the summer months while schools out of session.
- To provide a quality summer recreational program in cooperation with the Rock Island/Milan School District and Church of Peace reaching a minimum of 390 students throughout the seven week program.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. # of recreational activities	221	221	287	293
2. # of Hauberg rentals/user groups	499	488	430	445
3. # of Hauberg tours	216	222	214	216
4. # of adult softball sport teams available	138	150	150	150
5. # of day camp registration spots	2,400	5,000	4,000	4,000
6. # of summer rec participant spots	405	390	406	405
<b>Workload:</b>				
1. # of registered rec prog participants	3,691	3,423	3,670	3,744
2. # of visitors from tours	1,014	1,086	1,087	1,109
3. # of registered softball teams	137	166	174	174
4. # of day camp participants	1,905	2,212	2,900	2,900
5. # of summer rec prog participants	405	326	406	405
<b>Productivity:</b>				
1. Total paid participants	7,240	7,301	8,252	8,327
2. Avg revenue per participant	\$ 48.79	\$ 36.28	\$ 35.95	\$ 36.34
3. Programs without recovery costs	13	13	13	13
4. Community & Special Event attendance	24,650	26,500	27,000	27,000
<b>Effectiveness:</b>				
1. # of cancelled activities	10	7	20	15
2. Program value per capita	\$ 18.60	\$ 18.19	\$ 23.92	\$ 23.05
3. Property tax per capita	\$ 18.63	\$ 20.38	\$ 21.41	\$ 21.42

**Analysis:**

The recreation staff continues to work with community businesses, the school district and local associations to provide programs and services to participants at a fair price, comparable to other cities and businesses in the community.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Asst Park & Rec Dir	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(2) Recreation Supv	2.00	2.00	2.00	2.00	2.00	2.00	0.00
(1) Hauberg Director	0.80	0.67	0.70	0.70	0.70	0.70	0.00
Secretary	0.00	0.25	0.25	0.25	0.25	0.25	0.00
(1) Hauberg Hsekpg	0.80	0.65	0.65	0.65	0.65	0.65	0.00
Seas/PT (72)	11.75	10.65	10.54	10.78	10.40	10.03	(0.75)
(2) Rec Maint	2.00	2.00	2.00	2.00	2.00	2.00	0.00
<b>(6) Total Staffing (fte)</b>	<b>17.60</b>	<b>16.47</b>	<b>16.39</b>	<b>16.63</b>	<b>16.25</b>	<b>15.88</b>	<b>(0.75)</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	397,659	401,397	409,117	497,339	497,339	499,356	0%
<b>Supplies</b>	87,400	88,686	92,451	115,833	115,833	133,583	15%
<b>Services</b>	183,564	184,676	208,830	299,326	299,326	258,802	-14%
<b>Other</b>	9,328	10,502	10,924	18,910	18,910	19,060	1%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	9,000	9,000	69,000	9,000	9,000	17,449	94%
<b>Contingency</b>	81	-	(119)	-	-	-	---
<b>Total Cost Center</b>	<b>687,032</b>	<b>694,261</b>	<b>790,203</b>	<b>940,408</b>	<b>940,408</b>	<b>928,250</b>	<b>-1%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	-	60,000	-	-	-	---
<b>Park &amp; Rec</b>	687,032	694,261	730,203	940,408	940,408	928,250	-1%
<b>Total Expense</b>	<b>687,032</b>	<b>694,261</b>	<b>790,203</b>	<b>940,408</b>	<b>940,408</b>	<b>928,250</b>	<b>-1%</b>

## 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Total attendance anticipated	45,045	40,826	40,390	40,400
2. Memberships	317	272	270	275
3. Punch passes	111	103	82	90
4. Special events	3	3	3	3
5. Rentals available	32	32	32	32
<b>Workload:</b>				
1. Paid attendance received	33,095	29,839	29,222	29,500
2. Membership scans	10,496	10,270	10,064	10,100
3. Free/promotional attendance	1,454	717	1,104	800
<b>Productivity:</b>				
1. Cost per attendee	\$ 9.76	\$ 10.32	\$ 13.86	\$ 23.87
2. Concession per attendee	\$ 1.73	\$ 1.75	\$ 1.83	\$ 1.83
<b>Effectiveness:</b>				
1. Paid attendance	\$ 238,201.00	\$ 241,630.00	\$ 249,533.00	\$ 250,060.00
2. Memberships	428	375	352	365
3. Concessions	\$ 75,301.00	\$ 71,565.00	\$ 73,908.00	\$ 74,000.00
4. Special events completed	3	3	3	3

**Analysis:**

We are entering our 7th year of operation. Staff is currently working with the architects to add a splash play area for younger family members. This budget includes the addition of an overflow lot and the construction costs of a spray playground area. A portion of the RIFAC Assistant Manager is now included at Whitewater.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Seasonal (28)	7.35	8.06	8.00	8.00	8.20	8.32	0.32
Asst Mgr (.25)	0.00	0.00	0.00	0.25	0.25	0.25	0.00
<b>(0) Total Staffing (fte)</b>	<b>7.35</b>	<b>8.06</b>	<b>8.00</b>	<b>8.25</b>	<b>8.45</b>	<b>8.57</b>	<b>0.32</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	127,138	139,139	125,988	155,673	155,673	151,821	-2%
<b>Supplies</b>	62,848	74,064	64,505	60,300	60,300	70,925	18%
<b>Services</b>	54,206	50,732	53,846	64,025	64,025	75,367	18%
<b>Other</b>	395	370	70	170	170	170	0%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	380,000	-	420,000	11%
<b>Debt service</b>	35,975	38,430	39,620	112,588	112,588	108,052	-4%
<b>Transfers</b>	87,000	211,992	92,004	97,000	97,000	97,000	0%
<b>Contingency</b>	125,070	125,057	125,310	125,011	125,011	125,011	0%
<b>Total Cost Center</b>	<b>492,632</b>	<b>639,784</b>	<b>501,343</b>	<b>994,767</b>	<b>614,767</b>	<b>1,048,346</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	75,000	69,996	80,004	85,000	85,000	85,000	0%
<b>Capital</b>	-	129,996	-	-	-	-	---
<b>Parks &amp; Rec</b>	417,632	439,792	421,339	909,767	529,767	963,346	6%
<b>Total Expense</b>	<b>492,632</b>	<b>639,784</b>	<b>501,343</b>	<b>994,767</b>	<b>614,767</b>	<b>1,048,346</b>	<b>5%</b>

# Highland Springs Golf Course

## Program Description:

Highland Springs is a full service course stretching 5,930 yards from the forward tees and 6,800 yards from the back 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 providing quality golf. Other amenities include a Driving Range, Pro Shop, Beverage Cart, GPS cart location and Snack Bar with beer sales.

## 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.
- Review current services and explore potential programming to enhance use by our customers and encourage new customers.
- 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 to target specific player groups.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
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	66	45	59	65
4. Acres to maintain	200	200	200	200
<b>Workload:</b>				
1. Rounds played	29,152	27,699	24,000	27,000
2. Range tokens sold	10,250	10,600	11,300	11,000
3. League/outing rounds played	3,341	2,966	2,951	3,500
4. Maintenance projects completed	9	5	5	3
<b>Productivity:</b>				
1. Income per round (gross)	\$29.23	\$29.49	\$29.20	\$29.09
2. Clubhouse cost per round	\$11.99	\$11.88	\$12.92	\$10.60
3. Maint cost per round	\$15.49	\$18.49	\$23.08	\$21.75
4. Maint cost per hole	\$25,090	\$28,449	\$30,778	\$32,627
<b>Effectiveness:</b>				
1. Revenue exceeding expenditures	\$ 33,307.00	\$ (12,311.00)	\$ (4,940.00)	\$ (24,930.00)
2. Usage increased (decreased)	(3,266)	(1,453)	(3,699)	3,000

**Analysis:**

Pass sales have dropped slightly with a total of 21% of play coming from memberships. All of the area courses have experienced a drop in play over the past few years. Our rounds have slipped slightly this past year with the increase in gas prices. Included in the current budget is the cost for "hard surfacing" the cart path trails on hillsides to prevent erosion. These will be installed this spring and summer.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) 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
Secretary	0.00	0.25	0.25	0.25	0.25	0.25	0.00
Seas/Greens (14)	4.33	4.59	4.59	4.59	4.59	4.59	0.00
PT/Greens (2)	0.00	0.96	0.96	0.96	0.96	0.96	0.00
Seas/Clbhse (16)	4.84	4.40	4.40	4.36	4.36	4.36	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
PT/Clbhse	0.51	0.00	0.00	0.00	0.00	0.00	0.00
Assist Park/Rec Dir	0.25	0.25	0.25	0.25	0.25	0.25	0.00
<b>(5) Total Staffing (fte)</b>	<b>13.93</b>	<b>14.45</b>	<b>14.45</b>	<b>14.41</b>	<b>14.41</b>	<b>14.41</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	422,174	369,781	420,792	434,995	434,995	468,247	8%
Supplies	317,479	211,175	226,737	261,887	261,887	236,628	-10%
Services	311,313	195,673	140,223	212,408	212,408	149,912	-29%
Other	3,087	2,581	2,636	3,093	3,093	3,443	11%
Programs	-	-	-	-	-	-	---
Capital	14,248	6,070	15,130	41,450	41,450	-	-100%
Debt service	-	-	-	-	-	-	---
Transfers	50,004	-	-	-	-	4,000	NEW
Contingency	34,353	33,862	36,529	33,864	33,864	36,494	8%
<b>Total Cost Center</b>	<b>1,152,658</b>	<b>819,142</b>	<b>842,047</b>	<b>987,697</b>	<b>987,697</b>	<b>898,724</b>	<b>-9%</b>
<b>Expense by Fund:</b>							
Gaming	50,004	-	-	-	-	-	---
Parks & Rec	1,102,654	819,142	842,047	987,697	987,697	898,724	-9%
<b>Total Expense</b>	<b>1,152,658</b>	<b>819,142</b>	<b>842,047</b>	<b>987,697</b>	<b>987,697</b>	<b>898,724</b>	<b>-9%</b>

## 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 is a leased property that will eventually become a city property. It is a well maintained course with the target groups consisting of Seniors, Women, Youth and new golfers. It does receive a good deal of play during the week among traditional golfers who have less time to play and like the convenience of the course in town.

### Program Objectives:

- Build a larger customer base by continuing to target market potential customers with incentives and promote slower 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 design special programs for beginners, families, and junior players with assistance from golf grant programs.
- Continue the high state of conditioning and maintain Saukie's reputation as a beautifully kept golf course.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Tee time available	52,920	52,920	52,920	52,920
2. League/outings scheduled	32	22	26	30
3. Acres to maintain	125	125	125	125
<b>Workload:</b>				
1. Rounds played	29,864	27,203	24,000	28,000
2. League/outings played	32	22	26	30
3. Improvement projects completed	4	4	2	-
<b>Productivity:</b>				
1. Income per round played (gross)	\$ 18.64	\$ 20.46	\$ 23.42	\$20.81
2. Maintenance cost per round	\$ 12.71	\$ 13.95	\$ 16.67	\$ 15.00
3. Maintenance cost per hole	\$ 21,081	\$ 21,081	\$ 22,222	\$ 23,326
<b>Effectiveness:</b>				
1. Revenue exceeding Expenditures	\$ (122,603.00)	\$ (118,098.00)	\$ (72,491.00)	\$ (144,795.00)
2. Usage increase (decrease)	(4,685)	(2,661)	(3,203)	5,800
3. Concession increase (decrease)	\$ 8,740.00	\$ 11,275.00	\$ 5,315.00	\$ (2,310.00)

**Analysis:**

Pass play continues to make up about 21% of the rounds played and the revenue is shared 50/50 between Highland & Saukie. Minimum wage increases have had the greatest effect our operations requiring us to look for ways to be cost effective. The Board has reviewed current trends and did increase fees for daily fees and pass holders. This year we will hard surface hillside cart paths to stop erosion from rain. The sale of alcohol at the course has improved concession sales, and brought us some new customers. Saukie continues to carry the lease payment to the trust.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
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
PT Maint	1.32	0.67	0.00	0.00	0.00	0.00	0.00
(1) Greenskpr/Spray Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Seas/Clbhse (16)	4.12	3.95	3.95	3.99	3.99	3.99	0.00
Seas/Greens (7)	1.67	2.72	3.29	3.29	3.29	3.29	0.00
<b>(2) Total Staffing (fte)</b>	<b>10.11</b>	<b>10.34</b>	<b>10.24</b>	<b>10.28</b>	<b>10.28</b>	<b>10.28</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	294,256	306,283	324,360	326,132	326,132	340,664	4%
<b>Supplies</b>	134,941	159,889	130,891	148,610	148,610	151,648	2%
<b>Services</b>	164,690	165,185	182,994	190,310	190,310	174,110	-9%
<b>Other</b>	12,769	14,877	13,689	16,075	16,075	14,365	-11%
<b>Programs</b>							---
<b>Capital</b>	36,007	8,000	1,000	13,000	13,000	15,000	15%
<b>Debt service</b>							---
<b>Transfers</b>	-	-	-	-	-	4,000	NEW
<b>Contingency</b>	26,586	25,784	27,620	26,563	26,563	27,618	4%
<b>Total Cost Center</b>	<b>669,249</b>	<b>680,018</b>	<b>680,554</b>	<b>720,690</b>	<b>720,690</b>	<b>727,405</b>	<b>1%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	669,249	680,018	680,554	720,690	720,690	727,405	1%
<b>Total Expense</b>	<b>669,249</b>	<b>680,018</b>	<b>680,554</b>	<b>720,690</b>	<b>720,690</b>	<b>727,405</b>	<b>1%</b>

## 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 is a full service shop that carries clubs, bags, golf related soft goods, in addition to club fitting and special orders. Saukie is intended to provide basic support items and host the holiday sales event. The Pro Shop covers the cost of merchandise and direct personnel 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Vendors represented	21	18	19	20
2. Shopping hours available	5,360	5,360	5,360	5,360
<b>Workload:</b>				
1. Number of locations	2	2	2	2
2. Special sales	2	2	2	2
<b>Productivity:</b>				
1. Monies spent per round	\$1.40	\$1.26	\$1.35	\$1.42
2. Gross sales	\$82,806	\$69,176	\$70,000	\$75,000
3. Cost of Goods (inventory)	\$55,662	\$47,653	\$44,000	\$46,000
<b>Effectiveness:</b>				
1. Sales vs. goods cost	\$ 27,114.00	\$ 21,523.00	\$ 26,000.00	\$ 29,000.00

**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. However, club fitting and special orders continue to be a basic service. The Pro Shop also provides demo days and some special events.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Seasonal (1)	0.57	0.26	0.26	0.26	0.26	0.26	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.57</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.26</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	7,942	234	107	4,867	4,867	5,383	11%
<b>Supplies</b>	79,608	54,545	68,985	49,600	49,600	57,000	15%
<b>Services</b>	4,014	1,891	2,898	3,400	3,400	3,400	0%
<b>Other</b>	2,003	908	1,140	2,630	2,630	2,380	-10%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>93,567</b>	<b>57,578</b>	<b>73,130</b>	<b>60,497</b>	<b>60,497</b>	<b>68,163</b>	<b>13%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	93,567	57,578	73,130	60,497	60,497	68,163	13%
<b>Total Expense</b>	<b>93,567</b>	<b>57,578</b>	<b>73,130</b>	<b>60,497</b>	<b>60,497</b>	<b>68,163</b>	<b>13%</b>

## 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. This recreational facility provides physical, social, environmental and economical 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 outlets.
- Promote pool usage through Learn-To-Swim/Aquatic programs and open/lap swimming periods.
- Increase programming, program participation and net revenue in special interest income.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
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
<b>Workload:</b>				
1. Memberships sold	2,596	2,614	2,650	2,650
2. Facility rental schedule	261	278	280	285
3. Pool & pool program users	56,501	45,791	49,000	49,000
<b>Productivity:</b>				
1. Operating cost per membership	\$ 424.40	\$ 412.32	\$ 296.24	\$ 416.20
2. Operating cost per facility hour	\$ 206.80	\$ 243.85	\$ 177.61	\$ 290.00
3. Operating cost per pool hour	\$ 17.95	\$ 19.15	\$ 17.74	\$ 19.29
<b>Effectiveness:</b>				
1. Revenue exceeding expenditures	\$ 315,882.00	\$ (17,560.00)	\$ 109,925.00	\$ (1,060,749.00)
2. Memberships available	1,204	1,186	1,150	1,150
3. Facility rentals available	39	22	20	15
4. Membership increase(decrease)	(152)	18	36	-

**Analysis:**

RIFAC has held membership and has a slight increase due to marketing and new program offerings. We continue to be aggressive in our marketing with video and print media with a goal of 3,000 memberships. Blueprints for the expansion of the center including a gym, classrooms, administrative offices, whirlpool and pool deck is currently underway, and construction will begin this summer.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Asst Park & Rec Dir.	0.25	0.25	0.25	0.25	0.25	0.25	0.00
(1) RIFAC Mgr	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(1) Secretary/Recept	1.00	1.25	1.25	1.25	1.25	1.25	0.00
(1) RIFAC Asst 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
PT/Preschool (4)	1.57	1.60	1.60	1.60	1.70	1.75	0.15
PT/Other (32)	7.74	8.33	8.83	8.83	9.10	9.80	0.97
<b>(4) Total Staffing (fte)</b>	<b>13.56</b>	<b>14.43</b>	<b>14.93</b>	<b>14.68</b>	<b>15.05</b>	<b>15.80</b>	<b>1.12</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	406,739	408,510	450,809	407,360	407,360	464,930	14%
<b>Supplies</b>	73,686	70,447	85,994	89,980	89,980	85,080	-5%
<b>Services</b>	280,647	314,892	349,808	339,235	339,235	377,481	11%
<b>Other</b>	1,627	113,413	759	937	937	1,400	49%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	1,000	1,000	3,600,400	359940%
<b>Debt service</b>	11,506	6,822	4,026	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	189,451	187,653	186,422	186,053	186,053	186,053	0%
<b>Total Cost Center</b>	<b>963,656</b>	<b>1,101,737</b>	<b>1,077,818</b>	<b>1,024,565</b>	<b>1,024,565</b>	<b>4,715,344</b>	<b>360%</b>
<b>Expense by Fund:</b>							
<b>Parks &amp; Rec</b>	963,656	1,101,737	1,077,818	1,024,565	1,024,565	4,715,344	360%
<b>Total Expense</b>	<b>963,656</b>	<b>1,101,737</b>	<b>1,077,818</b>	<b>1,024,565</b>	<b>1,024,565</b>	<b>4,715,344</b>	<b>360%</b>



# RI

## 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.

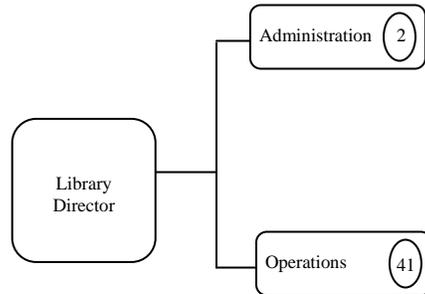
Maintain the Library's sound organizational and physical structure.

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 Information Services, Circulation, Children's Services and Branches manage the Library. The Department is staffed by 43 staff members working 31.33 fte's.

The Main Library, located in downtown Rock Island, is the primary research center. The large reference collection includes local and national newspapers on microfilm, local history materials and specialized research tools in both print and electronic formats. The Main Library also provides the largest circulation collection of fiction and nonfiction titles in a variety of formats, including tape, video, CD-ROM and DVD. Administration is also housed at the Main Library. Information Services is responsible for selecting new materials for purchase as well as researching information requests from the public, whether in person, by phone or e-mail. This division also handles all the acquisition, cataloging and processing of all new materials purchased for the library. Circulation Services manages inventory control for loaned materials, including interlibrary loan, issuing new cards and managing over dues and fines. Children's Services maintains a specialized collection geared to children, parents, teachers and caregivers. This division also conducts a full range of outreach programming for children from toddlers to early adolescence: summer reading programs, school visits, story times and special-interest programs.

Branch Services is comprised of the 30/31 and Southwest Branches. The branches serve as popular reading centers, doorways to learning and homework centers. All of the core services are provided at the Branches, although sometimes in reduced form due to space constraints. The 30/31 Branch was renovated and expanded in 1999. It is a popular reading and homework center with emphasis on children's services and resources for youth. This Branch also houses the Friends of the Library bookshop. In FY04/05 \$12,000 profit from this shop purchased books, equipment and programming services for the Library. The service hours for 30/31 were expanded significantly after the renovation to meet public demand. It was open 16 hours/week in 1998, 40 hours/week in 1999 and 60 hours/week in 2001. This branch has proven to be very popular with the public and is extensively used.

The Southwest Library was expanded and renovated in 2000 adding significant floor space and parking. The Southwest Branch is also the primary library facility used by patrons of the Milan-Blackhawk Area Library District (MBHALD), which contracts with Rock Island Public Library for service. This contract underwrites 100% of the operating expense of the Southwest Branch. As with 30/31, the Southwest Branch has proven immensely popular with the public. Its operating hours were increased to 56.5 hours/week this year.

The Rock Island Public Library Foundation typically distributes \$20,000 to \$25,000 per year, depending on investment performance. A portion of the distribution is restricted, i.e. to be spent for specific purposes stipulated by donors. The Foundation Board distributions to the Library are in grants that support non-operating needs such as equipment and programming support.

**FY 08/09 Overview**

- Construction was completed on the south entrance canopy project at Main.
- The aging chiller system at Main will be replaced in early spring 2009.
- A survey of library users was conducted to determine patrons' needs.
- The Library's budget was cut by \$65,500 to help offset unexpected demands on the city's General Fund. Cost saving measures reduced the Library's budget by 11% overall.
- Patron demand increased at Main and the 30/31 and Southwest branches.

### **FY 09/10 Changes**

- Personnel: Supervision of Reference and Technical Services was divided through a promotion. A clerical position was increased by 8 hours and an additional part-time (minimum wage) page position was added to handle book processing and shelving. A service contract for cataloging and processing was cancelled in 2004, to date saving \$237,000. All that work was brought in-house with no additional staff. The cost of the reorganization is estimated at \$14,660.
- Supplies: Costs were reduced sharply in all cost centers.
- Services: Services had already been cut but were reduced as much as possible.
- Other: This is the category for library materials: books, magazines, electronic resources, etc. There is a very slight—1%--increase to help meet increased patron demand.
- Capital: The only capital expenditure, \$18,000, is funded by the Library Foundation to replace the public computer time management system.
- Transfers: Transfers were limited to \$44,882 for IT equipment and support.
- Contingency: The Contingency fund was eliminated as a cost-saving measure.
- Revenues: Fines and fees were increased for a projected gain of \$36,700. These include overdue fines, photocopier and printing fees and charges for use of the Community Rooms and equipment.

### **FY 09/10 Projects and Issues**

- Train for and implement the AquaBrowser upgrade to the PrairieCat shared library catalog and circulation system
- Train for and implement GEMS, the city's new financial management system
- Analyze programs provided for the public, targeting them more precisely for effectiveness and based on the user survey results
- Install, implement and instruct the public in the use of the new computer time management system
- Expand cross-training to meet increasing service demands
- Expand holdings of subscription databases for remote access, available to Rock Island cardholders only

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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	0.00	0.00	0.00	1.00	1.00	1.00
(1) Dir of Ref Svcs	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Dir Ref and TS	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(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
(4) Reference Librarian	4.00	4.00	4.00	4.00	4.00	4.00	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	1.00	1.00	1.00	0.00	0.00	(1.00)
(2) Technical Aide	0.98	0.98	0.98	0.98	0.98	1.18	0.20
(4) Circulation Rep.	4.00	4.00	4.00	4.00	4.00	4.00	0.00
(1) Branch Manager	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	3.75	3.75	3.75	3.75	4.25	0.50
(1) Security Page	0.40	0.40	0.40	0.40	0.40	0.40	0.00
(1) Pub/Outrch Liaison	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(1) Computer Tech.	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(9) CR/Branch Aide	4.50	4.50	4.50	5.00	5.00	5.00	0.00
<b>(43) Total Staffing (fte)</b>	<b>30.13</b>	<b>30.13</b>	<b>30.13</b>	<b>30.63</b>	<b>30.63</b>	<b>31.33</b>	<b>0.70</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	1,214,708	1,263,023	1,301,699	1,395,228	1,355,596	1,481,931	6%
<b>Supplies</b>	61,518	66,129	71,411	75,785	68,838	61,266	-19%
<b>Services</b>	261,170	234,794	303,747	255,144	239,572	248,877	-2%
<b>Other</b>	458,777	422,991	463,801	482,994	490,729	489,061	1%
<b>Programs</b>	-	-	-	-	-	-	-
<b>Capital</b>	-	269,142	54,556	183,000	183,000	18,000	-90%
<b>Debt Service</b>	176,310	-	-	-	-	-	-
<b>Transfers</b>	194,388	108,996	78,528	208,260	208,260	44,882	-78%
<b>Contingency</b>	(16)	4	46	20,000	-	-	-100%
<b>Total Department</b>	<b>2,366,855</b>	<b>2,365,079</b>	<b>2,273,788</b>	<b>2,620,411</b>	<b>2,545,995</b>	<b>2,344,017</b>	<b>-11%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	66,996	36,528	165,000	165,000	-	-100%
<b>Library Fund</b>	2,037,887	2,297,948	2,236,990	2,455,327	2,380,911	2,343,933	-5%
<b>Capital</b>	152,388	-	-	-	-	-	---
<b>Debt Service</b>	176,580	135	270	84	84	84	0%
<b>GASB 34</b>	-	-	-	-	-	-	---
<b>Total Expense</b>	<b>2,366,855</b>	<b>2,365,079</b>	<b>2,273,788</b>	<b>2,620,411</b>	<b>2,545,995</b>	<b>2,344,017</b>	<b>-11%</b>



ROCK ISLAND  
ILLINOIS

# 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:

- Coordinate presentation of series of programs and events for the public
- Coordinate updated goals and objectives for the Library.
- Maintain high-quality service in the face of increasing demand and straitened resources
- Coordinate implementation of AquaBrowser in PrairieCat shared catalog

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Authorized personnel	41	41	41	43
2. Department budget	\$ 356,895	\$ 293,601	\$ 256,016	\$ 262,105
3. Staff training opportunities	10	24	27	30
4. Grants identified	6	7	8	8
<b>Workload:</b>				
1. Staff training scheduled	46	50	55	55
2. Grant applications completed	7	7	7	8
<b>Productivity:</b>				
1. Avg annual training hrs per staff	25	20	23	25
2. Avg cost per training hour	\$ 10	\$ 30	\$ 30	\$ 30
3. Avg cost per grant application	\$ 300	\$ 395	\$ 351	\$ 350
<b>Effectiveness:</b>				
1. % staff trained on new technology	90%	90%	91%	95%
2. Grants received/administered	6	7	7	8
3. Department cost per capita	\$ 5.52	\$ 4.54	\$ 3.96	\$ 4.05

**Analysis:**

There is no increase in staff. Supplies were cut to a bare minimum. Services were reduced slightly. Professional materials (Other) were cut as some journals are now available on-line. The primary projects for the year will be implementation of the AquaBrowser upgrade to the shared PrairieCat library computer system, implementation of the GEMS financial software system and to shift resources as possible to meet increased demand for services.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(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
<b>(2) Total Staffing (fte)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	152,128	163,408	167,688	173,285	173,285	180,619	4%
<b>Supplies</b>	1,393	1,568	2,209	2,350	1,750	2,300	-2%
<b>Services</b>	28,873	32,856	31,869	34,771	19,953	32,354	-7%
<b>Other</b>	1,972	1,165	2,226	2,350	1,750	1,950	-17%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	42,000	42,000	42,000	43,260	43,260	44,882	4%
<b>Contingency</b>	(22)	4	46	-	-	-	---
<b>Total Cost Center</b>	<b>226,344</b>	<b>241,001</b>	<b>246,038</b>	<b>256,016</b>	<b>239,998</b>	<b>262,105</b>	<b>2%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	-	-	-	-	-	---
<b>Library</b>	226,344	241,001	246,038	256,016	239,998	262,105	2%
<b>Total Expense</b>	<b>226,344</b>	<b>241,001</b>	<b>246,038</b>	<b>256,016</b>	<b>239,998</b>	<b>262,105</b>	<b>2%</b>

## 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.

- Adapt workflows and systems to the merger of QuadLINC with other systems within the Prairie Area Library System
- Conduct series of public programs in a range of interests
- Develop and implement cooperative programs with District, MLK Center, Parks, etc.
- Implement the AquaBrowser upgrade to the PrairieCat library computer system

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Library collection	168,722	178,601	183,328	183,330
2. Materials scheduled for circulation	165,496	165,361	170,098	170,100
3. Reference requests	18,243	20,150	23,033	24,000
4. Registered Rock Island patrons	12,545	12,787	12,841	12,850
5. Programs/outreach conducted	604	724	528	530
<b>Workload:</b>				
1. Materials added/withdrawn	23,168	21,684	23,082	23,100
2. Materials circulated	192,468	221,819	223,885	224,000
3. Reference requests processed	18,243	20,150	23,033	23,500
4. New and renewed borrowers	4,423	4,346	4,920	5,000
5. Programs/outreach attendance	10,004	9,165	10,746	11,000
<b>Productivity:</b>				
1. Avg cost per processing	\$ 0.02	\$ 0.01	\$ 0.01	\$ 0.01
2. Avg cost per information request	\$ 0.01	\$ 0.01	\$ 0.01	\$ 0.01
3. Avg cost per item circulated	\$ 0.12	\$ 0.13	\$ 0.11	\$ 0.13
<b>Effectiveness:</b>				
1. Collections size per capita	4.25	4.67	4.79	4.79
2. Circulation per capita	4.85	5.8	5.85	5.85
3. Reference question per capita	0.459	0.52	0.6	0.62
4. Percent population registered	32%	33%	34%	34%

## Analysis:

One position was upgraded, 8 hours were added to a part-time clerical position and a part-time page position (minimum wage, no benefits) was added to handle the increased load in processing and cataloging. This work had been handled by a service contract that was cancelled in 2005. Supplies costs were reduced to the bare minimum. Books/materials were reduced sharply, particularly in Reference where electronic resources could replace expensive print copies. A 1% increase in books will help keep up with patron demand.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Dir Reference	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Dir of Ref & TS	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(1) Dir TS	0.00	0.00	0.00	0.00	1.00	1.00	1.00
(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
(4) Reference Librn	4.00	4.00	4.00	4.00	4.00	4.00	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	1.00	1.00	1.00	1.00	0.00	0.00	(1.00)
(2) Tech Svcs Aide	0.98	0.98	0.98	0.98	1.18	1.18	0.20
(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	2.00	2.00	2.00	2.00	2.50	0.50
Security Guard	0.00	0.00	0.00	0.00	0.00	0.00	0.00
(1) Security Page	0.40	0.40	0.40	0.40	0.40	0.40	0.00
(1) Publicity/Outreach	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(1) Computer Tech	1.00	1.00	1.00	1.00	1.00	1.00	0.00
(2) 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
<b>(28) Total Staffing (fte)</b>	<b>21.38</b>	<b>21.38</b>	<b>21.38</b>	<b>21.38</b>	<b>21.58</b>	<b>22.08</b>	<b>0.70</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	865,771	890,569	909,914	983,649	944,217	1,041,972	6%
<b>Supplies</b>	52,059	49,619	59,631	63,460	58,663	51,241	-19%
<b>Services</b>	191,839	156,418	206,116	171,639	170,885	168,399	-2%
<b>Other</b>	328,931	304,300	323,553	338,252	346,587	342,218	1%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	249,007	54,556	183,000	183,000	18,000	-90%
<b>Debt service</b>	176,310	-	-	-	-	-	---
<b>Transfers</b>	-	66,996	36,528	165,000	165,000	-	-100%
<b>Contingency</b>	6	-	-	20,000	-	-	-100%
<b>Total Cost Center</b>	<b>1,614,916</b>	<b>1,716,909</b>	<b>1,590,298</b>	<b>1,925,000</b>	<b>1,868,352</b>	<b>1,621,830</b>	<b>-16%</b>
<b>Expense by Fund:</b>							
<b>Gaming</b>	-	66,996	36,528	165,000	165,000	-	-100%
<b>Library Fund</b>	1,438,336	1,649,778	1,553,500	1,759,916	1,703,268	1,621,746	-8%
<b>Debt</b>	176,580	135	270	84	84	84	0%
<b>Total Expense</b>	<b>1,614,916</b>	<b>1,716,909</b>	<b>1,590,298</b>	<b>1,925,000</b>	<b>1,868,352</b>	<b>1,621,830</b>	<b>-16%</b>

## 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 wordprocessing. The branch serves as a resource for school groups, homeschoolers and caregivers and provides a wide range of programming for all ages. The Friends of the Library used-bookstore is housed at the branch; the shop is run entirely by volunteers and funds approximately \$15,000/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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Collection size	34,372	35,850	36,500	37,000
2. Materials scheduled for circulation	33,699	34,887	34,807	34,000
3. Reference questions received	8,798	9,198	9,203	9,250
<b>Productivity:</b>				
1. Materials circulated	108,128	103,088	102,824	104,000
2. Reference questions processed	8,798	9,198	9,203	9,250
<b>Effectiveness:</b>				
1. Collection size per capita served	1	1	1	1
2. Circulation per capita served	3	3	3	3

**Analysis:**

There is no increase in staff. Supplies were reduced to a bare minimum. There is a slight decrease in the books and materials (Other) as patrons more frequently use the shared PrairieCat catalog and delivery system to reserve and receive items from Main.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Branch Manager	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
<b>(6) Total Staffing (fte)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	117,378	126,493	131,929	130,759	130,759	142,357	9%
<b>Supplies</b>	5,334	4,936	7,688	6,200	4,650	4,450	-28%
<b>Services</b>	23,999	24,446	30,229	26,167	26,167	25,979	-1%
<b>Other</b>	67,079	61,989	73,706	74,640	74,640	75,993	2%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	20,135	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>213,790</b>	<b>237,999</b>	<b>243,552</b>	<b>237,766</b>	<b>236,216</b>	<b>248,779</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>Library Fund</b>	213,790	237,999	243,552	237,766	236,216	248,779	5%
<b>Total Expense</b>	<b>213,790</b>	<b>237,999</b>	<b>243,552</b>	<b>237,766</b>	<b>236,216</b>	<b>248,779</b>	<b>5%</b>

## 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 wordprocessing computers. It provides a training resource for school groups, homeschoolers and caregivers, and provides a wide range of programming for all ages.

### Program Objectives:

- Implement the transition to AquaBrowser in the PrairieCat shared catalog
- Increase outreach to area schools, care-givers and allied agencies.
- Increase card registration within Southwest Rock Island and the MBHALD
- Expand and improve information assistance to the public.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Collection size	32,999	33,329	34,298	34,300
2. Materials scheduled for circulation	32,081	32,983	33,900	34,000
3. Reference questions received	3,027	6,121	5,141	5,200
4. Milan-Blackhawk patrons registered	2,491	2,528	2,530	2,540
<b>Workload:</b>				
1. Materials circulated	68,998	65,625	67,261	68,000
2. Reference questions answered	3,027	6,171	5,141	5,200
3. New registered patrons	851	839	880	900
<b>Productivity:</b>				
1. Avg cost per material circulated	\$ 0.41	\$ 0.33	\$ 0.33	\$ 0.32
2. Avg cost per reference question	\$ 0.02	\$ 0.03	\$ 0.03	\$ 0.03
3. Avg cost per registration	\$ 0.01			
<b>Effectiveness:</b>				
1. Collection per capita	1	1	1	1
2. Circulation per capita	1	2	2	2
3. % of Milan-Blackhawk registered	24%	25%	25%	25%

**Analysis:**

No staff were added. Supplies were cut to the bare minimum compatible with providing public service. Library materials (Other) were reduced as patrons increasingly use the shared PrairieCat library catalog and the delivery system to reserve and receive items from the larger collection at Main. The Milan-Blackhawk Area Library District funds the majority of programs at Southwest, particularly the book clubs and Children's events.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Branch Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.00
(3) Branch Aide	1.00	1.00	1.00	1.50	1.50	1.50	0.00
(2) Page	0.75	0.75	0.75	0.75	0.75	0.75	0.00
YA Librarian	0.00	0.00	0.00	0.00			0.00
(1) Circulation Rep	0.50	0.50	0.50	0.50	0.50	0.50	0.00
<b>(7) Total Staffing (fte)</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>3.25</b>	<b>3.25</b>	<b>3.25</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	79,431	82,553	92,168	107,535	107,335	116,983	9%
<b>Supplies</b>	2,732	10,006	1,883	3,775	3,775	3,275	-13%
<b>Services</b>	16,459	21,074	35,533	22,567	22,567	22,145	-2%
<b>Other</b>	60,795	55,537	64,316	67,752	67,752	68,900	2%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	152,388	-	-	-	-	-	---
<b>Contingency</b>	-	-	-	-	-	-	---
<b>Total Cost Center</b>	<b>311,805</b>	<b>169,170</b>	<b>193,900</b>	<b>201,629</b>	<b>201,429</b>	<b>211,303</b>	<b>5%</b>
<b>Expense by Fund:</b>							
<b>Library Fund</b>	159,417	169,170	193,900	201,629	201,429	211,303	5%
<b>Capital</b>	152,388	-	-	-	-	-	---
<b>Total Expense</b>	<b>311,805</b>	<b>169,170</b>	<b>193,900</b>	<b>201,629</b>	<b>201,429</b>	<b>211,303</b>	<b>5%</b>

## 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, a fueling dock and a marina store. 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 customers.
- 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.

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Summer slips available	473	473	473	473
2. Winter storage available	250	250	250	250
3. #/\$ CIP contracts	N/A	1	1	0
4. Boater Requests for Service	N/A	39	29	25
<b>Workload:</b>				
1. Summer slips rented	432	421	423	435
2 Monthly slip rental (# months)	62	47	50	55
3 Winter storage rented	182	198	190	195
4 Dock maintenance/Service hours	1,202	763	657	780
5 Building maintenance hours	618	343	237	300
6 Grounds maintenance hours	818	447	341	500
<b>Productivity:</b>				
1. Avg summer slip rental	\$ 624	\$ 691	\$ 754	\$ 800
2. Avg winter storage rental	\$ 396	\$ 440	\$ 498	\$ 525
<b>Effectiveness:</b>				
1 Summer occupancy/seasonal	91%	89%	86%	92%
2 Customer rating for service quality	4.6/5.0	4.7/5.0	4.0/5.0	4.5/5.0

**Analysis:**

There are no changes planned for this cost center in FY09. The Personnel category is lower because lower cost employees are now assigned to the Marina and a reduction in the allocation for overtime. The Supplies category increased because of the higher cost of the fuel sold at the fuel dock. The Services category decreased due to completion of the dredging contract.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
(1) Marina Worker	0.77	0.62	0.62	0.62	0.62	0.62	0.00
(1) Maint Worker I	1.54	1.24	1.24	0.62	0.62	0.62	0.00
<b>(2) Total Staffing (fte)</b>	<b>2.31</b>	<b>1.86</b>	<b>1.86</b>	<b>1.24</b>	<b>1.24</b>	<b>1.24</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	72,816	81,584	95,928	88,795	99,624	71,113	-20%
Supplies	205,590	208,365	222,122	247,716	201,047	288,407	16%
Services	115,488	110,627	144,191	234,197	247,215	160,968	-31%
Other	3,654	4,483	4,489	5,175	5,175	4,500	-13%
Programs	-	-	-	-	-	-	---
Capital	-	-	-	-	-	-	---
Debt service	-	-	-	-	-	-	---
Transfers	-	-	-	-	-	-	---
Contingency	-	-	-	-	-	-	---
Other	-	-	(4,235)	-	-	-	---
<b>Total Cost Center</b>	<b>397,548</b>	<b>405,059</b>	<b>462,495</b>	<b>575,883</b>	<b>553,061</b>	<b>524,988</b>	<b>-9%</b>
<b>Expense by Fund:</b>							
Sunset Marina	397,548	405,059	462,495	575,883	553,061	524,988	-9%
<b>Total Expense</b>	<b>397,548</b>	<b>405,059</b>	<b>462,495</b>	<b>575,883</b>	<b>553,061</b>	<b>524,988</b>	<b>-9%</b>



# ROCK ISLAND

## ILLINOIS





ROCK ISLAND  
ILLINOIS

# Insurance

## Program Description:

The Personnel 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 future 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 healthcare plans.
- Administer the employee health benefit plan that includes managed care, prescription, third party administration, reinsurance, dental, vision and Bluecard program.
- Work in conjunction with Blue Cross/Blue Shield or another outside vendor in implementing an initial wellness program for employees.
- Conduct request-for-proposal and consideration of an on-site nurse program at city hall.
- Review prescription cost information and consider switching vendors.
- Self-insurance renewal for commercial insurance

<b>Service Indicators:</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>
<b>Demand:</b>				
1. Total hlth ins participants	833	993	1,033	1,029
2. Employee hlth ins participants	373	306	351	332
3. Retiree hlth ins participants	146	196	195	147
4. Asset Liability	\$113,281,462	\$114,108,816	\$115,249,904	\$116,402,403
<b>Workload:</b>				
1. Workers' Comp claims filed	97	109	94	100
2. Unemployment claims filed	4	6	7	10
3. Gen Liability/Prop claims filed	97	58	75	100
4. Hlth Ins enrollment changes	300	200	200	300
<b>Productivity:</b>				
1. Avg. cost/workers' comp. claim	\$3,094.00	\$2,532.00	\$2,925.00	\$3,050.00
2. Avg. cost/unemployment claim	\$330.00	\$0.00	\$350.00	\$300.00
3. Avg. cost/general liability claim	\$1,006.00	\$905.46	\$533.33	\$650.00
4. Cost per health ins member/month	\$260.34	\$302.00	\$326.05	\$364.98
<b>Effectiveness:</b>				
1. Avg lost time hrs/work comp. claim	8	8	8	8
2. % unemploy clms successfully protested	75.0%	100.0%	28.0%	75.0%
3. % gen liab claims paid in 60 days	76.0%	60.0%	80.0%	75.0%
4. % hlth benefits clms pd in 60 days	99.0%	99.0%	99.0%	99.0%

**Analysis:**

Overall fund expenses will increase 10%. Personnel increased 6% primarily because of another person being added to the city's insurance plan. Services increased 9% and is related to insurance costs. The self insurance and health funds are presently below goals established by financial policies and require extra funding. Self insurance is budgeted to produce a revenue surplus of \$74,835. Health insurance is budgeted to produce a revenue surplus of \$218,091. Each fund has a plan to rebuild fund balance over a five-year period. A part-time, on-site nurse (OSN) is budgeted (\$64,063). The OSN will be used to initiate wellness programs, provide general health care for plan participants and handle workers' compensation claims. The OSN is expected to be cost neutral to the self-insurance and health plans. Insurance premiums increased 6.4% in FY09/10 which is below the medical inflation rate of 10%. Other decreased as a result of reductions in dues and professional publications.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
Risk Manager	0.70	0.70	0.70	0.70	0.70	0.70	0.00
Benefits Coordinator	0.45	0.45	0.45	0.45	0.45	0.45	0.00
Office Assistant III	0.25	0.25	0.25	0.25	0.25	0.25	0.00
<b>(0) Total Staffing (fte)</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
Personnel	78,690	75,176	78,198	103,874	103,874	110,096	6%
Supplies	-	-	-	25	25	25	0%
Services	4,439,566	4,089,001	4,727,810	4,790,369	4,773,716	5,258,640	10%
Other	1,183	961	1,018	1,100	1,100	700	-36%
Transfers	9,612	9,840	3,576	3,687	3,687	3,825	4%
Other	4,409	-	(30,526)	-	-	-	---
<b>Total Cost Center</b>	<b>4,533,460</b>	<b>4,174,978</b>	<b>4,780,076</b>	<b>4,899,055</b>	<b>4,882,402</b>	<b>5,373,286</b>	<b>10%</b>
<b>Expense by Fund:</b>							
General Fund	52	-	-	-	-	-	---
Self Insurance	1,239,238	594,846	900,452	858,942	842,289	972,424	13%
Health Insurance	3,294,170	3,580,132	3,879,624	4,040,113	4,040,113	4,400,862	9%
<b>Total Expense</b>	<b>4,533,460</b>	<b>4,174,978</b>	<b>4,780,076</b>	<b>4,899,055</b>	<b>4,882,402</b>	<b>5,373,286</b>	<b>10%</b>

## 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.

<b>Staffing:</b>	<b>Actual 2005/06</b>	<b>Actual 2006/07</b>	<b>Actual 2007/08</b>	<b>Budget 2008/09</b>	<b>Estimated 2008/09</b>	<b>Proposed 2009/10</b>	<b>Diff. (fte)</b>
None	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>(0) Total Staffing (fte)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Expense:</b>							<b>% Var</b>
<b>Personnel</b>	4,969,071	5,158,896	5,369,832	4,907,280	4,907,280	6,566,819	34%
<b>Supplies</b>	-	-	-	300	300	150	-50%
<b>Services</b>	82,451	83,675	83,409	88,720	88,720	86,020	-3%
<b>Other</b>	10,541	10,991	10,808	11,500	11,500	12,600	10%
<b>Programs</b>	-	-	-	-	-	-	---
<b>Capital</b>	-	-	-	-	-	-	---
<b>Debt service</b>	-	-	-	-	-	-	---
<b>Transfers</b>	-	-	-	-	-	-	---
<b>Loss/Sale Invest</b>	437,597	59,993	49,893	-	-	160,000	NEW
<b>Total Cost Center</b>	<b>5,499,660</b>	<b>5,313,555</b>	<b>5,513,942</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>6,825,589</b>	<b>36%</b>
<b>Expense by Fund:</b>							
<b>Police Pension Fund</b>	2,748,984	2,621,575	2,842,589	2,485,995	2,485,995	3,515,774	41%
<b>Fire Pension Fund</b>	2,750,676	2,691,980	2,671,353	2,521,805	2,521,805	3,309,815	31%
<b>Total Expense</b>	<b>5,499,660</b>	<b>5,313,555</b>	<b>5,513,942</b>	<b>5,007,800</b>	<b>5,007,800</b>	<b>6,825,589</b>	<b>36%</b>

## 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. No new debt issues are included in the 2009/2010 budget. 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	2009/10 principal	2009/10 interest	2009/10 total
\$8,025,000 2001 water refunding (\$4,090,000), aquatic center (\$1,300,000), special assessments (\$1,340,000), sunset marina (\$830,000) due in annual installments of \$245,000 to \$625,000 through December 1, 2017; interest at 4.35% to 4.375%.	4,860,000	460,000	4,400,000	575,000	212,332	787,332
\$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%.	400,000	400,000	-	100,000	14,150	114,150
\$3,080,000 2003 sunset marina (\$820,000), wastewater (\$1,915,000), special assessments (\$345,000) due in annual installments of \$155,000 to \$225,000 through December 15, 2018; interest at 1.00% to 4.20%.	2,175,000	200,000	1,975,000	2,005,000	80,192	2,085,192
\$3,330,000 2004 refunding bonds.	1,535,000	-	1,535,000	195,000	52,278	247,278
\$1,625,000 2004 general obligation special assessment project bonds.	1,040,000	1,040,000	-	155,000	34,373	189,373
\$2,655,000 2005 general obligation bonds.	2,080,000	75,000	2,005,000	225,000	74,476	299,476
\$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.	4,405,000	1,100,000	3,305,000	250,000	176,200	426,200
\$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.	3,480,000	1,675,000	1,805,000	255,000	125,050	380,050

<b>General obligation debt</b>	<b>Total debt</b>	<b>General long-term</b>	<b>Enterprise</b>	<b>2009/10 principal</b>	<b>2009/10 interest</b>	<b>2009/10 total</b>
\$2,640,000 2008B general obligation bonds, for construction of the First Avenue sewer and Armory Park , due in annual installments of \$160,000 to \$250,000 to December 1, 2021.	2,640,000	-	2,640,000	160,000	92,135	252,135
\$700,000 2008C clean renewable energy general obligations for hydroelectric plant improvements, due in annual installments of \$46,667 to December 15, 2022.	653,333	-	653,333	46,667	6,697	53,364
\$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.	3,060,000	3,060,000	-	180,000	111,011	291,011
\$5,440,000 2009A general obligation bonds for construction of Armory Park, due in annual installments of \$255,000 to \$565,000 to December 1, 2021	5,440,000	5,440,000	-	-	-	-
\$3,380,000 2009B general obligation bonds for expansion of RIFAC, street improvements and land acquisition, due in annual installments of \$190,000 to \$290,000 to December 1, 2024.	3,380,000	880,000	2,500,000	-	-	-
\$1,440,000 2009C general obligation bonds, for development of Columbia Park, due in annual installments of \$110,000 to \$180,000 to December 1, 2026.	1,440,000	1,440,000	-	-	-	-

**City of Rock Island, Illinois  
Capital Improvement Plan  
FY10 through FY14**

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One of the City's most important and fundamental responsibilities is maintaining the integrity of its infrastructure. This is accomplished through preventative maintenance, routine repairs and capital improvements. The following documents reflect the staff recommendations for the investment of almost \$85M in capital improvements and major contract maintenance in the next five years.

**Gaming Revenues**

The gaming revenue recommendations assume that gaming will provide about \$28M for capital improvements, contract maintenance and economic development activities in the next five years. About 73% (\$20.6M) of the anticipated revenue is allocated in the CIP and the remainder (\$7.5M) has not yet been earmarked for specific projects.

**Street System**

Street improvements continue to be an important component of the CIP. Almost 18% (\$15.1M) of the CIP expenditures will be invested in the street system. The primary revenue sources for the street improvement projects are gaming revenue (\$11M), general obligation bonds retired through special assessment (\$3.3M) and state/federal grants (\$1.2M).

Motor Fuel Tax revenue has historically been apportioned between street maintenance and street capital improvements. Due to the difficult economic situation, all Motor Fuel Tax revenue is now being devoted to street maintenance. This represents a \$4M loss of revenue for the arterial street improvement in the next five years. Some of the loss is being offset by increased use of gaming revenue for street construction, but the net impact is a reduction in the planned investment in arterial/collector street capital improvements.

**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, but the last two are not.

The water system capital improvement plan has two components.

**Watermain Replacements Coordinated with Street Improvements (\$1.7M) -**

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 (\$715,000) -** Beginning in FY12, the Water Utility will have funds available for the systematic replacement of problem watermains that are not part of the street improvement program.

The City has 224 miles of watermain and about 3 miles will be replaced in the next five years. Assuming that the expenditure and revenue projections are accurate, the undersized watermains will be replaced by 2055.

In addition to watermain replacement, the City must continue to maintain its six water towers. One (38<sup>th</sup> Street/30<sup>th</sup> Avenue) was painted in 2007 and all the others were inspected. The inspections concluded that the 1914 vintage tower at the intersection of 14<sup>th</sup> Street with 42<sup>nd</sup> Avenue has exceeded its useful life and the other four towers need to be scheduled for painting. The proposed CIP includes about \$1.8M for replacement of the 14<sup>th</sup> Street/42<sup>nd</sup> Avenue tower in FY11 and the painting of four towers in subsequent years. The painting of the final tower will be included in the next edition of the CIP.

One of the two raw water pipelines that carry water from Lock and Dam 15 to the Raw Water Pumping Station is severely deteriorated. The City is seeking federal assistance with the replacement of this pipeline and the project is not shown in this edition of the CIP. Pending the outcome of a scheduled television inspection of the pipeline, the city may need to undertake this project in the next couple years even if federal assistance is not available.

**Sewer Utility**

The federally mandated Long Term Control Plan (LTCP) dominates the CIP for the Sewer Utility. Ultimately, the capital improvements required by the LTCP will cost \$66.9M and require debt financing of \$44.0M.

This edition of the CIP includes projects in two general categories.

**Long Term Control Plan (\$41.4M)** – 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 the LTCP is completed, the plant will be capable of treating over 106 million gallons per day. The design of this project is underway and acquisition of the land needed for the expansion have begun. Construction of the Mill Street Sewage Treatment Plant expansion will begin in about two years.

### **Sewer Replacement/Rehabilitation Program**

**Sewer Improvements Coordinated with Street Construction (\$619,000)** - 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 Rehabilitations (\$1.75M)** – 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 annual contract of \$350,000 allows for the rehabilitation of about 9,000 feet of 8-inch diameter sewer per year. The locations are determined based upon sewer maintenance and televising records.

**Targeted Sewer Replacements (\$1.2M)** – 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 five 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 \$852,000 to address long-standing stormwater problems.

### **Sunset Marina**

There are no capital improvements planned for the Sunset Marina. However, there are significant issues on the horizon.

- Harbor Entrance Relocation

The City partnered with the Corps to determine whether it would be cost effective to relocate or reconfigure the harbor entrance. The study concluded

that an entrance change would reduce the silt loading in the harbor enough to be cost effective. Federal grant funds for the project are being sought and, if a grant is secured, the City will need to develop a plan for funding its share of the project.

□ 400 Dock Replacement

The 400 Dock has exceeded its service life and should be replaced in the next few years. The Sunset Marina Boaters Advisory Committee has appointed a long-term planning subcommittee to review options for the design, construction and financing of a new 400 Dock. The results of that planning effort will be presented to the City Council in the next few months.

**Park and Recreation**

The CIP includes an investment of about \$6.6M in park and recreation facilities. The two largest projects are the enlargement of the Rock Island Fitness and Activity Center and improvements to Douglas park.

### Five Year Capital Improvement Plan Summary

	FY10	FY11	FY12	FY13	FY14	Total
1 Revenue						
2						
3 Government Grants						
4	\$ 200,000					\$ 200,000
5	\$ 670,000					\$ 670,000
6				\$ 1,250,000		\$ 1,250,000
7						
8	\$ 870,000	\$ -	\$ -	\$ 1,250,000	\$ -	\$ 2,120,000
9 Gaming Revenue						
10	\$ 500,000	\$ 700,000	\$ 500,000	\$ 700,000	\$ 500,000	\$ 2,900,000
11		\$ 2,250,000				\$ 2,250,000
12		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
13		\$ 278,389				
14		\$ 300,000				
15			\$ 1,000,000			\$ 1,000,000
16				\$ 2,250,000		\$ 2,250,000
17					\$ 1,900,000	\$ 1,900,000
18						
19	\$ 500,000	\$ 3,578,389	\$ 1,550,000	\$ 3,000,000	\$ 2,450,000	\$ 10,500,000
20						

### Five Year Capital Improvement Plan Summary

	FY10	FY11	FY12	FY13	FY14	Total
21 Other Revenue						
22 50/50 Sidewalk, Curb and Tree Program Contributions	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
23 Augustana College (11th Avenue)	\$ 561,672					\$ 561,672
24 Downtown Tax Increment Financing (Parking Ramp)	\$ 100,000	\$ 100,000	\$ 125,000			\$ 325,000
25 ML King Center Expansion contributions	\$ 1,500,000					\$ 1,500,000
26						\$ -
27	\$ 2,196,672	\$ 135,000	\$ 160,000	\$ 35,000	\$ 35,000	\$ 2,561,672
28						
29 Water Utility Funds	\$ 303,750	\$ 201,500	\$ 265,000	\$ 822,000	\$ 817,000	\$ 2,409,250
30						
31 Sewer Utility Funds	\$ 3,094,410	\$ (777,590)	\$ 3,570,680	\$ 3,361,180	\$ 10,910,680	\$ 20,159,360
32						
33 Stormwater Utility Funds	\$ 157,000	\$ 145,000	\$ 175,000	\$ 175,000	\$ 200,000	\$ 852,000
34						
35 Park and Recreation Funds	\$ 3,419,896	\$ 1,827,000	\$ 305,000	\$ 20,000	\$ -	\$ 5,571,896
36						
37 General Obligation Bonds						
38 ML King Center Expansion	\$ 1,000,000					\$ 1,000,000
39 Armory Park	\$ 6,940,000					\$ 6,940,000
40 Special Assessment Program	\$ 480,000	\$ 644,000	\$ 600,000	\$ 670,000	\$ 904,000	\$ 3,298,000
41 14th Street Water Tower Replacement		\$ 470,000				\$ 470,000
42 Long Term Control Plan		\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,500,000	\$ 32,500,000
43 Rock Island Fitness and Activity Center Expansion	\$ 1,000,000					\$ 1,000,000
44						\$ -
45	\$ 9,420,000	\$ 9,114,000	\$ 8,600,000	\$ 8,670,000	\$ 9,404,000	\$ 45,208,000
46						
47 <b>Total Revenue</b>	\$ 19,961,728	\$ 14,223,299	\$ 14,625,680	\$ 17,333,180	\$ 23,816,680	\$ 89,382,178
48						

### Five Year Capital Improvement Plan Summary

	FY10	FY11	FY12	FY13	FY14	Total
<b>Expenditures</b>						
49 Street and Miscellaneous Improvements	\$ 14,930,680	\$ 4,079,000	\$ 2,310,000	\$ 4,955,000	\$ 3,389,000	\$ 29,663,680
50						
51						
52						
53 Water System Improvements	\$ 303,750	\$ 671,500	\$ 265,000	\$ 822,000	\$ 817,000	\$ 2,879,250
54						
55 Sewer System Improvements	\$ 3,094,410	\$ 7,222,410	\$ 11,570,680	\$ 11,361,180	\$ 11,760,680	\$ 45,009,360
56						
57 Stormwater System Improvements	\$ 157,000	\$ 145,000	\$ 175,000	\$ 175,000	\$ 200,000	\$ 852,000
58						
59 Park and Recreation	\$ 4,419,896	\$ 1,827,000	\$ 305,000	\$ 20,000		\$ 6,571,896
60						
61 <b>Total Expenditures</b>	<b>\$ 22,905,736</b>	<b>\$ 13,944,910</b>	<b>\$ 14,625,680</b>	<b>\$ 17,333,180</b>	<b>\$ 16,166,680</b>	<b>\$ 84,976,186</b>

**Street and Miscellaneous Capital Improvements**

	FY10	FY11	FY12	FY13	FY14
<b>Revenue</b>					
<b>grants and contributions</b>					
1					
2					
3	\$ 200,000				
4	\$ 561,672				
5	\$ 100,000	\$ 100,000	\$ 125,000		
6	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
7	\$ 670,000				
8	\$ 1,500,000				
9			\$ -	\$ 1,250,000	
10					
11	\$ 3,066,672	\$ 135,000	\$ 160,000	\$ 1,285,000	\$ 35,000
12					
13					
14	\$ 500,000	\$ 700,000	\$ 500,000	\$ 700,000	\$ 500,000
15		\$ 278,389			
16		\$ 2,250,000			
17		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
18		\$ 300,000			
19		\$ -	\$ 1,000,000		
20		\$ -	\$ -	\$ 2,250,000	
21					\$ 1,900,000
22					
23	\$ 500,000	\$ 3,578,389	\$ 1,550,000	\$ 3,000,000	\$ 2,450,000
24					

**Street and Miscellaneous Capital Improvements**

	FY10	FY11	FY12	FY13	FY14
<b>general obligation bonds</b>					
25 ML King Center expansion	\$ 1,000,000				
26 Armory Park	\$ 6,940,000				
27 14th and 15th Street, Blackhawk Road - 48; 48th Avenue, 14-15	\$ 480,000				
28 26th Avenue Resurfacing, 32nd to 34th Street		\$ 399,000			
29 6th Avenue Resurfacing, 9th to 11th Street		\$ 245,000	\$ 600,000		
30 46th Street, 28th Avenue and 47th Street Court				\$ 460,000	
31 44th Street Reconstruction, 41st Street to Blackhawk Road				\$ 210,000	\$ 325,000
32 37th Avenue Reconstruction, east of 44th Street					\$ 579,000
33 34th Avenue Court Reconstruction, east of 12th Street					
34 23rd Avenue Reconstruction, 12th to 14th Avenue					
35					
36					
37 total general obligation bonds	\$ 8,420,000	\$ 644,000	\$ 600,000	\$ 670,000	\$ 904,000
38					
<b>General Fund carryover from FY08</b>					
39 Capital Improvement Fund deficit reduction	\$ 234,000				
40 Communications Infrastructure	\$ 75,000				
41 Voice over IP	\$ 174,918				
42 Crosstown Bike Path	\$ 100,000				
43 50/50 Sidewalk Program	\$ 50,000				
44 RI Parkway traffic control upgrade	\$ 25,000				
45 11th Street street lights, Phase 1	\$ 200,000				
46					
47					
48 total General Fund carryover	\$ 858,918				
49					
50 total revenue	\$ 12,845,590	\$ 4,357,389	\$ 2,310,000	\$ 4,955,000	\$ 3,389,000
51					

**Street and Miscellaneous Capital Improvements**

	FY10	FY11	FY12	FY13	FY14
52 <b>Expenditures</b>					
53					
54 << <b>Arterial, Collector and Downtown Streets &gt;&gt;</b>					
55					
56 25th Avenue Resurfacing, 17th to 24th Street		\$ 300,000			
58					
59 30th Street Resurfacing, 31st Avenue to Blackhawk Road		\$ 2,250,000			
61					
62 Turkey Hollow Road Resurfacing and Bridge Renovation, Andalusia Road to city limits			\$ 1,000,000		
64					
65 Illinois 92 relocation, Phase 1				\$ 3,500,000	
67					1,900,000
68 24th Street Resurfacing, 5th to 9th Avenue					
70					
71 << <b>Street Special Projects &gt;&gt;</b>					
72					
73 50/50 Sidewalk, Curb and Tree Program (2142)	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
75					
76 << <b>Special Assessment Program - General Obligation Bond Component &gt;&gt;</b>					
77					
78 Reconstruction of 14th Street, 46th to 48th Avenue; 15th Street, 46th to 48th Avenue; 48th Avenue, 14th to 15th Street	\$ 480,000				
80					
81 26th Avenue Reconstruction, 32nd to 34th Street		\$ 399,000			
83					
84 6th Avenue Resurfacing, 9th to 11th Street		\$ 245,000			
86					
87 46th Street, 29th Avenue and 47th Street Court Reconstruction			\$ 600,000		
89					
90 44th Street Reconstruction, 41st Avenue to Blackhawk Road				\$ 460,000	

Street and Miscellaneous Capital Improvements

	FY10	FY11	FY12	FY13	FY14
37th Avenue Reconstruction, east of 44th Street				\$ 210,000	
34th Avenue Court Reconstruction, east of 12th Street					\$ 325,000
23rd Avenue Reconstruction, 12th to 14th Street					\$ 579,000

<< Special Assessment Resurfacing Program - Gaming Revenue Component >>

The street pavements in this section of the Local Street Improvement Program are in significantly better condition than most of the projects included in the previous section. These projects will require minimal pavement removal and replacement before the addition of a new asphalt driving surface. As a result, the unit cost for these projects is about one-quarter of the costs of the projects in the previous section.

2009 Construction Program	\$ 500,000				
23rd Ave, 24th to 26th St					
22 1/2 Ave, 25th to 27th St					
27th Street, 21st to 22 1/2 Avenue					
24th Ave, 34th to 38th St					
2010 Construction Program		\$ 700,000			
15th Avenue, 33rd to 38th St					
16th Avenue, 33rd to 38th St					
35th Street, 14th to 18th Avenue					
2011 Construction Program			\$ 500,000		
42nd Street, 29th Avenue to Saukie Golf Course					
44 th Street, 29th Avenue to Saukie Golf Course					
37th Avenue, 30th to 34th Street					
34th Street, 35th to 38th Avenue					

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Street and Miscellaneous Capital Improvements

	FY10	FY11	FY12	FY13	FY14
<b>2012 Construction Program</b>					
122 20th Avenue, 32nd to 34th Street				\$ 700,000	
123 8th Avenue, 42nd to 46th Street					
124 9th Avenue, 44 1/2 to 46th Street					
125					
126					
<b>2013 Construction Program</b>					\$ 500,000
127 42nd Avenue, 6th to 9th Street					
128 7th Street West, 82nd to 85th Avenue West					
129 90th Avenue West east of 13th Street West					
130					
131					
132 << Odds and Ends >>					
133					
134 Armory Park Phase 2	\$ 6,940,000				
136 ML King Center expansion	\$ 3,170,000				
137					
139					
140 Parking Ramp renovations (2374)	\$ 100,000	\$ 100,000	\$ 125,000		
142					
143 Crosstown Bicycle Path	\$ 300,000				
145					
146 Communications Infrastructure Buildout (SW)	\$ 75,000				
149					
150 Voice over IP	\$ 174,918				
152					
153 11th Street street light improvements, Phase 1	\$ 200,000				
155					
156 Rock Island Parkway intersection traffic control upgrade	\$ 25,000				
158					
159 expenditure subtotal	\$ 12,049,918	\$ 4,079,000	\$ 2,310,000	\$ 4,955,000	\$ 3,389,000
160					

Street and Miscellaneous Capital Improvements

	FY10	FY11	FY12	FY13	FY14
<b>Carryover Projects</b>					
2008 SA/Gaming Projects (Watch Hill)	\$ 655,000				
11th Avenue paving	\$ 605,762				
Armory Park Phase 1	\$ 1,560,000				
City Hall windows	\$ 60,000				
<b>total expenditures</b>	<b>\$ 14,930,680</b>	<b>\$ 4,079,000</b>	<b>\$ 2,310,000</b>	<b>\$ 4,955,000</b>	<b>\$ 3,389,000</b>
<b>revenue total</b>	<b>\$ 12,845,590</b>	<b>\$ 4,357,389</b>	<b>\$ 2,310,000</b>	<b>\$ 4,955,000</b>	<b>\$ 3,389,000</b>
beginning cash on hand	\$ 1,806,701	\$ (278,389)	\$ -	\$ -	\$ -
surplus or (shortfall)	\$ (2,085,090)	\$ 278,389	\$ -	\$ -	\$ -
<b>ending cash on hand</b>	<b>\$ (278,389)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

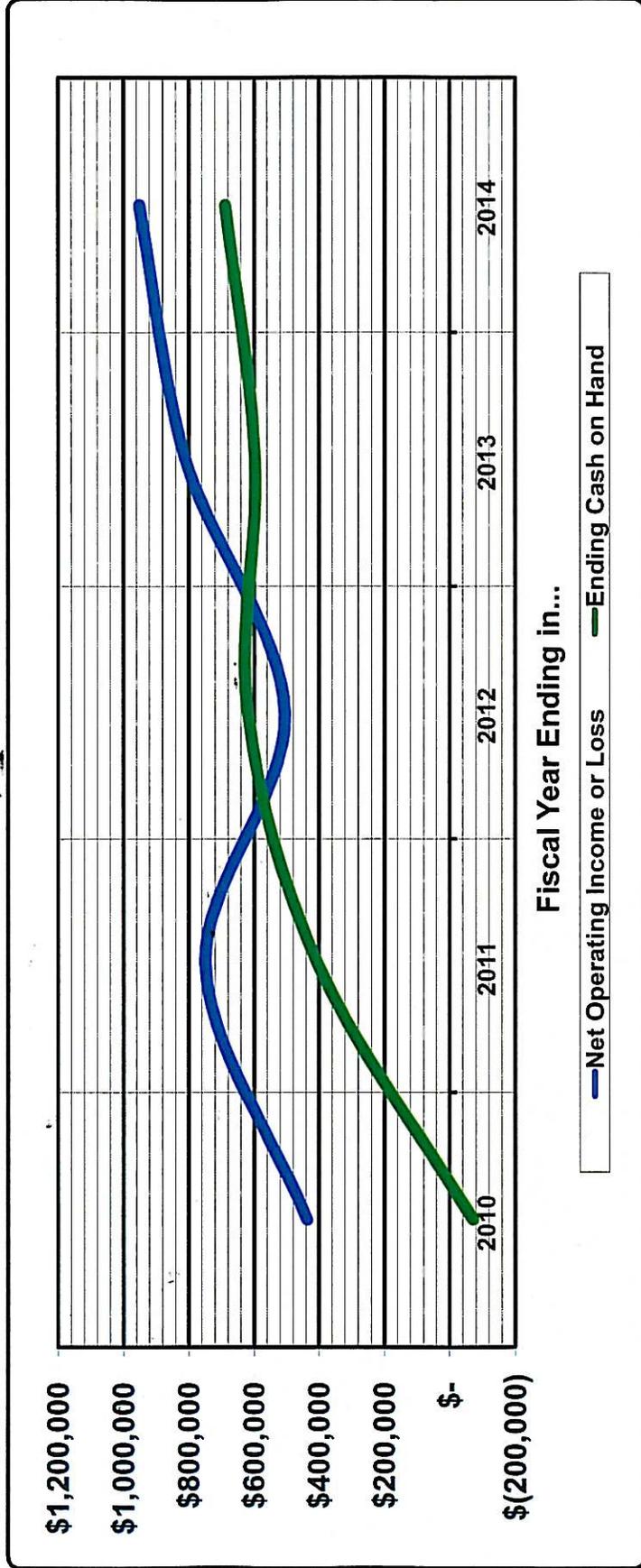
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### Water Utility Projections

Fiscal Year Ending	Rate Change	Capital Improvements	Bond Proceeds	Comments
2010	5.00%	\$ 303,750	\$ -	FY2010 increase approved in January 2008
2011	7.50%	\$ 671,500	\$ 470,000	
2012	7.50%	\$ 265,000	\$ -	
2013	5.00%	\$ 822,000	\$ -	
2014	5.00%	\$ 817,000	\$ -	
		\$ 2,879,250		



### Water Fund Projections

		2		3		4		5			
1		FY11		FY12		FY13		FY14			
1		FY10		FY11		FY12		FY13		FY14	
<b>REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS</b>											
1	OPERATING REVENUES										
2	changes for service										
3	water charges	\$ 5,292,000	\$ 5,688,900	\$ 6,115,568	\$ 6,421,346	\$ 6,742,413					
4	misc service charges	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563					
5	other										
6	water tower rentals	\$ 275,000	\$ 283,250	\$ 291,748	\$ 300,500	\$ 309,515					
7	Water Service Repair Program	\$ 138,000	\$ 144,000	\$ 150,000	\$ 156,000	\$ 162,000					
8	Sewer Fund payment for meter services	\$ 157,956	\$ 162,695	\$ 167,576	\$ 172,603	\$ 177,781					
9	damage to city property	\$ 350	\$ 361	\$ 371	\$ 382	\$ 394					
10	total operating revenues	\$ 5,863,806	\$ 6,279,720	\$ 6,725,792	\$ 7,051,377	\$ 7,392,666					
11											
12	OPERATING EXPENSES										
13	personnel	\$ 2,114,752	\$ 2,118,712	\$ 2,182,273	\$ 2,247,742	\$ 2,315,174					
14	supplies	\$ 1,081,076	\$ 1,113,508	\$ 1,146,914	\$ 1,181,321	\$ 1,216,761					
15	services	\$ 889,293	\$ 915,972	\$ 943,451	\$ 971,754	\$ 1,000,907					
16	other	\$ 28,810	\$ 29,674	\$ 30,565	\$ 31,481	\$ 32,426					
17	transfer to General Fund for services and advances	\$ 467,162	\$ 481,177	\$ 495,612	\$ 510,481	\$ 525,795					
18	transfer to General Fund (utility cut repairs)	\$ 152,513	\$ 157,088	\$ 161,801	\$ 166,655	\$ 171,655					
19	services (GIS)	\$ 47,577	\$ 49,004	\$ 50,474	\$ 51,989	\$ 53,548					
20	major contract maintenance projects	\$ -	\$ -	\$ 525,000	\$ 375,000	\$ 400,000					
21	depreciation	\$ 621,513	\$ 640,158	\$ 659,363	\$ 679,144	\$ 699,518					
22	contingency	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000					
23											
24	total operating expenses	\$ 5,427,696	\$ 5,530,294	\$ 6,220,453	\$ 6,240,567	\$ 6,440,784					
25											
26	OPERATING INCOME (LOSS)	\$ 436,110	\$ 749,426	\$ 505,339	\$ 810,811	\$ 951,882					
27											
28	NONOPERATING REVENUES (EXPENSES)										
29	interest revenue (expenses) on investments	\$ (5,446)	\$ 3,803	\$ 21,019	\$ 27,120	\$ 27,911					
30	contributed capital	\$ -	\$ -	\$ -	\$ -	\$ -					
31	interest expenses for bonds	\$ (187,318)	\$ (187,459)	\$ (166,682)	\$ (145,427)	\$ (182,821)					
32	total nonoperating revenue (expenses)	\$ (192,763)	\$ (183,655)	\$ (145,663)	\$ (118,307)	\$ (155,010)					
33											
34	CHANGE IN NET ASSETS	\$ 243,347	\$ 565,771	\$ 359,676	\$ 692,504	\$ 796,872					

### Water Fund Projections

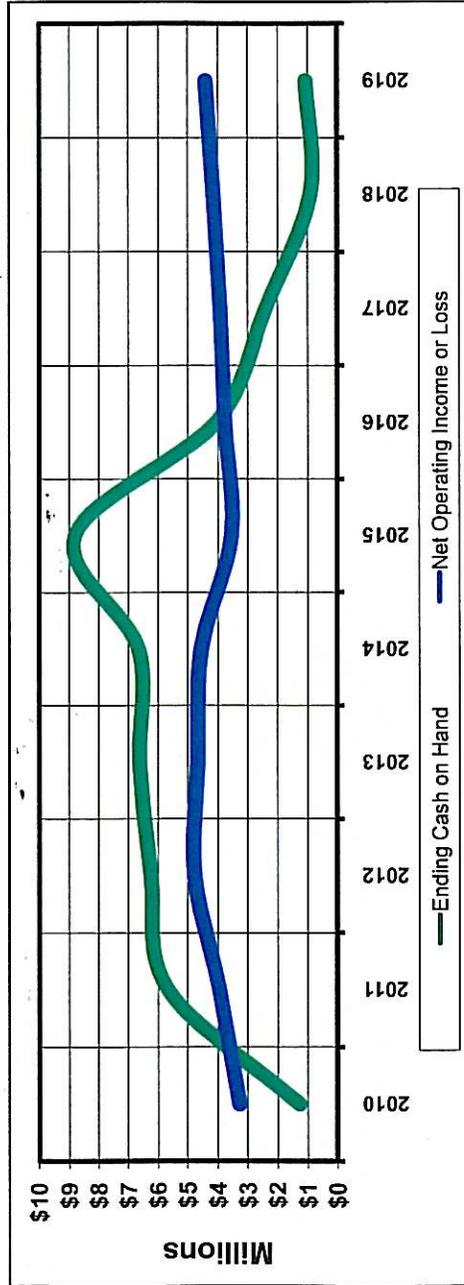
		1	2	3	4	5
		FY10	FY11	FY12	FY13	FY14
<b>CASH FLOWS</b>						
1	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
2	cash received from customers	\$ 5,292,000	\$ 5,688,900	\$ 6,115,568	\$ 6,421,346	\$ 6,742,413
3	cash payments to suppliers for goods and services	\$ (2,691,431)	\$ (2,771,424)	\$ (3,378,817)	\$ (3,313,681)	\$ (3,426,092)
4	cash payments to employees for services	\$ (2,114,752)	\$ (2,118,712)	\$ (2,182,273)	\$ (2,247,742)	\$ (2,315,174)
5	other operating revenue	\$ 571,806	\$ 590,820	\$ 610,225	\$ 630,032	\$ 650,252
6	<b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>	\$ 1,057,623	\$ 1,389,584	\$ 1,164,702	\$ 1,489,955	\$ 1,651,400
7						
8	<b>CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES</b>					
9	capital improvements	\$ (303,750)	\$ (671,500)	\$ (265,000)	\$ (822,000)	\$ (817,000)
10	contributed capital	\$ -	\$ -	\$ -	\$ -	\$ -
11	proceeds for GO bond sale	\$ -	\$ 470,000	\$ -	\$ -	\$ -
12	payment of general obligations bonds	\$ (485,000)	\$ (530,783)	\$ (536,414)	\$ (572,071)	\$ (587,754)
13	interest paid	\$ (187,318)	\$ (187,459)	\$ (166,682)	\$ (145,427)	\$ (182,921)
14	<b>NET CASH PROVIDED (USED) FOR CAPITAL</b>	\$ (976,068)	\$ (919,742)	\$ (968,097)	\$ (1,539,498)	\$ (1,587,575)
15	<b>BEGINNING CASH</b>	\$ (148,207)	\$ (72,097)	\$ 401,548	\$ 619,173	\$ 596,750
16	<b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>	\$ 1,057,623	\$ 1,389,584	\$ 1,164,702	\$ 1,489,955	\$ 1,651,400
17	<b>NET CASH PROVIDED (USED) FOR CAPITAL</b>	\$ (976,068)	\$ (919,742)	\$ (968,097)	\$ (1,539,498)	\$ (1,587,575)
18	<b>ENDING CASH SUBTOTAL</b>	\$ (66,652)	\$ 397,745	\$ 598,154	\$ 569,630	\$ 660,575
19	<b>INTEREST EARNED (PAID)</b>	\$ (5,446)	\$ 3,803	\$ 21,019	\$ 27,120	\$ 27,811
20	<b>ENDING CASH</b>	\$ (72,097)	\$ 401,548	\$ 619,173	\$ 596,750	\$ 688,387
21						
22	<b>NET CHANGE IN CASH</b>	\$ 76,110	\$ 473,646	\$ 217,624	\$ (22,423)	\$ 91,637

## Sewer Utility Projects

	FY10	FY11	FY12	FY13	FY14	Total
1	\$ 1,999,410	\$ 6,664,410	\$ 10,911,180	\$ 10,911,180	\$ 10,911,180	\$ 41,397,358
<p>design of the Mill Street STP improvements, property acquisition and the beginning of construction; all portions of the LTCP must be operational by March 31, 2018; total cost will exceed \$66M</p>						
2						
3						
4						
5	\$ 375,000	\$ 33,000				\$ 33,000
6						
7				\$ 60,000		\$ 60,000
8				\$ 40,000		\$ 40,000
9			\$ 76,000			\$ 76,000
10			\$ 35,000			\$ 35,000
11	\$ 375,000	\$ 33,000	\$ -	\$ 100,000	\$ 111,000	\$ 619,000
12						
13						
14						
15	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 1,750,000
16	\$ 370,000					\$ 370,000
17		\$ 175,000				\$ 175,000
18			\$ 175,000			\$ 175,000
19			\$ 134,500			\$ 134,500
20				\$ 388,500		\$ 388,500
21						
22						
23	\$ 720,000	\$ 525,000	\$ 659,500	\$ 350,000	\$ 738,500	\$ 2,993,000
24	\$ 1,095,000	\$ 558,000	\$ 659,500	\$ 450,000	\$ 849,500	\$ 3,612,000

Sewer Fund Projections

FY Ending	Rate Change <sup>(1)</sup>	Capital Improvements	Long Term Control Plan	Bonds <sup>(2)</sup>	Grants
2010	20%	\$ 1,095,000	\$ 1,999,410	\$ -	\$ -
2011	15%	\$ 558,000	\$ 6,664,410	\$ 8,000,000	\$ -
2012	15%	\$ 659,500	\$ 10,911,180	\$ 8,000,000	\$ -
2013	3%	\$ 450,000	\$ 10,911,180	\$ 8,000,000	\$ -
2014	3%	\$ 849,500	\$ 10,911,180	\$ 8,500,000	\$ -
2015	3%	\$ 700,000	\$ 7,550,492	\$ 8,500,000	\$ -
2016	3%	\$ 700,000	\$ 6,055,407	\$ -	\$ -
2017	3%	\$ 700,000	\$ 3,009,830	\$ -	\$ -
2018	3%	\$ 700,000	\$ 3,009,830	\$ -	\$ -
2019	3%	\$ 700,000	\$ 1,504,915	\$ -	\$ -
		\$ 7,112,000	\$ 62,527,833	\$ 41,000,000	\$ -



(1) The rate increase scheduled for FY2010 rate was adopted in 2008

(2) The assumed bond interest rate has been increased to 4.25% (term = 20 years).

### Sewer Utility Projections

		1	2	3	4	5
		FY10	FY11	FY12	FY13	FY14
<b>REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS</b>						
1	<b>OPERATING REVENUES</b>					
2	charges for service					
3	sewer charges \$	6,624,000	7,617,600	8,760,240	9,023,047	9,293,739
4	misc service charges \$	350	350	350	350	350
5	other					
6	facility rentals \$	12,000	12,360	12,731	13,113	13,506
7	sewer lateral repair program \$	115,000	120,000	125,000	130,000	135,000
8	misc non-operating revenue \$	500	500	500	500	500
9	Downtown TIF (1st Avenue Sewer debt service) \$	221,875	229,775	232,675	235,575	238,300
10	<b>total operating revenues \$</b>	<b>6,973,725</b>	<b>7,980,585</b>	<b>9,131,496</b>	<b>9,402,585</b>	<b>9,681,395</b>
11						
12	<b>OPERATING EXPENSES</b>					
13	personnel \$	1,101,005	1,134,035	1,168,056	1,203,098	1,239,191
14	supplies \$	123,915	127,632	131,461	135,405	139,467
15	services \$	992,136	1,021,900	1,052,557	1,084,134	1,116,658
16	services (O&M for LTCP facilities) \$	-	-	-	-	-
	other \$	68,900	70,967	73,096	75,289	77,548
	rebates \$	500	500	500	500	500
17	transfer to the General Fund \$	316,740	326,242	336,029	346,110	356,494
18	transfer for utility cut repairs \$	29,413	30,295	31,204	32,140	33,105
19	transfer for meter services \$	157,956	162,695	167,576	172,603	177,781
20	transfer for GIS \$	50,000	50,000	50,000	50,000	50,000
21	depreciation \$	513,070	513,070	513,070	513,070	513,070
22	contingency \$	50,000	50,000	50,000	50,000	50,000
23		-	-	-	-	-
24	<b>total operating expenses \$</b>	<b>3,403,635</b>	<b>3,487,337</b>	<b>3,573,550</b>	<b>3,662,349</b>	<b>3,753,813</b>
25						
26	<b>OPERATING INCOME (LOSS)</b>	<b>\$ 3,570,090</b>	<b>\$ 4,493,248</b>	<b>\$ 5,557,946</b>	<b>\$ 5,740,236</b>	<b>\$ 5,927,582</b>
27						
28	<b>NONOPERATING REVENUES (EXPENSES)</b>					
29	interest revenue (expenses) on investments \$	35,391	102,702	176,245	190,339	196,541
30	contributed capital \$	-	-	-	-	-
31	interest expenses for bonds \$	(317,657)	(641,615)	(953,740)	(1,252,820)	(1,560,376)
32	<b>total nonoperating revenue (expenses) \$</b>	<b>(282,266)</b>	<b>(538,913)</b>	<b>(777,495)</b>	<b>(1,062,481)</b>	<b>(1,363,836)</b>
33	transfers in (out) \$	-	0	0	0	0
34	<b>CHANGE IN NET ASSETS</b>	<b>\$ 3,287,824</b>	<b>\$ 3,954,335</b>	<b>\$ 4,780,451</b>	<b>\$ 4,677,755</b>	<b>\$ 4,563,746</b>

## Sewer Utility Projections

1	2	3	5
FY10	FY11	FY12	FY14

### CASH FLOWS

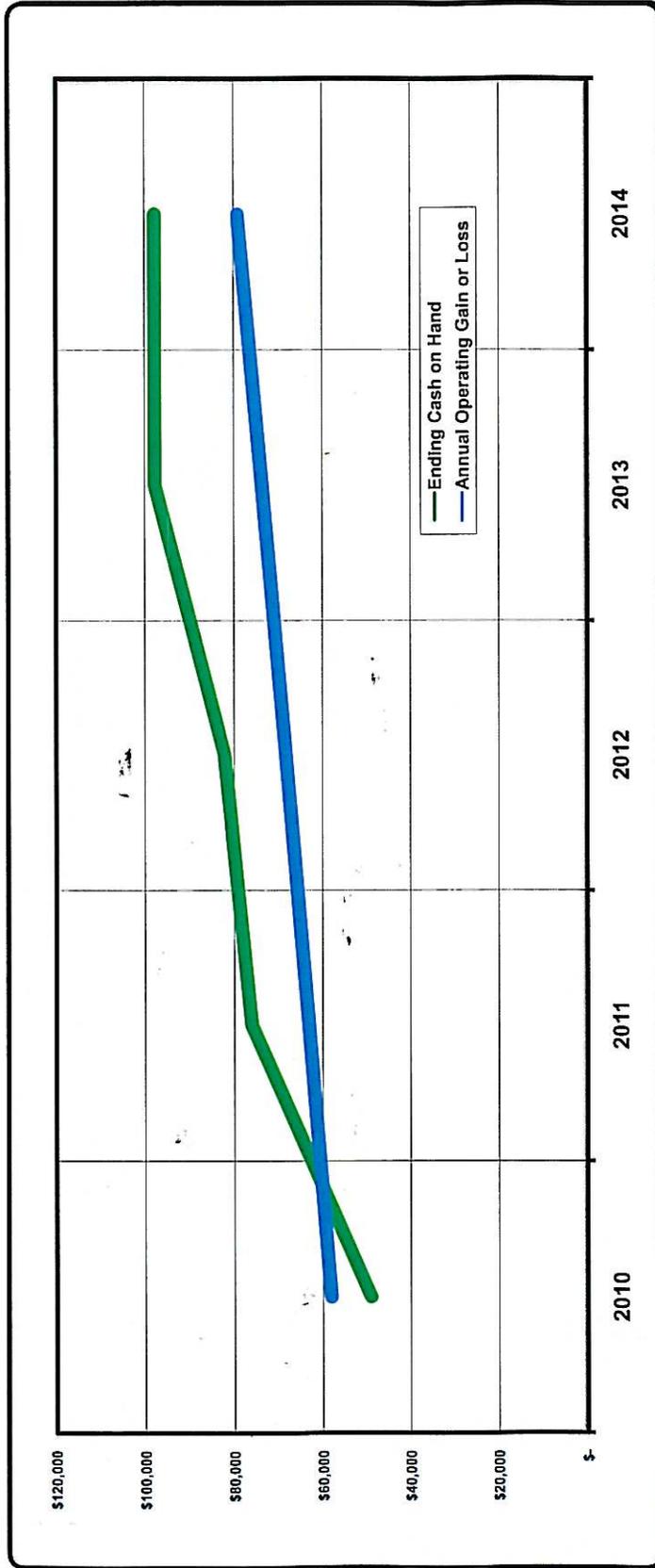
35	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
36	cash received from customers	\$ 6,624,000	\$ 7,617,600	\$ 8,760,240	\$ 9,023,047
37	cash payments to suppliers for goods and services	\$ (1,789,560)	\$ (1,840,232)	\$ (1,892,424)	\$ (1,946,181)
38	cash payments to employees for services	\$ (1,101,005)	\$ (1,134,035)	\$ (1,168,056)	\$ (1,203,098)
39	other operating revenue	\$ 349,725	\$ 362,985	\$ 371,256	\$ 379,538
40	<b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>	<b>\$ 4,083,160</b>	<b>\$ 5,006,318</b>	<b>\$ 6,071,016</b>	<b>\$ 6,253,306</b>
41					<b>\$ 6,440,652</b>
42	<b>CASH FLOWS FROM CAPITAL FINANCING ACTIVITIES</b>				
43	capital improvements (LTCP)	\$ (1,999,410)	\$ (6,664,410)	\$ (10,911,180)	\$ (10,911,180)
44	capital improvements (other)	\$ (1,095,000)	\$ (558,000)	\$ (659,500)	\$ (849,500)
45	proceeds from GO Bond sale	\$ -	\$ 8,000,000	\$ 8,000,000	\$ 8,500,000
46	contributed capital	\$ -	\$ -	\$ -	\$ -
47	payment of general obligations bonds	\$ (555,000)	\$ (841,759)	\$ (1,149,642)	\$ (1,449,123)
48	interest paid	\$ (317,657)	\$ (641,615)	\$ (953,740)	\$ (1,252,820)
49	<b>NET CASH PROVIDED (USED) FOR CAPITAL</b>	<b>\$ (3,967,067)</b>	<b>\$ (705,783)</b>	<b>\$ (5,674,062)</b>	<b>\$ (6,063,123)</b>
50					<b>\$ (6,598,110)</b>
51	<b>BEGINNING CASH</b>	<b>\$ 1,121,638</b>	<b>\$ 1,273,122</b>	<b>\$ 5,676,358</b>	<b>\$ 6,249,557</b>
52	<b>NET CASH PROVIDED (USED) FOR OPERATIONS</b>	<b>\$ 4,083,160</b>	<b>\$ 5,006,318</b>	<b>\$ 6,071,016</b>	<b>\$ 6,253,306</b>
53	<b>NET CASH PROVIDED (USED) FOR CAPITAL</b>	<b>\$ (3,967,067)</b>	<b>\$ (705,783)</b>	<b>\$ (5,674,062)</b>	<b>\$ (6,063,123)</b>
54	<b>ENDING CASH SUBTOTAL</b>	<b>\$ 1,237,731</b>	<b>\$ 5,573,657</b>	<b>\$ 6,073,312</b>	<b>\$ 6,439,740</b>
55	<b>INTEREST EARNED (PAID)</b>	<b>\$ 35,391</b>	<b>\$ 102,702</b>	<b>\$ 176,245</b>	<b>\$ 190,339</b>
56	<b>ENDING CASH</b>	<b>\$ 1,273,122</b>	<b>\$ 5,676,358</b>	<b>\$ 6,249,557</b>	<b>\$ 6,630,079</b>
57					<b>\$ 6,669,162</b>
58	<b>NET CHANGE IN CASH</b>	<b>\$ 151,484</b>	<b>\$ 4,403,236</b>	<b>\$ 573,199</b>	<b>\$ 380,522</b>
					<b>\$ 39,082</b>

## Stormwater Utility Projects

	FY10	FY11	FY12	FY13	FY14	Total
1 Intake Reconstructions (46th St/9th Avenue)	\$ 43,000					\$ 43,000
2 Outfall Reconstruction (2715 35th Street)	\$ 62,000					\$ 62,000
3 Outfall Reconstruction (2775 37th Avenue)	\$ 52,000					\$ 52,000
4 Outfall Reconstruction (2350 29th Street)		\$ 145,000				\$ 145,000
5 Outfall Reconstruction Program			\$ 175,000	\$ 175,000	\$ 200,000	\$ 550,000
6						\$ -
7						\$ -
8						\$ -
	\$ 157,000	\$ 145,000	\$ 175,000	\$ 175,000	\$ 200,000	\$ 852,000

Stormwater Utility Summary

	1	2	3	4	5
FY Ending March 31,	2010	2011	2012	2013	2014
Rate Change Assumptions <sup>1</sup>	3.0%	3.0%	3.0%	3.0%	3.0%
Capital Improvements (\$)	\$ 157,000	\$ 145,000	\$ 175,000	\$ 175,000	\$ 200,000



<sup>1</sup> FY2010 rate increase was adopted in September 2007





**Park and Recreation Capital Improvements**

	FY10	FY11	FY12	FY13	FY14
1					
2	\$ 20,000		\$ 60,000		
4					
5	\$ 15,000	\$ 1,400,000			
7					
8	\$ 50,000				
10					
11	\$ 50,000	\$ 20,000			
13					
14	\$ 35,000	\$ 250,000			
16					
17	\$ 3,600,000				
19					
20	\$ 40,000				
22					
23	\$ 80,000				
24					
25	\$ 149,896				
26					
27	\$ 380,000				
28					
29		\$ 18,000	\$ 12,000		
31					
32		\$ 20,000			
34					
35		\$ 70,000			
37					
38		\$ 14,000	\$ 50,000		
40					

**Park and Recreation Capital Improvements**

	FY10	FY11	FY12	FY13	FY14
41 Longview Park Equipment Replacement		\$ 35,000			
43					
44 Saukie Golf Course Clubhouse Renovations			\$ 125,000		
46					
47 Sunset Park Improvements			\$ 58,000		
49					
50 Hasselroth Park Improvements				\$ 20,000	
52					
53					
<b>total expenditures</b>	<b>\$ 4,419,896</b>	<b>\$ 1,827,000</b>	<b>\$ 305,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>

**Capital**

**Table 1**

Fund Dept	Center	Object	Project/ Program	Grant	Description	Budget Amount
202	3132	801	563110	332014	Downtown Sidewalk Replacement	23,715
202	3132	801	563200	762542	24th St. & 1st Ave. Gateway	200,000
202	3132	801	563400	332015	Blackhawk Mural Lighting	40,000
207	3132	801	562300	321001	Sylvan Slough	15,000
207	3132	801	563200	321015	Wetland Creation - Ridgewood Industrial Park	50,000
207	3132	801	563200	762601	Blackhawk Road Gateway	150,000
207	3132	801	565100	321001	Sylvan Slough	5,000
207	3132	801	565100	321015	Wetland Creation - Ridgewood Industrial Park	162,000
212	3536	941	562200	762597	MLK Center building expansion	2,290,000
212	536	941	565110	762597	Architectural services for building expansion	250,000
221	6166	311	563100	762037	85th Ave. West	262,569
251	7181	401	564400	0	10016 Computer	18,000
301	2526	081	564200	261011	Voice Over IP (VOIP)	174,918
301	2526	081	564200	762502	SW Communication Infrastructure	174,925
301	2526	081	564410	261010	Financial Software Project	202,260
301	6162	381	562300	762374	Parking Ramp Renovations	90,000
301	6162	381	565100	762374	Parking Ramp Renovations	10,000
301	6166	311	563100	761661	Valley View Signal Project	12,075
301	6166	311	563100	762037	85th Ave. West	302,024
301	6166	311	563100	762494	Casino Relocation	29,000
301	6166	311	565100	762037	85th Ave. West	500
301	6166	315	565100	762608	Crosstown Bicycle Trail Connection	334,000
301	6166	316	563100	762475	14th St., 46th - 48th Ave.	420,000
301	6166	316	563100	762549	11th Ave. Reconstruction	524,000
301	6166	316	565100	762475	14th St., 46th - 48th Ave.	60,000
301	6166	316	565100	762549	11th Ave. Reconstruction	82,000
301	6166	371	564600	762617	RI Parkway Traffic Signal	25,000
301	6171	372	563400	762636	Underground Street Light System	200,000
301	8292	601	562100	321028	Armory Park Construction	5,440,000
301	8292	601	562100	321030	Armory Park Construction	1,557,600
301	8292	601	563110	321027	Armory Park Construction	2,921,299
501	6169	356	563600	762037	85th Ave. West	167,601
501	6169	356	563600	762475	14th St. & 48th Ave.	93,500
501	6169	356	563600	762569	24th St., 18th - 25th Ave.	305,000

**Capital**

**Table 1**

Fund Dept Center	Cost	Object	Project/Program	Grant	Description	Budget Amount
501 6169 356	563600	762615	24th Ave., 34th - 38th St.			144,000
501 6169 356	565100	762475	14th St. & 48th Ave.			16,500
501 6169 356	565100	762569	24th St., 18th - 25th Ave.			31,353
501 6169 356	565100	762615	24th Ave., 34th - 38th St.			24,750
506 6168 341	565100	762587	Long Term Control Plan			1,500,000
506 6169 346	563700	762494	Casino Relocation			32,884
506 6169 346	563700	762569	24th St., 18th - 25th Ave.			15,000
506 6169 346	563700	762571	2009 Pipelining Program			351,425
506 6169 346	563700	762618	Sanitary Sewer Replacement			315,000
506 6169 346	563700	762622	1st Ave. Sewer			1,068,525
506 6169 346	565100	762571	2009 Pipelining Program			58,160
506 6169 346	565100	762618	Sanitary Sewer Replacement			55,000
506 6169 346	565100	762622	1st Ave. Sewer			100,000
						3,495,994
507 6169 348	563700	762625	46th St. & 9th Ave. Reconstruction			36,500
507 6169 348	563700	762626	2715 - 35th St. Outfall			52,500
507 6169 348	563700	762627	2575 - 37th Ave, Outfall			44,000
507 6169 348	565100	762625	46th St. & 9th Ave. Reconstruction			6,586
507 6169 348	565100	762626	2715 - 35th St. Outfall			9,474
507 6169 348	565100	762627	2575 - 37th Ave, Outfall			7,940
555 8198 551	562100	981002	Attraction		290,000	
			Parking Lot		130,000	
555 8292 601	563100	923004	Sealcoat Sunset		420,000	
		923005	Sealcoat Mel McKay		12,000	
		923006	Sealcoat Longview Road		14,000	
555 8292 601	563140	762378	Railroad/Botanical Center		16,000	
555 8292 601	563700	923007	Creek Erosion Control - Shadybrook		149,896	
555 8292 601	563900	923008	Bicycle Trail - Rock River Bridge		50,000	
555 8292 601	564510		Tilt Trailer		380,000	
			50' Towable Lift		6,500	
555 8292 601	564810	923009	Sunset Mark IV Replacement		25,000	
555 8594 701	563910	941002	1/2 Plumbing to Update G/T Irrigation		7,500	
			1/2 Electrical to Update G/T Irrigation		7,500	
555 8697 561	562100	971001	RIFAC Expansion		15,000	
555 8992 601	564810	923009	Sunset Park Mark IV		3,600,000	
555 8992 601	564810	923010	Purchase Lights for Hauberg Field		10,000	
					50,000	4,768,396
601 6171 365	564500		Full Size SUV (PW)		40,000	
			15 Passenger Van (MLK)		30,000	

Capital

Table 1

Fund Dept	Center	Cost	Object	Project/ Program	Grant	Description	Budget Amount
						Full Size SUV (PW)	40,000
						Mini Pickup (PW)	16,000
						Backhoe	90,000
						710 Backhoe Tamper	11,000
						Six Roll-Off Containers	39,000
						Salvage Full size SUV (PW)	(4,000)
						Salvage 15 Passenger Van (MLK)	(3,500)
						Salvage Full size SUV (PW)	(4,000)
						Salvage Mini Pickup (PW)	(2,000)
						Salvage Backhoe (PW)	(10,000)
						Salvage Roll-Off Containers	(4,000)
						Parks pickup	22,000
						Roll Off Truck	194,250
						Comb Sewer Machine	246,750
						1 Ton Dump/Plow Truck	32,000
						Bucket Truck	175,000
						Pickup Truck (Parks)	22,000
						Trailer	6,500
						Five Service Bodies	50,665
601	6171	365	564500	0	10009	Van (MLK)	50,000
							1,037,665
606	6176	091	564200			GPS Base Station	13,000
						GPS Rover	15,500
							28,500
609	6168	041	567100			Lease Payment to State	3,600
609	6168	369	562300	762590		Hydropower Plant Expansion	72,696
609	6168	369	564700	762590		Hydropower Plant Expansion	383,955
609	6168	369	565100	762590		Hydropower Plant Expansion	65,000
							525,251

26,821,395

# Infrastructure Maintenance Projects

## Table 2

Fund	Dept Center	Cost	Object	Project/Program	Grant	Description	Budget Amount
101	6171	111	538601	761718		Remodel Police Locker Room	135,000
						Remodel Police Locker Room Bathroom	27,500
221	6166	311	538602	762077		Blackhawk Road Widening	61,000
221	6166	311	538602	762499		5th Ave. Resurfacing, 24th - 38th St.	51,061
221	6166	311	538602	762550		Mill St. Resurfacing	35,161
221	6166	311	538602	762569		24th Street Resurfacing. 18th Avenue - 31st Avenue	1,415,874
301	6166	311	538602	762591		24th St., 25th - 31st Ave.	46,200
301	6166	315	538602	762142		50/50 Sidewalk Tree-Curb Program	50,000
301	6166	316	538602	762589		14th St., 32nd - 42nd Ave.	860,000
301	6166	316	538602	762612		Street Improvement Program / 23rd Ave., 24th - 26th St.	92,000
301	6166	316	538602	762613		Street Improvement Program / 22 1/2 Ave., 25th - 27th St.	92,000
301	6166	316	538602	762614		Street Improvement Program / 27th St., 21st - 22 1/2 Ave.	69,000
301	6166	316	538602	762615		Street Improvement Program / 24th Ave., 34th - 38th St.	181,000
301	6171	111	538601	762576		City Hall Window Replacement	60,000
555	8292	601	538607			Mel McKay Restroom	7,500
							<u>3,183,296</u>

**Economic Development Projects**

**Table 3**

Fund Dept	Center	Object	Project/ Program	Grant	Description	Budget Amount
202	3132	801	551130		Façade Improvement Rebate Program	150,000
202	3132	801	551310		Renaissance Gold Loft housing	41,598
202	3132	801	552181		TIF Loft Housing Program	350,000
202	3132	801	553230		Public Art Program	50,000
					Rocket Theatre	200,000
					Old Lincoln School	50,000
					Improvements-Maintenance / DeSoto	25,000
					Jackson Square	500,000 )
					Carryover	200,000
						<u>1,025,000</u>
						1,566,598
204	3132	801	551130		11th St. Façade Improvement Program	50,000
204	3132	801	551310		Rebates - Cotton Mill	24,100
204	3132	801	553110		Purchase of Tax Auction Properties	3,000
					Purchase of Property	162,000
						<u>165,000</u>
						239,100
205	3132	801	551130		Façade Improvement Program	75,000
205	3132	801	553110		Purchase of Tax Auction Properties	4,200
					Purchase of Property / New Old Chicago	169,893
						<u>174,093</u>
						249,093
207	3132	801	551130		Façade Improvement Program	150,000
207	3132	801	551300		Retail Recruitment	54,730
					Habitat Permits	1,500
						<u>56,230</u>
207	3132	801	551300	762363	Special Economic Development Projects	60,000
207	3132	801	551310		Hy-Vee Rebate	65,000
					Lawson/Valdom	7,000
					Residential Rebates	125,000
					Interstate Railway Easement	6,500
						<u>197,000</u>
207	3132	801	553210		Purchase of Tax Auction Properties	12,500
207	3132	801	553230		Children's Garden Construction	500,000
					KJWW Fiber Optic Line	38,500
						<u>1,014,230</u>
583	3132	801	552600		Business Loans	200,000
584	3132	801	552600		Loans to CIRLF Applicants	550,000
585	3132	801	551310		Repayment of Principal to FHLB	54,816
585	3132	801	552600		FHLB Loans	7,800
						<u>62,616</u>
						<u><u>3,881,637</u></u>

**Allocation of Gaming and General Fund Carryover Funds  
FY 2010 Budget**

**Table 4**

	Request	Gaming Funds	General Fund Carryover	Total	Expenditure Account #	Transfer-out Account #	Transfer-in Account #
<b>Availab</b>							
<b>Total Allocated</b>		4,117,590	1,353,918	5,471,508			
<b>Balance</b>		2,763,168	1,353,918	4,117,086			
		1,354,422	0	1,354,422			
<b>Allocations:</b>							
Legislative consultant	110,000	0	110,000	110,000	101-1212-041-53170C	301-1212-041-581101	101-0-0-496301
<b>General Administration</b>	<b>110,000</b>	<b>0</b>	<b>110,000</b>	<b>110,000</b>			
Façade Improvement Program	150,000	150,000	0	150,000	207-3132-801-55113C	223-3132-801-581207	207-0-0-496223
Community Marketing	150,000	150,000	0	150,000	207-3132-801-541100-32101C	223-3132-801-581207	207-0-0-496223
Gateway Signs	85,000	85,000	0	85,000	207-3132-801-56320C	223-3132-801-581207	207-0-0-496223
Economic Development Rebate Program	65,000	65,000	0	65,000	207-3132-801-55131C	223-3132-801-581207	207-0-0-496223
Economic Development Rebate Program	125,000	125,000	0	125,000	207-3132-801-55131C	223-3132-801-581207	207-0-0-496223
District Events Management	20,000	20,000	0	20,000	207-3132-801-54110C	223-3132-801-581207	207-0-0-496223
Crosstown Bike Trail Connector (\$380,000)	334,000	0	334,000	334,000	301-6166-315-565100-76260E		
Building Demolition (\$200,000)	150,000	150,000	0	150,000	207-3132-801-53810C	223-3132-801-581207	207-0-0-496223
Social Services Organizations Allocatio	50,000	50,000	0	50,000	101-3133-851-55140C	223-3133-851-581101	101-0-0-496223
RI Economic Growth	40,000	40,000	0	40,000	207-3132-801-54110C	223-3132-801-581207	207-0-0-496223
QC Botanical Center	50,000	0	50,000	50,000	207-3132-801-54110C	301-3132-801-581207	207-0-0-496301
<b>Community &amp; Economic Development</b>	<b>1,219,000</b>	<b>835,000</b>	<b>384,000</b>	<b>1,219,000</b>			
Financial Software Debt Service:	80,000	80,000	0	80,000	405-2526-081-57110C	223-2526-081-58140E	405-0-0-496223
Financial Software Debt Service:	15,237	15,237	0	15,237	405-2526-081-57210C	223-2526-081-58140E	405-0-0-496223
<b>Finance</b>	<b>95,237</b>	<b>95,237</b>	<b>0</b>	<b>95,237</b>			
Communications Infrastructure Build-out - SW	75,000	0	75,000	75,000	301-2526-081-56420C		
Equipment Replacement Costs: (\$255,000)	165,000	0	165,000	165,000	101-2526-081-52441C	301-2526-081-581101	101-0-0-496301
PW AVL (\$70,000)	70,000	0	70,000	70,000	101-2526-081-52441C	301-2526-081-581101	101-0-0-496301
Voice over IP - VOIP (\$350,000)	174,918	0	174,918	174,918	301-2526-081-56420C		
Government software - version 10 (\$50,000)	50,000	0	50,000	50,000	101-2526-081-56441C	301-2526-081-581101	101-0-0-496301
<b>Information Technology</b>	<b>534,918</b>	<b>0</b>	<b>534,918</b>	<b>534,918</b>			
MLK Center Expansion Debt Service:	85,000	85,000	0	85,000	405-3536-041-57110C	223-3536-041-58140E	405-0-0-496223
MLK Center Expansion Debt Service:	35,525	35,525	0	35,525	405-3536-041-57210C	223-3536-041-58140E	405-0-0-496223
<b>Martin Luther King Jr Center</b>	<b>120,525</b>	<b>120,525</b>	<b>0</b>	<b>120,525</b>			
Whitewater Junction Debt Service:	85,000	85,000	0	85,000	555-8198-551-57110C	223-8198-551-58155E	555-8198-0-496223
Creek Erosion Control Shadybrook	50,000	0	50,000	50,000	555-8292-601-56370C	301-8292-601-58155E	555-8292-0-496301
<b>Park</b>	<b>135,000</b>	<b>85,000</b>	<b>50,000</b>	<b>135,000</b>			
Local Street Improvement Program (\$500,000)	92,000	92,000	0	92,000	301-6166-316-538602-76261E	223-6166-316-581301	301-0-0-496223
23 Ave., 24 - 26 St	14,000	14,000	0	14,000	301-6166-316-531110-76261E	223-6166-316-581301	301-0-0-496223
23 Ave., 24 - 26 St	92,000	92,000	0	92,000	301-6166-316-538602-76261E	223-6166-316-581301	301-0-0-496223
22 1/2 Ave., 25 - 27 St	14,000	14,000	0	14,000	301-6166-316-531110-76261E	223-6166-316-581301	301-0-0-496223
22 1/2 Ave., 25 - 27 St	69,000	69,000	0	69,000	301-6166-316-538602-76261E	223-6166-316-581301	301-0-0-496223
27 St., 21 - 22 1/2 Ave	10,000	10,000	0	10,000	301-6166-316-531110-76261E	223-6166-316-581301	301-0-0-496223
27 St., 21 - 22 1/2 Ave	181,000	181,000	0	181,000	301-6166-316-538602-76261E	223-6166-316-581301	301-0-0-496223
24 Ave., 34 - 38 St	28,000	28,000	0	28,000	301-6166-316-531110-76261E	223-6166-316-581301	301-0-0-496223
24 Ave., 34 - 38 St							
Contract Street Maintenance (\$500,000)							

Allocation of Gaming and General Fund Carryover Funds  
 FY 2010 Budget

Table 4

	Request	Gaming Funds	General Fund Carryover	Total	Expenditure Account #	Transfer-out Account #	Transfer-in Account #
Brick	80,000	80,000	0	80,000	101-6166-301-538500-762411	223-6166-301-581101	101-0-0-496223
Brick	10,000	10,000	0	10,000	101-6166-301-531110-762411	223-6166-301-581101	101-0-0-496223
Crack	70,000	70,000	0	70,000	101-6166-301-538500-762377	223-6166-301-581101	101-0-0-496223
Crack	10,000	10,000	0	10,000	101-6166-301-531110-762377	223-6166-301-581101	101-0-0-496223
Asphalt	110,000	110,000	0	110,000	101-6166-301-538500-762437	223-6166-301-581101	101-0-0-496223
Asphalt	10,000	10,000	0	10,000	101-6166-301-531110-762437	223-6166-301-581101	101-0-0-496223
Concrete	190,000	190,000	0	190,000	101-6166-301-538500-762377	223-6166-301-581101	101-0-0-496223
Concrete	20,000	20,000	0	20,000	101-6166-301-531110-762377	223-6166-301-581101	101-0-0-496223
Other Contract Maintenance (\$226,406)							
Ditch Cleaning	30,000	30,000	0	30,000	101-6166-322-538500-762460	223-6166-322-581101	101-0-0-496223
Mudjacking	25,000	25,000	0	25,000	101-6166-301-538500-762157	223-6166-301-581101	101-0-0-496223
Sealcoating	31,500	31,500	0	31,500	101-6166-304-538500-762111	223-6166-304-581101	101-0-0-496223
Street Painting	66,330	66,330	0	66,330	101-6166-306-538500	223-6166-306-581101	101-0-0-496223
Contract Workers	34,788	34,788	0	34,788	101-6166-301-531600	223-6166-301-581101	101-0-0-496223
Contract Workers	6,958	6,958	0	6,958	101-6166-306-531600	223-6166-306-581101	101-0-0-496223
Contract Workers	27,830	27,830	0	27,830	101-6166-322-531600	223-6166-322-581101	101-0-0-496223
Weed Spraying	4,000	4,000	0	4,000	101-6166-322-538200	223-6166-322-581101	101-0-0-496223
Underground Street Light System (\$483,000)	200,000	0	200,000	200,000	301-6171-372-563400		
Special Assessment Program debt service	401,000	401,000	0	401,000		223-6166-316-581201	201-0-0-496223
50/50 replacement program	50,000	0	50,000	50,000	301-6166-315-538602-762147		
RI Parkway Traffic Signals (\$195,500)	25,000	0	25,000	25,000	301-6171-371-564600		
<b>Public Works</b>	<b>1,902,406</b>	<b>1,627,406</b>	<b>275,000</b>	<b>1,902,406</b>			
<b>Total Allocated</b>	<b>4,117,086</b>	<b>2,763,168</b>	<b>1,353,918</b>	<b>4,117,086</b>			
<b>Balance</b>		<b>1,354,422</b>	<b>0</b>	<b>1,354,422</b>			

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	1109	041	524400			Cassette Recorder	100
101	2121	041	524400			Coffee Maker	30
						Electric Stapler	90
101	2526	081	524250			Mobile Computing Items	10,000
101	2526	081	524410			Misc. Hardware/Software (2)	
						Equipment Replacement	15,000
						Server Replacement	115,000
						Printer Replacement	35,000
						Printer Replacement	15,000
						Public Works AVL	70,000
101	2526	091	524410			Miscellaneous	250,000
101	3134	881	524100			Replace Worn Tools (10)	16,000
101	3134	881	524300			Chemical Test Strip (5)	100
						Thermometers (10)	200
101	3134	881	524400			Office Equipment	300
101	4141	041	524100			Misc. Hand Tools	350
101	4141	041	524400			Misc. Office Equipment	50
						Workstation & Cabinets	250
101	4141	201	524400			Office Chair	4,680
101	4142	206	524100			Kick Stand (8)	48
						Taser (2)	1,600
						Toe Straps (8)	28
						Varda Alarm Kit	400
						Varda Alarm Trip Mat (4)	336
						Varda Alarm Transmitter (2)	110
						Bicycle	400
101	4142	206	524400			Office Chair (2)	500
						Folding Table	85
						Digital Camera	250
101	4142	207	524100			Water Bowl (2)	42
						Assorted Leads (2)	50
						Food Pan (2)	30
						Stash Box (4)	120
						Cooling Fans (2)	40
101	4143	215	524100			Stackable Food Container (2)	120
						Laser Boresight	40
						Cyclops Light	50
101	4143	215	524400			Cassette Recorder	65
						Cassette Recorder (2)	80
						Office Chair (2)	550

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
						Transcriber	375
						Typewriter	150
101	4143	217	524400			Digital Camera	250
						Cassette Recorder	65
						Cassette Recorder (2)	80
						Office Chair (3)	750
101	4143	217	524410			Hard Drive (2)	895
101	4143	227	524400			Office Chair	400
101	4144	221	524200			Flashlight (7)	250
101	4144	221	524400			Flashlight Charger (7)	980
101	4144	222	524400			Misc. Office Equipment	175
101	4144	223	524100			Glock Handgun (2)	100
						Handgun Parts	900
						Crossing Guard Stop Sign (5)	300
						Magazine Extension (4)	125
101	4144	226	524250			Receiver Shelf	240
						Cable Kit	1,500
						Receiver (2)	105
101	4144	228	524400			Office Chair	4,680
						Desk Lamp	250
101	4144	228	524710			Storage Container (5)	100
101	4144	229	524400			Digital Camera (2)	350
						CD Storage Bin (4)	200
101	4144	230	524100			Telephone Headset	100
						Headset Charger	98
101	4144	235	524100			Pole Syringe	40
						Instant Release Pole (2)	224
						Freeman Net (2)	156
						Remington Rifle	700
101	4144	235	524400			Misc. Office Equipment	1,120
101	4551	041	524400			Misc. Office Equipment	25
101	4551	291	524100			Misc. Tools	300
101	4551	291	524200			Misc. Equipment	250
						Trimmer	300
						Lawn Mower	200
						Snow Blower	500
101	4551	291	524400			Misc. Equipment	1,200
101	4551	292	524100			Misc. Equipment	200
101	4551	292	524200			Misc. Equipment	150

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	4551	292	524400			Snow Blower	1,200
						Misc. Equipment	1,350
						Office Chair	200
101	4551	293	524100			Misc. Equipment	400
101	4551	293	524200			Misc. Equipment	150
						Snow Blower	1,200
						Stove	600
						Misc. Equipment	1,950
101	4551	293	524400			Misc. Equipment	200
101	4551	295	524100			Misc. Equipment	150
						Tool Set	300
101	4551	295	524200			Misc. Equipment	150
						Washer	700
						Snow Blower	1,000
101	4551	295	524400			Misc. Equipment	1,850
						Mattress (3)	200
101	4552	271	524100			Misc. Equipment	1,110
						Mabas	3,000
						Bolt cutters	1,000
						Attack Line (6)	190
						Akron Smooth Bore (5)	1,050
						NY Roof Hook	3,250
						TNT Tool (3)	125
						Attack Line (5)	630
						Pro Bar Halligan	550
						Tool Lock Puller	200
						Toolbox/Set	80
						Flat Head Axe	500
						Supply Hose (5)	125
101	4552	271	524200			Misc. Equipment	3,250
						Chain Saw	1,500
						PPV Fan	1,200
						Mobile Radio	2,000
						Pump Op Headset (4)	690
						Push/Talk Adapter (4)	1,260
						Portable Radio (4)	900
						Gas Meter Calibrator	2,800
101	4552	271	524300			Misc. Equipment	1,000
101	4554	273	524100			Quicltrach Kit	160
						Rhythm Simulator	470
							5,650
							1,000
							13,950
							4,700

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
						IV Warmer	1,700
						Cricothyotomy Simulator	580
						Cool Kit	170
						IV Training Arm	145
						IO Simulator	245
						Decompression chest	505
101	4554	273	524200			Misc. Equipment	2,500
						AED	3,200
101	6161	041	524400			Conference Room Supplies	150
						Misc. Office Equipment	200
						Foldaway Brochure Display	200
101	6162	041	524400			Misc. Supplies/Equipment	550
101	6162	383	524100			30 Min. Parking Meters (5)	100
						10 Hr. Parking Meters	1,250
101	6166	041	524100			Replacement Handles	200
						Fiber Saw Blades (2)	350
						Misc. Repair Tools	1,500
						Brackets	50
						Brooms (12)	216
						Picks (2)	44
						Shovels (12)	180
						Misc. Knives, Mops, etc.	175
						Hand Saws	125
						Litter Sticks	100
						Misc. Tools	400
						Power Drill	200
						Blower	250
101	6166	041	524200			Misc. Equipment	850
101	6166	301	524100			Traffic Cones (60)	300
						Replace Loots (8)	200
						Replace Finish Tools (6)	1,200
101	6166	305	524100			Knives, Squeegees, Brooms	1,600
101	6166	321	524200			Replace Chain Saw	200
101	6166	322	524100			Flags/Poles (51)	540
						Trash Receptacles (5)	1,275
						Dumpster Replacements	1,625
101	6166	331	524100			Replacement Refuse Carts (100)	600
101	6166	332	524710			Yard Waste Carts (30)	7,000
101	6166	333	524710			48 Gal. Recycling Carts (250)	2,100
							15,500

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
101	6166	334	524100			Hand Tools/Replacement	300
101	6166	334	524200			Standard Mower	950
101	6171	111	524100			Weed Eater (2)	1,650
101	6171	111	524200			Misc. Equipment	500
						Saw	200
						Hammer Drill	200
101	6171	112	524400			Conference Chairs (14)	400
101	6171	372	524100			Misc. Hand Tools	2,100
101	6171	372	524200			Misc. Power Tools	100
101	6171	373	524250			Replacement Radios (3)	100
							1,800
211	3536	041	524400	0	10010	Replace Desk chairs (4)	500
211	3536	941	524100	0	10010	Hand Held Tools (2)	100
							600
222	4551	291	524200			Contingency	5,000
222	4551	291	524800			Contingency	3,000
222	4551	292	524200			Contingency	3,000
222	4551	292	524800			Contingency	3,000
222	4551	293	524200			Contingency	3,000
222	4551	293	524800			Contingency	6,000
222	4551	295	524200			Contingency	3,000
222	4551	295	524800			Contingency	3,000
222	4552	271	524200			Contingency	3,000
							6,800
							35,800
224	4143	216	524100			Surefire Tactical Lights (2)	900
						Electronic Weapon Sight (2)	850
						Flip Up Rear Sight (2)	250
						Rifle Upgrade	600
						Portable Video Camera System	25,000
						Take Down Mat	600
						Redman Gun (2)	110
						Bicycle Rack	150
						Hydrastorms (20)	800
						Firearm Training Simulator	20,000
224	4143	216	524250			Synthesized Audio Receiver	2,800
						Weatherproof Tactical Repeater	3,300
						Synthesized Transmitter	1,800
						Typewriter	200
							7,900
							200
							57,360

Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
225	4142	206	524100			Lidar Unit	4,500
						Speed Sentry Sign	9,700
225	4142	206	524400			In Car Video System	115,500
225	4142	206	524410			Digital Server Software	132,300
						Mobile Data Terminals	90,000
241	4144	226	524250	0	07105	In Car Video Equipment	41,430
242	3134	882	524100	00352300		Hand Tools/Equipment	150
242	3134	882	524200	00352300		Power Tools/Equipment	500
242	3134	882	524300	00352300		Small Test Equipment	1,400
242	3134	882	524400	00352300		Office Equipment	700
242	3134	882	524410	00352300		Computer Equipment	100
251	7181	041	524400			Floor Mat	100
251	7181	401	524100			Hand Tools	50
251	7181	401	524200			Leaf Blower	75
251	7181	401	524400			Small Office Equipment	100
251	7181	401	524410			Computer Repair Supplies	250
251	7182	421	524400			Task Chair	250
251	7182	421	524410			Monitor	300
						Keyboards (11)	220
						Mice (11)	110
						Computers (3)	4,500
						Software	200
						Chair/Typewriter	200
						Memory	100
						Label Printer	40
						Chairs	500
						Mice (4)	220
						Receipt Printers (2)	540
						Chair	220
						Public Use Computer	1,000
						Receipt Printer	250
						Hammer, Other Tools, Shovel, etc.	1,250
						Delivery Bins	25
						Chairs (2)	100
						Computer	100
						Receipt Printer	1,000
251	7184	402	524410			Receipt Printer	250
251	7184	402	524400			Computer	200
251	7184	402	524410			Receipt Printer	1,250

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
251	7184	403	524100			Hand Tools	50
251	7184	403	524410			Receipt Printer (2)	400
275	4142	209	524100			Weapons (4)	2,400
275	4142	209	524200			Tac Lights (3)	300
501	6163	358	524100			Misc. Hand Tools/Equipment	200
501	6163	358	524200			Power Drill	300
501	6168	352	524100			Replacement Hand Tools	1,200
501	6168	352	524200			Misc. Pumps, Heaters, etc.	4,000
501	6168	352	524300			Hach 1720 (6)	14,400
501	6169	356	524100			Shovels, Picks, etc.	200
						Saw Blades	600
						Wrenches, Saws, Levels, etc.	2,500
501	6169	356	524200			Extender Bars	6,000
						Cutting Torch Set	1,000
						Jackhammers	1,500
						Jackhammers	1,600
						Magnetic Locator Replacement	800
						Pipe Trace Machine Replacement	2,400
501	6169	356	524400			Desk for Crew Leader	400
						Chair	200
						Storage Cabinets	500
							1,100
							37,800
506	6168	041	524400			Misc. Equipment	50
506	6168	341	524100			Ammonia Probe	450
						Hand Tools	200
						Meter	500
506	6168	341	524200			Lab Incubator	1,150
506	6169	041	524100			Misc. Hand Tools	3,500
506	6169	346	524100			Rakes, Shovels, Saws, etc.	50
506	6169	346	524200			Jetter Hose	500
						Leader Hose (50)	1,600
						Root Cutter Blades (5)	300
						Nozzles & Accessories (4)	405
							640
							2,945
							8,195
507	6169	041	524100			Misc. Tools & Equipment	300
507	6169	041	524300			Chemical Reagents	1,100
507	6169	041	524400			Hanging File	575

# Small Tools & Equipment

Table 5

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
507	6169	348	524100			Clamps (2)	500
507	6169	348	524200			Rakes, Hand Saws, Hammers, etc.	1,075
						Misc. Power Tools	500
						Nozzles/Accessories	300
						Jetter Hose	200
507	6169	892	524100			Planting Tools	1,600
						Rain Barrels (10)	35
							795
							5,870
541	6171	041	524400			Digital Tape Recorder	250
541	6171	591	524100			Snow Shovels, Hand Saws, etc.	250
						Dock Carts (4)	1,000
						Boat Standards (10)	1,600
						Yard Arm Jacks	3,000
						Boat Saw Horses	2,000
541	6171	591	524200			Cordless Drill/Saw Pack	7,850
						Misc. Tools	500
						Restroom Fans	500
541	6171	591	524400			Fans for Offices (3)	175
							300
							475
							9,575
555	8191	041	524100			Hand Tools	50
555	8191	041	524400			Office Chairs (5)	250
555	8193	501	524100	931102		Misc. Tools	100
555	8193	501	524100			Genesis Guild	100
555	8193	501	524200	931102		Genesis Guild	100
555	8193	501	524400			Small Office Equipment	150
555	8193	501	524810			Bases for Ball Diamonds	1,500
						Benches (2)	800
						Bleacher Seat Covers (2)	1,800
555	8193	511	524100			Hand Tools CR	4,100
555	8193	511	524400			Office CR	50
555	8193	521	524400			Office Equipment	1,000
555	8193	521	524810			Bases for Ball Diamonds	50
555	8198	551	524100			Misc. Tools	1,000
555	8198	551	524200			Power Tools	180
555	8198	551	524250			Replace Radios (4)	150
555	8198	551	524400			Fans	200
555	8198	551	524810			Wristbands	100
555	8292	601	524100			Hand Tools	3,500
555	8292	601	524200			Tools	2,500
							300

**Small Tools & Equipment**

**Table 5**

Fund	Dept	Cost Center	Object	Project/ Program	Grant	Description	Budget Amount
555	8292	601	524250			Security Cameras, Night Vision (3)	900
555	8292	601	524300			Radio & Related Gear	1,200
555	8292	601	524400			Small Test Equipment	200
555	8292	601	524510			Misc. Small Office Equipment	50
						Chainsaw	450
						Weed Eater (2)	550
						Auger Drive & Auger	3,270
						Turf Roller	300
						Turf Roller	2,000
555	8292	601	524810			Bench Frames (4)	880
						Picnic Tables (4)	1,280
						Picnic Tables (2)	680
						Basketball Goals - Lincoln (2)	5,000
						Basketball Goals - Longview (2)	5,000
						Basketball Goals - Webber	2,500
						Hand Tools	15,340
555	8292	611	524100			Small Power Tools	200
555	8292	611	524200			Power Rake	1,200
555	8292	613	524510	922202		Hand Tools	150
						Maintenance Equipment	500
						Chemical/Fertilizer Spreader	7,000
555	8292	621	524100			Hand Tools	7,650
555	8292	621	524200			Misc. Small Tools	450
555	8292	621	524300			test Equipment	200
555	8394	751	524100			Misc. Hand Tools	100
						Gas Cans, Shovels, etc.	1,400
						Bench Vise	600
						Retractable Hose Reel	145
						Weed Eater (2)	225
						Power Pak	500
						Cordless Rechargeable Light	165
						Cart Signs (25)	85
555	8394	751	524810			Eractable Signs (2)	300
						Hand Tools	75
555	8395	753	524100			Indoor Bug Zappers (2)	375
555	8395	753	524200			Hand Tools	50
555	8594	701	524100			Hand Tools	900
						Tool box	1,000
555	8594	701	524200			Power Pak	650
						Power Grease Gun	165
							170

# Small Tools & Equipment

## Table 5

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description		Budget Amount
555	8594	701	524510			Metal Detector	500	835
555	8594	701	524810			Fairway Drag Mat		5,000
						Cart Signs (9)	108	
						Chemical Signs (2)	44	
						Erasable Signs (2)	75	
555	8697	561	524800			Stands for Shoe Cleaners (2)	378	605
555	8697	564	524100			Machines/Treadmills		20,000
555	8697	564	524400			Hand Tools		150
						Microwave or Frig Replacement		1,000
555	8997	564	524800			Fitness Equipment		200
555	8997	564	524810			Recreational Equipment		200
601	6171	361	524100			Air Hose/Drain Pan, Grease gun, etc	500	20
601	6171	362	524100			Air Hose/Drain Pan, Grease gun, etc		
						Floor Jack	2,500	
						Oil Caddy	1,000	
						Air Grease Gun	1,000	
						Mag Drill with Bits	5,500	10,500
601	6171	362	524300			Genisys Monitor Update	1,500	
						Tech 1 & 2 Updates	1,500	
						AllData Systems	3,000	6,000
601	6171	363	524100			Painting Equipment	650	
						Paint Tarps	25	
						Air Hose, Misc.	150	825
601	6171	364	524400			Misc. Storage Units	50	50
601	6171	366	524100			Hand Tools/Equip for Store		2,500
606	6176	041	524100			Misc. Hand Tools		20
606	6176	041	524400			Chair	500	
						Desk	400	900
606	6176	041	524410			Micropaver Upgrade		950
606	6176	091	524100			Misc. Hand Tools		500
606	6176	091	524300			Pipe Locator		7,000
606	6176	091	524510			Pole Camera Replacement	17,000	
606	6176	391	524100			Camera Transporter Replacement	15,000	32,000
606	6176	391	524300			Hammers, Measuring Tapes, etc.		150
						Quarterly Nuclear Dosimeters (5)		875
								42,395

**Small Tools & Equipment**

**Table 5**

Fund	Dept	Cost Center	Object	Project/Program	Grant	Description	Budget Amount
901	3536	041	524400	0	10010	Chairs for Program Staff (5)	1,000
							<u>982,732</u>

**General Fund Five Year Projection**

**Table 6**

Account Title	2009	2010		2011		2012		2013		2014	
	Estimated	Budget	Proposed	Budget	Projected	Budget	Projected	Budget	Projected	Budget	Projected
Assumptions											
Property Taxes			103.00%		103.00%		103.00%		103.00%		103.00%
Local Taxes			102.00%		102.00%		102.00%		102.00%		102.00%
State Taxes			102.00%		102.00%		102.00%		102.00%		102.00%
Business Licenses & Permits			102.00%		102.00%		102.00%		102.00%		102.00%
Non-Business Licenses & Permits			102.00%		102.00%		102.00%		102.00%		102.00%
Federal Grants			101.00%		101.00%		101.00%		101.00%		101.00%
State Grants			101.00%		101.00%		101.00%		101.00%		101.00%
Local Grants			101.00%		101.00%		101.00%		101.00%		101.00%
Charges for Services			102.00%		102.00%		102.00%		102.00%		102.00%
Rents & Royalties			102.00%		102.00%		102.00%		102.00%		102.00%
Transfers for Charges			102.00%		102.00%		102.00%		102.00%		102.00%
Investments & Loans			102.00%		102.00%		102.00%		102.00%		102.00%
Contributions & Donations			102.00%		102.00%		102.00%		102.00%		102.00%
Reimbursements			102.00%		102.00%		102.00%		102.00%		102.00%
Proceeds of Fixed Assets			102.00%		102.00%		102.00%		102.00%		102.00%
Operating Transfers			103.00%		103.00%		103.00%		103.00%		103.00%
Other			102.00%		102.00%		102.00%		102.00%		102.00%
Personnel			105.00%		105.00%		105.00%		105.00%		105.00%
Supplies			103.00%		103.00%		103.00%		103.00%		103.00%
Services			103.00%		103.00%		103.00%		103.00%		103.00%
Other			103.00%		103.00%		103.00%		103.00%		103.00%
Programs			101.00%		101.00%		101.00%		101.00%		101.00%
Capital			101.00%		101.00%		101.00%		101.00%		101.00%
Transfers			105.00%		105.00%		105.00%		105.00%		105.00%
Contingency/Bad Debt			101.00%		101.00%		101.00%		101.00%		101.00%
Revenue											
Property Taxes	6,874,690	7,169,918	7,385,016	7,606,566	7,834,763	8,069,806					
Local Taxes	6,007,500	6,163,292	6,286,558	6,412,289	6,540,535	6,671,345					
State Taxes	9,536,478	9,237,618	9,422,370	9,610,818	9,803,034	9,999,095					
Business Licenses & Permits	352,000	356,335	363,462	370,731	378,146	385,708					
Non-Business Licenses & Permits	443,650	493,695	503,569	513,640	523,913	534,391					

**General Fund Five Year Projection**

**Table 6**

Account Title	2009	2010		2011		2012		2013		2014	
	Estimated	Budget Proposed	Budget Projected								
Federal Grants	185,340	117,431	118,605	119,791	120,989	122,199	-	-	-	-	-
State Grants	-	0	-	-	-	-	-	-	-	-	-
Local Grants	54,684	79,368	80,162	80,963	81,773	82,591	80,963	81,773	81,773	82,591	82,591
Charges for Services	3,581,444	3,664,243	3,737,528	3,812,278	3,888,524	3,966,294	3,812,278	3,888,524	3,888,524	3,966,294	3,966,294
Rents & Royalties	65,800	30,850	31,467	32,096	32,738	33,393	32,096	32,738	32,738	33,393	33,393
Transfers for Charges	1,749,919	1,815,539	1,851,850	1,888,887	1,926,665	1,965,198	1,888,887	1,926,665	1,926,665	1,965,198	1,965,198
Investments & Loans	395,000	166,036	169,357	172,744	176,199	179,723	172,744	176,199	176,199	179,723	179,723
Contributions & Donations	-	-	-	-	-	-	-	-	-	-	-
Reimbursements	300	100	102	104	106	108	104	106	106	108	108
Proceeds of Fixed Assets	-	2,450	2,499	2,549	2,600	2,652	2,549	2,600	2,600	2,652	2,652
Operating Transfers	1,447,600	2,386,531	2,458,127	2,531,871	2,607,827	2,686,062	2,531,871	2,607,827	2,607,827	2,686,062	2,686,062
Other	5,000	6,000	6,120	6,242	6,367	6,495	6,242	6,367	6,367	6,495	6,495
	<b>30,699,405</b>	<b>31,689,406</b>	<b>32,416,791</b>	<b>33,161,570</b>	<b>33,924,178</b>	<b>34,705,060</b>	<b>33,161,570</b>	<b>33,924,178</b>	<b>33,924,178</b>	<b>34,705,060</b>	<b>34,705,060</b>
Personnel	20,939,020	21,906,680	23,002,014	24,152,115	25,359,720	26,627,706	24,152,115	25,359,720	25,359,720	26,627,706	26,627,706
Supplies	1,360,498	1,482,332	1,526,802	1,572,606	1,619,784	1,668,378	1,572,606	1,619,784	1,619,784	1,668,378	1,668,378
Services	7,251,365	6,932,699	7,140,680	7,354,900	7,575,547	7,802,814	7,354,900	7,575,547	7,575,547	7,802,814	7,802,814
Other	196,830	176,908	182,215	187,682	193,312	199,112	187,682	193,312	193,312	199,112	199,112
Programs	50,000	50,000	50,500	51,005	51,515	52,030	51,005	51,515	51,515	52,030	52,030
Capital	49,500	0	0	0	0	0	0	0	0	0	0
Transfers	139,893	119,077	125,031	131,282	137,847	144,739	131,282	137,847	137,847	144,739	144,739
Contingency/Bad Debt	994,188	1,021,710	1,031,927	1,042,246	1,052,669	1,063,196	1,042,246	1,052,669	1,052,669	1,063,196	1,063,196
	<b>30,981,294</b>	<b>31,689,406</b>	<b>33,059,169</b>	<b>34,491,837</b>	<b>35,990,395</b>	<b>37,557,974</b>	<b>34,491,837</b>	<b>35,990,395</b>	<b>35,990,395</b>	<b>37,557,974</b>	<b>37,557,974</b>
Net change in fund balances	(281,889)	0	(642,379)	(1,330,266)	(2,066,216)	(2,852,914)	(1,330,266)	(2,066,216)	(2,066,216)	(2,852,914)	(2,852,914)

General Fund Revenue Comparisons

Table 7

Object	Account Title	2007		2008		2009		2009		2010		Difference (from bgt)	Percent
		Actuals	Actuals	Actuals	Actuals	Budget Adopted	Estimated	Budget Proposed	Budget Proposed				
411	Property Taxes	6,824,014	6,705,883	6,874,690	6,874,690	7,169,918	6,874,690	7,169,918	295,228	4%			
412	Local Taxes	5,569,658	5,929,127	6,007,500	6,007,500	6,163,292	6,007,500	6,163,292	155,792	3%			
413	State Tax	9,014,561	9,784,025	9,536,478	9,536,478	9,237,618	9,536,478	9,237,618	(298,860)	-3%			
421	Business License/Permit	299,959	298,812	324,000	352,000	356,335	352,000	356,335	32,335	10%			
422	Non-Business License/Permit	373,121	463,210	443,650	443,650	493,695	443,650	493,695	50,045	11%			
431	Federal Grants	94,463	114,886	74,116	185,340	117,431	185,340	117,431	43,315	58%			
432	State Grants	500	0	0	-	0	-	0	-	0%			
433	Local Grants	53,684	94,368	54,684	54,684	79,368	54,684	79,368	24,684	45%			
441	Charges for Services	3,294,726	3,509,150	3,581,444	3,581,444	3,664,243	3,581,444	3,664,243	82,799	2%			
444	Rents & Royalties	75,130	66,050	65,800	65,800	30,850	65,800	30,850	(34,950)	-53%			
459	Transfer for Charges	1,168,488	1,467,744	1,749,919	1,749,919	1,815,539	1,749,919	1,815,539	65,620	4%			
461	Investment & Loans	453,330	419,425	395,000	395,000	166,036	395,000	166,036	(228,964)	-58%			
485	Contributions/Donations	-	-	-	-	-	-	-	-	0%			
486	Reimbursements	120	133	300	300	100	300	100	(200)	-67%			
492	Proceeds of Fixed Asset	38,035	3,897	0	-	2,450	-	2,450	2,450	0%			
496	Operating Transfers	1,029,768	2,138,300	1,447,600	1,447,600	2,386,531	1,447,600	2,386,531	938,931	65%			
499	Other	9,927	12,958	5,000	5,000	6,000	5,000	6,000	1,000	20%			
		28,299,484	31,007,968	30,560,181	30,699,405	31,689,406	30,699,405	31,689,406	1,129,225	4%			

General Fund Comparisons by Object

Table 8

Account Title	2007	2008	2009	2009	2010	Difference	Difference	Percent	Percent
	Actual	Actual	Budget	Estimated	Proposed	(from bgt.)	(from est.)		
Personnel	18,595,967	19,886,438	20,831,481	20,939,020	21,906,680	1,075,199	107,539	5%	101%
Supplies	834,329	1,247,607	1,293,310	1,360,498	1,482,332	189,022	67,188	15%	105%
Services	6,089,600	6,664,554	7,004,979	7,251,365	6,932,699	-72,280	246,386	-1%	104%
Other	179,554	147,204	196,830	196,830	176,908	-19,922	-	-10%	100%
Programs	118,206	108,359	50,000	50,000	50,000	0	-	0%	100%
Capital	142,716	105,172	49,500	49,500	0	-49,500	-	-100%	100%
Transfers	676,787	591,510	139,893	139,893	119,077	-20,816	-	-15%	100%
Contingency/Bad Debt	974,945	720,912	994,188	994,188	1,021,710	27,522	-	3%	100%
	27,612,104	29,471,756	30,560,181	30,981,294	31,689,406	1,129,225	421,113	4%	101%

**General Fund Expenditures by Department**

**Table 9**

Account Title	2007	2008	2009	2009	2010	Difference (from est)	Percent
	Actuals	Actuals	Budget	Estimated	Proposed		
Mayor & Council	199,141	218,326	229,930	229,930	232,465	2,535	1.1%
General Administration	486,985	496,921	502,531	502,531	512,741	10,210	2.0%
Personnel	395,025	379,210	427,200	427,200	362,670	-64,530	-15.1%
Finance	1,385,835	1,459,844	1,349,903	1,336,423	1,427,191	77,288	5.7%
Information Services	1,075,497	1,164,211	1,369,502	1,369,502	1,398,615	29,113	2.1%
Community Development	1,060,312	1,141,788	1,200,096	1,200,096	913,942	-286,154	-23.8%
Police	9,613,269	10,085,208	10,841,520	10,841,520	11,478,923	637,403	5.9%
Fire	6,784,193	7,133,971	7,321,947	7,321,947	7,770,338	448,391	6.1%
Public Works	6,605,529	7,385,349	7,303,717	7,738,310	7,577,186	273,469	3.7%
Police & Fire Commission	6,318	6,928	13,835	13,835	15,335	1,500	10.8%
<b>Total</b>	<b>27,612,104</b>	<b>29,471,756</b>	<b>30,560,181</b>	<b>30,981,294</b>	<b>31,689,406</b>	<b>1,129,225</b>	<b>3.7%</b>

# Revenue Comparisons

## Table 10

Account title	2007 Actual	2008 Actual	2009 Budget	2009 Estimated	2010 Proposed	Difference (from bgt.)	Percent
Property Taxes	12,752,218	12,673,854	13,125,764	13,120,904	13,806,920	681,156	5%
Local Taxes	6,723,221	6,890,649	7,058,748	7,093,748	6,503,292	-555,456	-8%
State Taxes	13,767,311	13,984,226	13,568,578	13,432,578	16,221,307	2,652,729	20%
Penalties	20,051	21,162	0	16,000	20,000	20,000	-----
Business License & Permits	303,459	301,087	324,000	352,000	356,335	32,335	10%
Non-Business License & Permits	374,681	463,920	444,500	444,500	494,545	50,045	11%
Government Grants	1,955,889	2,415,348	3,757,988	3,094,401	4,165,566	407,578	11%
State Grants	150,500	-	134,500	134,500	200,000	65,500	49%
Local Grants	311,914	287,916	208,451	551,651	136,854	-71,597	-34%
Charges for Services	17,249,179	18,478,580	19,252,369	19,343,773	21,023,139	1,770,770	9%
Program Fees	436,276	333,229	341,670	341,670	375,435	33,765	10%
Concessions	421,076	420,853	434,628	434,628	443,668	9,040	2%
Rents & Royalties	846,998	813,146	835,273	838,473	796,330	-38,943	-5%
Employer Contributions	5,944,155	6,406,016	6,432,272	6,432,272	7,262,809	830,537	13%
Employee Contributions	1,629,284	1,835,818	1,753,756	1,753,756	1,888,100	134,344	8%
Retiree Contributions	1,471,582	652,901	705,725	705,725	740,298	34,573	5%
Engineering Services	981,732	825,424	1,170,865	1,170,865	1,186,588	15,723	1%
Equipment Maintenance	2,308,933	2,756,277	3,009,887	3,009,887	3,542,280	532,393	18%
Central Stores	13,340	14,776	24,200	24,200	21,600	-2,600	-11%
Electricity	0	-	115,786	97,017	257,445	141,659	122%
Transfers for Charges	1,457,004	1,761,756	2,074,719	2,074,719	2,163,803	89,084	4%
Investments and Loans	5,644,884	3,027,825	5,322,109	5,307,359	3,315,816	-2,006,293	-38%
Contributions & Donations	233,646	257,331	582,960	4,837,415	1,931,420	1,348,460	231%
Reimbursements	199	168	300	300	100	-200	-67%
Sale of Fixed Assets	-23,132	60,513	0	4,195	2,450	2,450	-----
Bond Proceeds	0	-	16,559,000	20,175,500	0	-16,559,000	-100%
Operating Transfers	7,830,821	7,474,895	6,055,748	5,980,588	6,415,269	359,521	6%
Other	133,044	200,203	76,299	76,299	159,813	83,514	109%
Total before eliminations	82,938,265	82,357,873	103,370,095	110,848,923	93,431,182	-9,938,913	-10%
Employer Contributions	5,944,155	6,406,016	6,432,272	6,432,272	7,262,809	830,537	13%
Transfers	9,287,825	9,236,651	8,130,467	8,055,307	8,507,072	451,765	6%
Equipment Maintenance	2,270,129	2,716,779	2,969,761	2,969,761	3,499,554	529,793	18%
Hydroelectric	-	-	115,786	97,017	257,445	160,428	139%
Engineering	981,732	825,424	1,170,865	1,170,865	1,186,588	15,723	1%
Total after eliminations	64,454,424	63,173,003	84,550,944	92,123,701	72,717,714	-11,833,230	-14%

**Expenditure Comparison by Object**

**Table 11**

	2007 Actual	2008 Actual	2009 Budget	2009 Estimated	2010 Proposed	Difference (from bgt.)	Percent
Personnel	33,973,369	36,514,120	36,720,879	36,705,526	40,064,284	3,343,405	9%
Supplies	3,798,548	4,318,726	4,675,903	4,842,491	5,348,477	672,574	14%
Services	19,723,075	19,684,002	23,460,472	22,742,732	21,745,603	(1,714,869)	-7%
Other	1,486,213	2,067,276	1,654,346	1,624,948	1,866,327	211,981	13%
Programs	1,690,805	2,136,672	5,256,214	4,256,426	4,840,073	(416,141)	-8%
Capital	705,256	3,438,464	11,588,565	9,046,022	26,821,395	15,232,830	131%
Debt Service	736,683	1,096,374	2,438,138	2,562,217	3,395,562	957,424	39%
Transfers	8,952,823	9,236,687	8,125,509	8,012,049	8,579,072	453,563	6%
Other	5,194,259	4,383,797	4,125,123	3,958,223	4,254,671	129,548	3%
<b>Total before eliminations</b>	<b>76,261,031</b>	<b>82,876,118</b>	<b>98,045,149</b>	<b>93,750,634</b>	<b>116,915,464</b>	<b>18,870,315</b>	<b>19%</b>
Employer Contributions	5,944,155	6,406,016	6,432,272	6,432,272	7,262,809	830,537	13%
Transfers	9,287,825	9,236,651	8,130,467	8,055,307	8,507,072	376,605	5%
Equipment Maintenance	2,270,129	2,716,779	2,969,761	2,969,761	3,499,554	529,793	18%
Hydroelectric	-	-	115,786	97,017	257,445	141,659	122%
Engineering	981,732	825,424	1,170,865	1,170,865	1,186,588	15,723	1%
<b>Total after eliminations</b>	<b>57,777,190</b>	<b>63,691,248</b>	<b>79,225,998</b>	<b>75,025,412</b>	<b>96,201,996</b>	<b>16,975,998</b>	<b>21%</b>

# Expenditures by Department

## Table 12

	2007 Actual	2008 Actual	2009 Budget	2009 Estimated	2010 Proposed	Difference (from bgt.)	Percent
Mayor & Council	199,141	218,326	229,930	229,930	232,465	2,535	1%
General Administration	606,985	606,925	612,531	612,531	641,301	28,770	5%
Personnel	5,025,677	5,159,286	5,326,255	5,309,602	5,735,956	409,701	8%
Finance	1,549,306	2,439,908	1,349,903	1,336,423	1,427,191	77,288	6%
Information Services	1,913,361	1,405,311	2,128,502	1,826,317	2,426,355	297,853	14%
Community Development	7,954,235	7,733,725	12,174,341	10,426,139	11,363,396	(810,945)	-7%
M L King Community Center	652,660	587,060	1,029,682	655,782	3,790,538	2,760,856	268%
Police	10,141,430	10,846,467	11,198,578	11,052,353	11,940,456	741,878	7%
Fire	6,868,565	7,302,679	7,414,247	7,414,247	7,813,338	399,091	5%
Public Works	30,244,485	33,137,772	41,796,068	40,900,213	40,722,071	(1,073,997)	-3%
Centennial Bridge	-	-	-	-	-	-	NEW
Library	2,277,973	2,321,351	2,620,411	2,545,995	2,344,017	(276,394)	-11%
Park	5,256,105	5,506,296	7,050,566	6,326,967	21,545,956	14,495,390	206%
Police & Fire Commission	6,318	6,928	13,835	13,835	15,335	1,500	11%
Police pension	2,691,980	2,671,353	2,521,805	2,521,805	3,309,815	788,010	31%
Fire pension	2,621,575	2,842,589	2,485,995	2,485,995	3,515,774	1,029,779	41%
Cafeteria Plan	93,973	90,142	92,500	92,500	91,500	(1,000)	-1%
Total before eliminations	78,103,769	82,876,118	98,045,149	93,750,634	116,915,464	18,870,315	19%
Employer Contributions	5,944,155	6,406,016	6,432,272	6,432,272	7,262,809	830,537	13%
Transfers	9,287,825	9,236,651	8,130,467	8,055,307	8,507,072	376,605	5%
Equipment Maintenance	2,270,129	2,716,779	2,969,761	2,969,761	3,499,554	529,793	18%
Hydroelectric	-	-	115,786	97,017	257,445	141,659	122%
Engineering	981,732	825,424	1,170,865	1,170,865	1,186,588	15,723	1%
	59,619,928	63,691,248	79,225,998	75,025,412	96,201,996	16,975,998	21%

# Cash Flow Projection

## Table 13

	Cash Balance	Cycle 19 Revenue	Cycle 19 Expenditures	Cycle 19 Depreciation	Cycle 19 Cash Balance	Cycle 24 Revenue	Cycle 24 Expenditures	Cycle 24 Depreciation	Cycle 24 Cash Balance
	04/01/08		591100	591100					
101 General Fund	4,553,518	30,699,405	30,981,294		4,271,629	31,689,406	31,689,406		4,271,629
201 Public Benefit	987,422	793,252	848,529		932,145	820,449	818,468		934,126
202 TIF District #1	2,197,884	2,088,930	2,849,792		1,437,022	2,326,734	3,043,587		720,169
203 TIF - Columbia Park	748	1,441,000	6,924		1,434,824	1,500	17,968		1,418,356
204 TIF District #2	483,464	629,000	665,638		446,826	239,837	292,339		394,324
205 TIF District #3	42,023	252,700	186,093		108,630	258,884	412,762		(45,248)
206 TIF District #4	213	9,153	10,000		(634)	307,884	295,723		11,527
207 Community/Econ Dev	1,689,329	1,547,228	1,662,469		1,534,088	1,922,588	2,637,701		818,975
211 ML King Center	150,191	143,628	175,380		118,439	246,749	228,711		136,477
212 MLK Facility Improvement	55,000	1,050,500	41,704		1,063,796	1,850,704	2,859,500		55,000
221 Motor Fuel Tax	1,102,777	2,347,229	2,726,082		723,924	1,058,689	2,825,665		(1,043,052)
222 Foreign Fire Insurance	23,141	30,000	30,000		23,141	30,652	43,000		10,793
223 Riverboat Gaming	2,759,301	3,713,100	4,090,300		2,382,101	6,040,960	2,763,168		5,659,893
224 State Drug Prevention	706,955	26,000	75,480		657,475	50,006	82,355		625,126
225 DUI Fine Law	284,009	5,000	9,615		279,394	5,631	235,826		49,199
226 Court Supervision	18,944	14,000	14,000		18,944	19,095	18,000		20,039
241 Dept of Justice Grant	48,100	46,366	47,342		47,124	58,542	56,700		48,966
242 Block Grant	62,554	1,378,327	1,378,327		62,554	1,793,051	1,784,494		71,111
243 Federal Drug Prevention	35,243	-	16,800		18,443	239	16,800		1,882
251 Public Library	676,956	2,458,678	2,380,911		754,723	2,343,933	2,343,933		754,723
271 Honor Guard Contrib	1,279	-	-		1,279	50	-		1,329
272 DARE	45,464	1,400	13,342		33,522	1,062	13,346		21,238
273 Police Contribution	19,650	6,800	5,200		21,250	7,657	5,765		23,142
274 Elderly Service Contrib	28,003	21,690	20,838		28,855	21,231	20,701		29,385
275 RI Auxiliary Police	7,638	3,300	6,100		4,838	3,001	7,740		99
276 RI Labor Day Parade	5,506	10,936	10,421		6,021	13,987	13,906		6,102
277 ESO Christmas Tour	3,420	-	2,116		1,304	3,535	4,300		539
282 Federal Lead Grant	11,203	462,904	462,905		11,202	-	-		11,202
Special Revenue	11,426,415	18,481,121	17,756,308		12,151,228	19,426,650	20,842,458		10,735,420
301 Capital Improvements	724,339	17,097,793	6,797,887		11,024,245	1,738,231	14,803,561		(2,041,085)
405 Debt Service	1,264,264	883,541	848,771		1,299,034	1,527,063	1,474,184		1,351,913
501 Water Oper & Maint	4,555	5,602,675	5,819,345		400,041	5,863,806	6,847,100		38,260
506 Wastewater Oper/Maint	2,628	6,826,450	5,325,071		2,380,137	6,942,956	7,735,686		513,070
507 Stormwater Oper/Maint	(176,930)	1,594,095	1,489,362		43,073	1,561,600	1,659,975		68,460
541 Sunset Marina	182,008	1,035,355	1,055,238		250,596	905,544	1,005,013		226,019
555 Park	4,367,177	7,956,642	6,131,408		6,812,510	5,725,794	11,039,811		2,080,194
581 CDBG Loan Programs	218,019	125,500	209,118		134,401	112,320	266,942		(20,221)
582 State Affordable Housing	3,366	-	-		3,366	132	-		3,498
583 Comm/Econ Dev Loans	193,282	12,814	100,550		105,546	4,061	200,550		(90,943)
584 CIRLF	222,554	506,000	602,650		125,904	393,228	554,270		(35,138)
585 MPF Endowment Loans	7,077	53,604	60,000		681	60,432	62,616		(1,503)

Cash Flow Projection

Table 13

	Cash Balance	Cycle 19			Cycle 24			Cycle 19			Cycle 24		
		Revenue	Expenditures	Depreciation	Revenue	Expenditures	Depreciation	Revenue	Expenditures	Depreciation	Revenue	Expenditures	Depreciation
Enterprise	5,023,736	23,713,135	20,792,742	2,312,126	21,569,873	29,371,963	1,914,938	4,369,103					
601 Fleet Services	385,873	3,121,198	3,108,699	563,809	3,752,710	3,798,688	604,023	1,520,226					
606 Engineering	97,961	1,345,780	1,162,203		1,402,418	1,328,898		355,058					
609 Hydropower Plant	(29,806)	2,472,017	1,881,330		337,953	854,654	84,000	128,180					
621 Self-Insurance	554,062	996,320	842,289		1,030,606	972,424		766,275					
626 Employee Health Plan	779,356	4,255,982	4,040,113		4,618,953	4,400,862		1,213,316					
Internal Service	1,787,446	12,191,297	11,034,634	563,809	11,142,640	11,355,526	688,023	3,983,055					
701 Fire Pension	(441,143)	3,384,371	2,485,995		2,665,721	3,515,774		(392,820)					
706 Police Pension	(364,521)	3,769,830	2,521,805		3,111,857	3,309,815		685,546					
711 Cafeteria Plan	(2,248)	92,600	92,500		91,000	91,500		(2,648)					
Trust & Agency	(807,912)	7,246,801	5,100,300	-	5,868,578	6,917,089	-	290,078					
x													
901 MLK Activity	69,778	325,249	209,569		258,160	239,819		203,799					
906 Dept of Human Services	452	210,581	229,129		210,581	221,458		(28,973)					
Component Unit	70,229	535,830	438,698	-	468,741	461,277	-	174,825					
	24,042,035	110,848,923	93,750,634	2,875,935	93,431,182	116,915,464	2,602,961	23,134,938					

Income Projection

Table 14

	Unrestricted Fund Balance or Net Assets At 3/31/08	Revenue March	Expenditures March	Estimated Bond Proceeds FY 08/09	Estimated Loan Repayments FY 08/09	Estimated Loan Payments FY 08/09	Estimated Capital Improvements FY 08/09	Estimated Debt Principal FY 08/09	Unrestricted Fund Balance or Net Assets At 3/31/09
101 General Fund	9,005,562	30,699,405	30,981,294						8,723,673
201 Public Benefit	1,025,567	793,252	848,529						970,290
202 TIF District #1	2,162,131	2,088,930	2,849,792						1,401,269
203 Columbia Park	663	1,441,000	6,924						1,434,739
204 TIF District #2	488,832	629,000	665,638						452,194
205 TIF District #3	42,176	252,700	186,093						108,783
206 TIF District #4	56	9,153	10,000						-791
207 Community/Econ Dev	1,588,300	1,547,228	1,682,469						1,453,059
211 ML King Center	129,613	143,628	175,380						97,861
212 MLK Facility Improvement	55,000	1,050,500	41,704						1,063,796
221 Motor Fuel Tax	1,309,143	2,347,229	2,726,082						930,290
222 Foreign Fire Insurance	30,114	30,000	30,000						30,114
223 Riverboat Gaming	3,119,712	3,713,100	4,090,300						2,742,512
224 State Drug Prevention	474,277	26,000	75,480						424,797
225 DUI Fine Law	287,434	5,000	9,615						282,819
226 Court Supervision	18,944	14,000	14,000						18,944
241 Dept of Justice Grant	47,383	46,366	47,342						46,407
242 Comm Dev Block Grant	83,308	1,378,327	1,378,327						83,308
243 Federal Drug Prevention	35,728	-	16,800						18,928
251 Public Library	629,439	2,458,678	2,380,911						707,206
271 Honor Guard Contrib	1,294	-	-						1,294
272 DARE	46,009	1,400	13,342						34,067
273 Police Contribution	19,878	6,800	5,200						21,478
274 Elderly Service Contrib	27,749	21,690	20,838						28,601
275 RI Auxiliary Police	7,689	3,300	6,100						4,889
276 RI Labor Day Parade	5,557	10,936	10,421						6,072
277 ESO Christmas Tour	3,546	-	2,116						1,430
282 Federal Lead Grant	-7,706	462,904	462,905						-7,707
	11,631,834	18,481,121	17,756,308	0	0	0	0	0	12,356,647
301 Capital Improvements	694,887	17,097,793	6,797,887						10,994,793
405 Debt Service	1,308,302	883,541	848,771						1,343,072
501 Water Oper & Maint	-402,103	5,602,675	5,819,345				389,147	475,000	255,374
506 Wastewater Oper/Maint	-2,949,161	6,826,450	5,325,071	1,082,400			1,170,228	388,171	-971,783
507 Stormwater Oper/Maint	8,762	1,594,095	1,489,362				57,767		171,262
541 Sunset Marina	-509,422	1,035,355	1,055,238					100,000	-429,305
555 Park	5,275,531	7,956,642	6,131,408	2,500,000			140,950	85,000	4,826,715
581 CDBG Loan Programs	1,159,264	125,500	209,118			192,800			1,193,446
582 State Affordable Housing	3,406	-	-						3,406
583 Comm/Econ Dev Loans	273,066	12,814	100,550			100,000			283,170
584 CIRLF	1,336,612	506,000	602,650			600,000			1,409,962

Income Projection

Table 14

	Unrestricted Fund Balance or Net Assets At 3/31/08	Revenue March	Expenditures March	Estimated Bond Proceeds FY 08/09	Estimated Loan Repayments FY 08/09	Estimated Loan Payments FY 08/09	Estimated Capital Improvements FY 08/09	Estimated Debt Principal FY 08/09	Unrestricted Fund Balance or Net Assets At 3/31/09
585 MPF Endowment Loans	78,903	53,604	60,000	3,582,400	20,604	60,000	1,768,092	1,048,171	111,903
	4,274,857	23,713,135	20,792,742		527,764	952,800			6,854,149
601 Equipment Maintenance	590,868	3,121,198	3,108,699				101,105		704,472
606 Engineering	-48,703	1,345,780	1,162,203						134,874
609 Hydropower Plant	-43,042	2,472,017	1,881,330	1,675,000			1,742,797	46,667	662,109
621 Self-Insurance	402,010	996,320	842,289						556,041
626 Employee Health Plan	422,790	4,255,982	4,040,113						638,659
	1,323,923	12,191,297	11,034,634	1,675,000	0	0	1,843,902	46,667	2,696,155
701 Fire Pension	23,062,773	3,384,371	2,485,995						23,961,149
706 Police Pension	26,517,764	3,769,830	2,521,805						27,765,789
711 Cafeteria Plan	-5,968	92,600	92,500						-5,868
	-4,148	7,246,801	5,100,300	0	0	0	0	0	51,721,070
901 MLK Activity	57,528	325,249	209,569						173,208
906 Drug Prevention	-46,188	210,581	229,129						-64,736
	11,340	535,830	438,698	0	0	0	0	0	108,472
	28,246,556	110,848,923	93,750,634	5,257,400	527,764	952,800	3,611,994	1,094,838	94,798,030

# Income Projection

# Table 14

	Projected Revenue FY 09/10	Projected Expenditures FY 09/10	Projected Bond Proceeds FY 09/10	Projected Loan Repayments FY 09/10	Projected Loan Payments FY 09/10	Projected Capital Improvements FY 09/10	Projected Debt Principal FY 09/10	Unrestricted Fund Balance or Net Assets At 3/31/10	Net Income (Loss)
101 General Fund	31,689,406	31,689,406						8,723,673	0
201 Public Benefit	820,449	818,468						972,271	1,981
202 TIF District #1	2,326,734	3,043,587						684,416	(716,853)
203 Columbia Park	1,500	17,968						1,418,271	(16,468)
204 TIF District #2	239,837	292,339						399,692	(52,502)
205 TIF District #3	258,884	412,762						(45,095)	(153,878)
206 TIF District #4	307,884	295,723						11,370	12,161
207 Community/Econ Dev	1,922,588	2,637,701						737,946	(715,113)
211 ML King Center	246,749	228,711						115,899	18,038
212 MLK Facility Improvement	1,850,704	2,859,500						55,000	(1,008,796)
221 Motor Fuel Tax	1,058,689	2,825,665						(836,686)	(1,766,976)
222 Foreign Fire Insurance	30,652	43,000						17,766	(12,348)
223 Riverboat Gaming	6,040,960	2,763,168						6,020,304	3,277,792
224 State Drug Prevention	50,006	82,355						392,448	(32,349)
225 DUJ Fine Law	5,631	235,826						52,624	(230,195)
226 Court Supervision	19,095	18,000						20,039	1,095
241 Dept of Justice Grant	58,542	56,700						48,249	1,842
242 Comm Dev Block Grant	1,793,051	1,784,494						91,865	8,557
243 Federal Drug Prevention	239	16,800						2,367	(16,561)
251 Public Library	2,343,933	2,343,933						707,206	0
271 Honor Guard Contrib	50	-						1,344	50
272 DARE	1,062	13,346						21,783	(12,284)
273 Police Contribution	7,657	5,765						23,370	1,892
274 Elderly Service Contrib	21,231	20,701						28,131	530
275 RI Auxiliary Police	3,001	7,740						150	(4,739)
276 RI Labor Day Parade	13,987	13,906						6,153	81
277 ESO Christmas Tour	3,535	4,300						665	(765)
282 Federal Lead Grant	-	-						(7,707)	0
	19,426,650	20,842,458	0	0	0	0	0	10,940,839	(1,415,808)
301 Capital Improvements	1,738,231	14,803,561						(2,070,537)	(13,065,330)
405 Debt Service	1,527,063	1,474,184						1,395,951	52,879
501 Water Oper & Maint	5,863,806	6,847,100			782,704		485,000	539,784	284,410
506 Wastewater Oper/Maint	6,942,956	7,735,686			3,495,994		460,600	2,192,081	3,163,864
507 Stormwater Oper/Maint	1,561,600	1,659,975			157,000			229,887	58,625
541 Sunset Marina	905,544	1,005,013					105,000	(423,774)	5,531
555 Park	5,725,794	11,039,811	0		4,768,396		85,000	4,366,094	(460,621)
581 CDBG Loan Programs	112,320	266,942		75,000				1,215,398	21,952
582 State Affordable Housing	132	-						3,538	132
583 Comm/Econ Dev Loans	4,061	200,550		3,300	200,000			283,381	211
584 CIRLF	393,228	554,270		337,327	550,000			1,461,593	51,631

**Income Projection**

**Table 14**

	Projected Revenue FY 09/10	Projected Expenditures FY 09/10	Projected Bond Proceeds FY 09/10	Projected Loan Repayments FY 09/10	Projected Loan Payments FY 09/10	Projected Capital Improvements FY 09/10	Projected Debt Principal FY 09/10	Unrestricted Fund Balance or Net Assets At 3/31/10	Net Income (Loss)
585 MPF Endowment Loans	60,432	62,616	0	54,816	7,800	0	0	62,703	(49,200)
	21,569,873	29,371,963	0	470,443	1,009,374	9,204,094	1,135,600	9,930,684	3,076,535
601 Equipment Maintenance	3,752,710	3,798,688				1,037,665		1,696,159	991,687
606 Engineering	1,402,418	1,328,898				28,500		236,894	102,020
609 Hydropower Plant	337,953	854,654				525,251	106,667	777,326	115,217
621 Self-Insurance	1,030,606	972,424						614,223	58,182
626 Employee Health Plan	4,618,953	4,400,862						856,750	218,091
	11,142,640	11,355,526	0	0	0	1,591,416	106,667	4,181,352	1,485,197
701 Fire Pension	2,665,721	3,515,774						23,111,096	(850,053)
706 Police Pension	3,111,857	3,309,815						27,567,831	(197,958)
711 Cafeteria Plan	91,000	91,500						(6,368)	(500)
	5,868,578	6,917,089	0	0	0	0	0	50,672,559	(1,048,511)
901 MLK Activity	258,160	239,819						191,549	18,341
906 Drug Prevention	210,581	221,458						(75,613)	(10,877)
	468,741	461,277	0	0	0	0	0	115,936	7,464
	93,431,182	116,915,464	0	470,443	1,009,374	10,795,510	1,242,267	83,890,456	(10,907,574)

**Transfers by Fund**

**Table 15**

101	General Fund		
	202 TIF District #1	50,000	
	221 Motor Fuel Tax	1,000,000	
	223 Riverboat Gaming	776,406	
	251 Library	44,882	
	301 Capital Improvements	395,000	
	501 Water Operation and Maintenance	661,619	
	506 Wastewater Operation and Maintenance	393,585	
	507 Stormwater Utility	230,886	
	541 Sunset Marina	81,430	
	555 Park	155,896	
	581 Loans	3,354	
	601 Equipment Maintenance	241,559	
	606 Engineering	163,628	
	626 Employee Health Plan	3,825	4,202,070
	211 MLK Center	-66,500	
	555 Parks	-5,000	
	606 Engineering	-47,577	-119,077
			4,082,993
201	Public Benefit		
	223 Riverboat Gaming	401,000	
	405 Debt Service	-818,468	-417,468
202	TIF District #1		
	101 General Fund	-50,000	
	301 Capital Improvements	-100,000	
		-291,011	
	405 Debt Service	-148,760	
	506 Wastewater Operation & Maintenance	-103,375	
	555 Parks	-80,952	-774,098
204	TIF District #2		
	555 Parks		-2,437
205	TIF District #3		
	211 MLK Center	-12,000	
	555 Parks	-37,592	-49,592
207	Community Development		
	223 Riverboat Gaming	785,000	

**Transfers by Fund**

**Table 15**

301	Capital Improvement	50,000	835,000	
276	Labor Day Parade		-9,500	825,500
211	MLK Center			
	101 General Fund		66,500	
	205 TIF District #3		12,000	
	242 Block Grant		93,250	
	601 Equipment Maintenance		-50,000	121,750
221	Motor Fuel Tax			
	101 General Fund			-1,000,000
223	River Boat Gaming			
	101 General Fund		-776,406	
	201 Public Benefit		-401,000	
	207 Community Development		-785,000	
	301 Capital Improvement		-500,000	
	405 Debt Service		-215,762	
	555 Park		-85,000	-2,763,168
242	Block Grant			
	211 MLK Center		-93,250	
	901 MLK Activity Fund		-79,131	-172,381
251	Library			
	101 General Fund			-44,882
276	Labor Day Parade			
	207 Community Development			9,500
301	Capital Improvement			
	202 TIF District #1	100,000		
	223 Gaming	500,000	600,000	
	101 General Fund	-395,000		
	207 Community Development	-50,000		
	555 Park	-50,000	-495,000	105,000
405	Debt Service			
	201 Public Benefit		818,468	
	202 TIF District #1		439,771	

**Transfers by Fund**

**Table 15**

223 Gaming	215,762	1,474,001
501 Water Operation & Maintenance		
506 Wastewater Operation and Maintenance	157,956	
101 General Fund	-661,619	
606 Engineering	-47,577	-551,240
506 Wastewater Operation & Maintenance	103,375	
202 TIF District #1		
101 General Fund	-393,585	
501 Water Operation and Maintenance	-157,956	
606 Engineering	-47,577	-495,743
507 Stormwater Utility		
101 General Fund	-230,886	
606 Engineering	-47,577	-278,463
541 Sunset Marina		
101 General Fund		-81,430
555 Park & Recreation		
101 General Fund	-155,896	
601 Fleet Services	-44,000	
101 General Fund	5,000	
202 TIF District #1	80,952	
204 TIF District #2	2,437	
205 TIF District #3	37,592	
223 Riverboat Gaming	85,000	
301 Capital Improvement	50,000	61,085
581 CDBG Loans		
101 General Fund		-3,354
601 Equipment Maintenance		
101 General Fund	-241,559	
211 MLK Center	50,000	
601 Fleet Services	44,000	-147,559
606 Engineering		

**Transfers by Fund**

**Table 15**

101 General Fund			
101 General Fund			-163,628
501 Water Operation and Maintenance	47,577		
506 Wastewater Operation and Maintenance	47,577		
507 Stormwater Utility	47,577		
		<u>190,308</u>	26,680
626 Employee Health Plan			
101 General Fund			-3,825
901 MLK Center Activity Fund			
242 Block Grant			
		<u>79,131</u>	
		<u>0</u>	

Table 16

Debt Service Schedule  
At 3/31/2009

Issue Description	Funding Source	Principal	Payment Date	FYE-->	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Special Assessments	Public Benefits	Interest	June 1	E	19,682	16,764	13,167	-	-	-	-	-	-	-	-
2001 G. O.	Public Benefits	Interest	Dec 1	E	19,682	16,764	13,167	-	-	-	-	-	-	-	-
Bank of New York 405-6166-316	Public Benefits	Principal	Dec 1	A	145,000	155,000	160,000	-	-	-	-	-	-	-	-
					184,324	189,328	186,333	-	-	-	-	-	-	-	-
Aquatic Center	Public Benefit	Interest	June 1	P	11,528	9,734	7,816	11,895	9,413	7,364	5,013	2,625	-	-	-
2001 G. O.	Public Benefit	Interest	Dec 1	P	11,528	9,734	7,816	11,895	9,413	7,364	5,013	2,625	-	-	-
Bank of New York 555-8198-551	Public Benefit	Principal	Dec 1	O	85,000	90,000	85,000	100,000	100,000	105,000	110,000	120,000	-	-	-
					108,062	109,468	110,635	123,769	118,826	119,727	120,026	125,250	-	-	-
Sunset Marina	Marina	Interest	June 1	N	7,458	5,949	4,938	7,137	6,118	4,558	3,190	1,641	-	-	-
2001 G. O.	Marina	Interest	Dec 1	N	7,458	5,949	4,938	7,137	6,118	4,558	3,190	1,641	-	-	-
Bank of New York 541-8171-041	Marina	Principal	Dec 1	M	55,000	55,000	60,000	60,000	65,000	65,000	70,000	75,000	-	-	-
		Total			69,916	66,697	69,875	74,273	77,237	74,117	76,360	78,281	-	-	-
Water	Water	Interest	June 1	J	67,520	61,213	54,688	47,906	40,797	33,250	25,484	17,391	8,859	-	-
2001 G. O.	Water	Interest	Dec 1	J	67,520	61,213	54,688	47,906	40,797	33,250	25,484	17,391	8,859	-	-
JP Morgan 501-6168-041	Water	Principal	Dec 1	I	290,000	300,000	310,000	325,000	345,000	355,000	370,000	390,000	405,000	-	-
		Total			425,040	422,425	419,375	420,613	425,994	421,500	420,969	424,761	422,719	-	-
<b>Total 2001 GO</b>		Interest	June 1		106,166	93,659	80,609	66,938	56,328	45,172	33,688	21,656	8,859	-	-
		Interest	Dec 1		106,166	93,659	80,609	66,938	56,328	45,172	33,688	21,656	8,859	-	-
		Principal	Dec 1		575,000	600,000	625,000	485,000	510,000	525,000	550,000	585,000	405,000	-	-
		Total			787,331.26	787,319	788,219	618,675	622,656	615,344	617,375	628,313	422,719	-	-
Special Assessments	Public Benefits	Interest	June 15	E	7,075	5,425	3,650	1,850	-	-	-	-	-	-	-
2002 G. O.	Public Benefits	Interest	Dec 15	E	7,075	5,425	3,650	1,850	-	-	-	-	-	-	-
Bank of New York 405-6166-316	Public Benefits	Principal	Dec 15	A	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
					114,150	110,850	107,300	103,700	-	-	-	-	-	-	-
<b>Total 2002 GO</b>		Interest	June 15		7,075	5,425	3,650	1,850	-	-	-	-	-	-	-
		Interest	Dec 15		7,075	5,425	3,650	1,850	-	-	-	-	-	-	-
		Principal	Dec 15		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		Total			114,150	110,850	107,300	103,700	-	-	-	-	-	-	-
Sunset Marina	Marina	Interest	June 15	N	10,988	10,255	9,455	8,492	7,503	6,393	5,283	4,099	2,698	1,365	-
2003 G. O.	Marina	Interest	Dec 15	N	10,988	10,255	9,455	8,492	7,503	6,393	5,283	4,099	2,698	1,365	-
Bank of New York 541-8171-041	Marina	Principal	Dec 15	M	50,000	50,000	55,000	55,000	60,000	60,000	60,000	70,000	65,000	65,000	-
		Total			71,935	70,510	73,910	71,984	75,005	72,765	70,505	78,195	70,395	67,720	-
Wastewater	Sewer Charges	Interest	June 15	L	25,759	24,120	22,120	19,933	17,593	15,095	12,435	9,740	6,840	3,360	-
2003 G. O.	Sewer Charges	Interest	Dec 15	L	25,759	24,120	22,120	19,933	17,593	15,095	12,435	9,740	6,840	3,360	-
Bank of New York 508-6168-041	Sewer Charges	Principal	Dec 15	K	115,000	125,000	125,000	130,000	135,000	140,000	140,000	155,000	160,000	160,000	160,000
		Total			166,518	173,240	169,240	169,965	170,185	170,190	164,870	174,480	173,280	166,720	-
Special Assessments	Public Benefits	Interest	June 15	E	3,370	2,800	2,160	1,460	740	-	-	-	-	-	-
2003 G. O.	Public Benefits	Interest	Dec 15	E	3,370	2,800	2,160	1,460	740	-	-	-	-	-	-
Bank of New York 405-6166-316	Public Benefits	Principal	Dec 15	A	46,740	45,600	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
		Total			50,110	48,400	42,160	41,920	40,740	40,000	40,000	40,000	40,000	40,000	40,000
<b>Total 2003 GO</b>		Interest	June 15		40,088	37,175	33,735	29,885	25,835	21,488	17,688	13,838	9,338	4,725	-
		Interest	Dec 15		40,088	37,175	33,735	29,885	25,835	21,488	17,688	13,838	9,338	4,725	-
		Principal	Dec 15		205,000	215,000	220,000	225,000	235,000	200,000	200,000	225,000	225,000	225,000	225,000
		Total			285,193	289,350	287,470	284,769	285,670	282,975	272,675	262,675	243,675	234,450	-
Water	Water	Interest	June 15	J	14,824.27	13,731.85	12,423.25	11,162.54	9,694.37	8,430.00	7,425.00	5,675.00	3,950.00	1,950.00	-
2004 G.O. Refunding	Water	Interest	Dec 15	J	14,824.27	13,731.85	12,423.25	11,162.54	9,694.37	8,430.00	7,425.00	5,675.00	3,950.00	1,950.00	-
Bank of New York 501-6168-041	Water	Principal	Dec 15	I	73,125.00	76,985.71	76,393.84	85,000.00	79,887.50	60,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
		Total			102,773.54	104,249.42	101,210.20	107,325.09	99,076.24	76,860.00	114,850.00	111,350.00	107,700.00	103,900.00	
Water	Water	Interest	June 15	J	11,314.48	9,384.40	7,145.50	4,888.71	2,504.38	-	-	-	-	-	-
2004 G.O. Refunding	Water	Interest	Dec 15	J	11,314.48	9,384.40	7,145.50	4,888.71	2,504.38	-	-	-	-	-	-
Wells Fargo 501-6168-041	Water	Principal	Dec 15	I	121,975.00	136,214.29	133,636.36	145,000.00	145,312.50	-	-	-	-	-	-
		Total			144,503.96	156,993.08	147,927.30	154,777.41	150,321.26	-	-	-	-	-	-
<b>Total 2004 GO Refunding</b>		Interest	June 15		26,138.75	23,116.25	19,568.75	16,051.25	12,198.75	8,430.00	7,425.00	5,675.00	3,650.00	1,950.00	-
		Interest	Dec 15		26,138.75	23,116.25	19,568.75	16,051.25	12,198.75	8,430.00	7,425.00	5,675.00	3,650.00	1,950.00	-
		Principal	Dec 15		195,000.00	215,000.00	210,000.00	230,000.00	225,000.00	60,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00

Table 16

Debt Service Schedule  
As of 3/31/2009

Issue Description	Funding Source	Principal Interest	Payment Date	FYE	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total</b>					247,277.50	251,232.50	249,137.50	262,102.50	249,397.50	78,660.00	114,650.00	111,350.00	107,700.00	103,900.00	-
Special Assessments	Public	Interest	June 15		7,021.25	6,013.75	4,941.25	3,852.50	2,860.00	1,507.50	-	-	-	-	-
2004 SA Projects	Benefits	Interest	Dec 15		7,021.25	6,013.75	4,941.25	3,852.50	2,860.00	1,507.50	-	-	-	-	-
Wells Fargo	Principal	Principal	Dec 15	A	65,000.00	65,000.00	65,000.00	70,000.00	70,000.00	90,000.00	-	-	-	-	-
405-6166-316					76,042.50	77,027.50	74,682.50	77,705.00	75,360.00	93,015.00	-	-	-	-	-
Special Assessments	Public	Interest	June 15		10,165.00	8,770.00	7,202.50	5,527.50	3,852.50	2,093.75	-	-	-	-	-
2005 SA Projects	Benefits	Interest	Dec 15		10,165.00	8,770.00	7,202.50	5,527.50	3,852.50	2,093.75	-	-	-	-	-
Wells Fargo	Principal	Principal	Dec 15	A	90,000.00	95,000.00	100,000.00	100,000.00	105,000.00	125,000.00	-	-	-	-	-
405-6166-316					110,330.00	112,540.00	114,405.00	111,055.00	112,705.00	129,187.50	-	-	-	-	-
<b>Total 2004 GO</b>					17,186.25	14,783.75	12,143.75	9,380.00	6,532.50	3,601.25	-	-	-	-	-
Wastewater	Public	Interest	June 15		17,186.25	14,783.75	12,143.75	9,380.00	6,532.50	3,601.25	-	-	-	-	-
2005 G. O. Refunding	Benefits	Interest	Dec 15		17,186.25	14,783.75	12,143.75	9,380.00	6,532.50	3,601.25	-	-	-	-	-
Wells Fargo	Principal	Principal	Dec 15		155,000.00	160,000.00	165,000.00	170,000.00	175,000.00	215,000.00	-	-	-	-	-
506-6168-041					189,372.50	189,567.50	189,287.50	188,760.00	188,065.00	222,202.50	-	-	-	-	-
Wastewater	Sewer	Interest	June 1		39,032	33,300	30,875	27,813	24,550	21,488	18,425	15,363	11,763	8,063	4,219
2005 G. O. Refunding	Charges	Interest	Dec 1		39,032	33,300	30,875	27,813	24,550	21,488	18,425	15,363	11,763	8,063	4,219
Wells Fargo	Principal	Principal	Dec 1	K	150,000	150,000	175,000	175,000	175,000	175,000	200,000	200,000	200,000	205,000	225,000
506-6168-041					222,064	216,600	236,350	230,225	224,100	217,975	211,650	230,725	223,525	221,125	233,438
Special Assessments	Public	Interest	June 1		1,205	-	-	-	-	-	-	-	-	-	-
2005 G. O. Refunding	Benefits	Interest	Dec 1		1,205	-	-	-	-	-	-	-	-	-	-
Wells Fargo	Principal	Principal	Dec 1	A	75,000	-	-	-	-	-	-	-	-	-	-
405-6166-316					77,411	-	-	-	-	-	-	-	-	-	-
<b>Total 2005 GO</b>					37,238	33,300	30,875	27,813	24,550	21,488	18,425	15,363	11,763	8,063	4,219
Wastewater	Public	Interest	June 1		37,238	33,300	30,875	27,813	24,550	21,488	18,425	15,363	11,763	8,063	4,219
2007 G. O.	Charges	Interest	Dec 1		37,238	33,300	30,875	27,813	24,550	21,488	18,425	15,363	11,763	8,063	4,219
Wells Fargo	Principal	Principal	Dec 1		225,000	150,000	175,000	175,000	175,000	175,000	200,000	200,000	200,000	205,000	225,000
506-6168-041					298,475	216,600	236,350	230,225	224,100	217,975	211,650	230,725	223,525	221,125	233,438
Wastewater	Sewer	Interest	June 1		66,100.00	63,500.00	60,800.00	58,000.00	55,100.00	52,100.00	48,900.00	45,600.00	42,200.00	38,700.00	35,000.00
2007 G. O.	Charges	Interest	Dec 1		66,100.00	63,500.00	60,800.00	58,000.00	55,100.00	52,100.00	48,900.00	45,600.00	42,200.00	38,700.00	35,000.00
Wells Fargo	Principal	Principal	Dec 1	K	130,000.00	135,000.00	140,000.00	145,000.00	150,000.00	160,000.00	165,000.00	170,000.00	175,000.00	185,000.00	190,000.00
506-6168-041					262,200.00	260,000.00	261,600.00	261,000.00	260,200.00	264,200.00	262,600.00	261,200.00	259,400.00	262,400.00	260,000.00
Special Assessments	Public	Interest	June 1		22,000.00	19,600.00	17,100.00	14,500.00	11,800.00	9,000.00	6,100.00	3,100.00	-	-	-
2007 G. O.	Benefits	Interest	Dec 1		22,000.00	19,600.00	17,100.00	14,500.00	11,800.00	9,000.00	6,100.00	3,100.00	-	-	-
Wells Fargo	Principal	Principal	Dec 1	A	120,000.00	125,000.00	130,000.00	135,000.00	140,000.00	145,000.00	150,000.00	155,000.00	-	-	-
405-6166-316					164,000.00	164,200.00	164,200.00	164,000.00	163,600.00	163,000.00	162,200.00	161,200.00	-	-	-
<b>Total 2007 GO</b>					68,100.00	63,100.00	59,900.00	56,500.00	52,900.00	48,900.00	45,000.00	42,200.00	38,700.00	35,000.00	
Wastewater	Public	Interest	June 1		68,100.00	63,100.00	59,900.00	56,500.00	52,900.00	48,900.00	45,000.00	42,200.00	38,700.00	35,000.00	
2007 G. O.	Charges	Interest	Dec 1		68,100.00	63,100.00	59,900.00	56,500.00	52,900.00	48,900.00	45,000.00	42,200.00	38,700.00	35,000.00	
Wells Fargo	Principal	Principal	Dec 1		250,000.00	260,000.00	270,000.00	280,000.00	290,000.00	305,000.00	315,000.00	325,000.00	325,000.00	325,000.00	
506-6168-041					426,200.00	426,200.00	425,600.00	425,000.00	423,600.00	427,200.00	425,000.00	422,400.00	422,400.00	422,400.00	
Special Assessments	Public	Interest	June 1		17,762.50	16,275.00	14,700.00	13,037.50	11,375.00	9,625.00	7,875.00	6,037.50	4,112.50	2,100.00	-
2008 G. O.	Benefits	Interest	Dec 1		17,762.50	16,275.00	14,700.00	13,037.50	11,375.00	9,625.00	7,875.00	6,037.50	4,112.50	2,100.00	-
Wells Fargo	Principal	Principal	Dec 1		85,000.00	90,000.00	95,000.00	95,000.00	100,000.00	100,000.00	105,000.00	110,000.00	115,000.00	120,000.00	
405-6166-041					120,525.00	122,550.00	124,400.00	121,075.00	122,750.00	119,250.00	120,750.00	122,075.00	123,225.00	124,200.00	
<b>Total 2007 GO</b>					7,700.00	6,300.00	4,812.50	3,237.50	1,662.50	-	-	-	-	-	-
MLK Center	Gaming	Interest	June 1		7,700.00	6,300.00	4,812.50	3,237.50	1,662.50	-	-	-	-	-	-
2008 G. O.	Charges	Interest	Dec 1		7,700.00	6,300.00	4,812.50	3,237.50	1,662.50	-	-	-	-	-	-
Wells Fargo	Principal	Principal	Dec 1		80,000.00	85,000.00	90,000.00	90,000.00	95,000.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	
405-2528-081					95,400.00	97,600.00	99,625.00	96,475.00	98,325.00	-	-	-	-	-	
Special Assessments	Public	Interest	June 1		6,125.00	5,600.00	5,075.00	4,550.00	3,937.50	3,325.00	2,712.50	2,100.00	1,400.00	700.00	-
2008 G. O.	Benefits	Interest	Dec 1		6,125.00	5,600.00	5,075.00	4,550.00	3,937.50	3,325.00	2,712.50	2,100.00	1,400.00	700.00	-
Wells Fargo	Principal	Principal	Dec 1		30,000.00	30,000.00	30,000.00	35,000.00	35,000.00	35,000.00	40,000.00	40,000.00	40,000.00	40,000.00	
405-6168-316					42,250.00	41,200.00	40,150.00	44,100.00	42,875.00	41,650.00	40,425.00	44,200.00	42,800.00	41,400.00	
Hydroelectric Plant	Electric	Interest	June 1		30,937.50	29,687.50	28,437.50	27,187.50	26,050.00	25,512.50	24,287.50	23,062.50	21,750.00	20,437.50	19,125.00
2008 G. O.	Charges	Interest	Dec 1		30,937.50	29,687.50	28,437.50	27,187.50	26,050.00	25,512.50	24,287.50	23,062.50	21,750.00	20,437.50	19,125.00
Wells Fargo	Principal	Principal	Dec 1		60,000.00	60,000.00	60,000.00	65,000.00	65,000.00	70,000.00	70,000.00	75,000.00	75,000.00	75,000.00	
609-6168-369					121,875.00	119,775.00	117,675.00	120,575.00	118,300.00	121,025.00	116,575.00	121,125.00	118,500.00	115,875.00	
<b>Total 2008A GO</b>					62,525.00	58,062.50	53,425.00	48,612.50	43,625.00	38,462.50	34,875.00	31,200.00	27,262.50	23,237.50	19,125.00
Hydroelectric Plant	Electric	Interest	June 1		62,525.00	58,062.50	53,425.00	48,612.50	43,625.00	38,462.50	34,875.00	31,200.00	27,262.50	23,237.50	19,125.00
2008 G. O.	Charges	Interest	Dec 1		62,525.00	58,062.50	53,425.00	48,612.50	43,625.00	38,462.50	34,875.00	31,200.00	27,262.50	23,237.50	19,125.00
Wells Fargo	Principal	Principal	Dec 1		255,000.00	265,000.00	275,000.00	285,000.00	295,000.00	295,000.00	210,000.00	225,000.00	230,000.00	235,000.00	100,000.00
609-6168-369					255,000.00	265,000.00	275,000.00	285,000.00	295,000.00	295,000.00	210,000.00	225,000.00	230,000.00	235,000.00	100,000.00

**Debt Service Schedule  
At 3/31/2009**

**Table 16**

Issue Description	Funding Source	Principal Interest	Payment Date	FYE	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
					380,050.00	381,125.00	381,650.00	382,225.00	382,800.00	383,375.00	383,950.00	384,525.00	385,100.00	385,675.00	386,250.00
Armory Park 2008 G.O.	TIF	Interest	June 1		27,179.83	25,645.83	24,015.95	22,338.14	20,612.39	18,838.70	16,947.01	14,862.01	12,765.39	10,482.09	8,059.40
Wells Fargo 405-3132-801		Interest	Dec 1		27,179.83	25,645.83	24,015.95	22,338.14	20,612.39	18,838.70	16,947.01	14,862.01	12,765.39	10,482.09	8,059.40
		Principal	Dec 1		94,400.00	100,300.00	105,250.00	109,150.00	112,100.00	115,000.00	118,000.00	120,950.00	123,850.00	126,700.00	129,550.00
					148,759.85	151,591.65	151,281.90	150,378.28	149,777.40	149,177.40	148,577.40	147,977.40	147,377.40	146,777.40	146,177.40
Wastewater 2008 G.O.	Sewer Charges	Interest	June 1		18,887.68	17,821.68	16,689.05	15,523.11	14,323.86	13,091.30	11,776.74	10,341.74	8,870.86	7,284.16	5,609.60
Wells Fargo 508-6168-041		Interest	Dec 1		18,887.68	17,821.68	16,689.05	15,523.11	14,323.86	13,091.30	11,776.74	10,341.74	8,870.86	7,284.16	5,609.60
		Principal	Dec 1		85,800.00	87,000.00	71,750.00	73,000.00	75,000.00	77,000.00	82,000.00	84,000.00	86,000.00	92,000.00	98,000.00
					103,375.35	105,343.35	108,128.10	104,846.23	104,497.73	104,092.60	103,633.48	103,123.48	102,563.48	102,053.48	101,543.48
<b>Total 2008B GO</b>		Interest	June 1		46,067.50	43,467.50	40,705.00	37,861.25	34,936.25	31,930.00	28,723.75	25,223.75	21,636.25	17,766.25	13,660.00
		Interest	Dec 1		46,067.50	43,467.50	40,705.00	37,861.25	34,936.25	31,930.00	28,723.75	25,223.75	21,636.25	17,766.25	13,660.00
		Principal	Dec 1		180,000.00	170,000.00	175,000.00	180,000.00	185,000.00	190,000.00	200,000.00	205,000.00	215,000.00	225,000.00	235,000.00
					252,135.00	256,935.00	259,410.00	255,722.50	254,872.50	253,860.00	257,447.50	255,447.50	256,272.50	260,532.50	262,320.00
Armory Park 2008 G.O.	TIF	Interest	June 1		55,505.37	54,826.25	51,901.25	48,813.75	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25
Wells Fargo 405-3132-801		Interest	Dec 1		55,505.37	54,826.25	51,901.25	48,813.75	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25
		Principal	Dec 1		180,000.00	180,000.00	190,000.00	200,000.00	210,000.00	220,000.00	230,000.00	245,000.00	255,000.00	265,000.00	280,000.00
					291,010.74	289,652.50	293,802.50	297,827.50	301,127.50	303,882.50	306,182.50	313,017.50	313,707.50	313,507.50	317,642.50
<b>Total 2008D GO</b>		Interest	June 1		55,505.37	54,826.25	51,901.25	48,813.75	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25
		Interest	Dec 1		55,505.37	54,826.25	51,901.25	48,813.75	45,563.75	41,941.25	38,091.25	34,008.75	29,353.75	24,253.75	18,821.25
		Principal	Dec 1		180,000.00	180,000.00	190,000.00	200,000.00	210,000.00	220,000.00	230,000.00	245,000.00	255,000.00	265,000.00	280,000.00
					291,010.74	289,652.50	293,802.50	297,827.50	301,127.50	303,882.50	306,182.50	313,017.50	313,707.50	313,507.50	317,642.50
Hydroelectric Plant 2009A G.O.	Electric Charges	Interest	June 15		3,348.33	3,109.17	2,870.00	2,630.83	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67
Bank of America 609-6168-369		Interest	Dec 15		3,348.33	3,109.17	2,870.00	2,630.83	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67
		Principal	Dec 15		48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67
					53,383.33	52,885.00	52,406.67	51,928.33	51,450.00	50,971.67	50,493.33	50,015.00	49,536.67	49,058.33	48,580.00
<b>Total 2009C GO CREB</b>		Interest	June 15		3,348.33	3,109.17	2,870.00	2,630.83	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67
		Interest	Dec 15		3,348.33	3,109.17	2,870.00	2,630.83	2,391.67	2,152.50	1,913.33	1,674.17	1,435.00	1,195.83	956.67
		Principal	Dec 15		48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67	48,666.67
					53,383.33	52,885.00	52,406.67	51,928.33	51,450.00	50,971.67	50,493.33	50,015.00	49,536.67	49,058.33	48,580.00
Armory Park 2009A G.O.	TIF	Interest	June 1		218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50
Wells Fargo 405-3132-801		Interest	Dec 1		218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50
		Principal	Dec 1		235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00
					567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00
<b>Total 2009A GO</b>		Interest	June 1		218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50
		Interest	Dec 1		218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50	218,837.50
		Principal	Dec 1		235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00	235,000.00
					567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00	567,625.00
Member Fees	Public Benefits	Interest	June 1		104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33
Wells Fargo 555-8697-561		Interest	Dec 1		104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33
		Principal	Dec 1		104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33	104,708.33
					213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33
<b>Total 2009B GO</b>		Interest	June 1		213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33
		Interest	Dec 1		213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33
		Principal	Dec 1		213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33	213,583.33
					427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67	427,166.67
Special Assessments 2009B G.O.	Public Benefits	Interest	June 1		17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21
Wells Fargo 405-6168-316		Interest	Dec 1		17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21
		Principal	Dec 1		30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
					57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21
<b>Total 2009B GO</b>		Interest	June 1		17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21
		Interest	Dec 1		17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21	17,930.21
		Principal	Dec 1		30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
					57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21	57,930.21
<b>Total 2009C GO</b>		Interest	June 1		135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79
		Interest	Dec 1		135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79	135,194.79
		Principal	Dec 1		183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00	183,000.00
					318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79	318,194.79
<b>Total 2009C GO</b>															

Debt Service Schedule  
At 3/31/2009

Table 16

Issue Description	Funding Source	Principal	Interest	Payment Date	FYE														
					2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020				
Wells Fargo 405-3132-801		-	-	Dec 1	-	132,214.50	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	110,000.00	190,130.00	
		-	92,149.50	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	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00
		-	40,065.00	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	40,065.00	40,065.00	40,065.00	40,065.00	40,065.00
<b>Total 2009C GO</b>		-	132,214.50	Dec 1	-	132,214.50	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	80,130.00	110,000.00	190,130.00	
<b>Total GO Debt Service</b>		489,446	898,207	592,858	598,008	484,779	431,067	381,481	331,784	278,462	230,543	189,347	149,347	109,347	69,347	29,347	19,347	9,347	4,347
		489,446	841,816	592,858	598,008	484,779	431,067	381,481	331,784	278,462	230,543	189,347	149,347	109,347	69,347	29,347	19,347	9,347	4,347
		2,346,667	2,806,667	3,129,667	3,076,667	3,086,667	2,776,667	2,681,667	2,631,667	2,581,667	2,531,667	2,481,667	2,431,667	2,381,667	2,331,667	2,281,667	2,231,667	2,181,667	2,131,667
		3,325,558	4,344,661	4,311,882	4,152,684	4,036,225	3,638,800	3,444,628	3,495,235	3,108,590	2,677,753	2,320,360	1,941,667	1,562,999	1,184,331	805,663	427,000	68,332	19,347
<b>Governmental</b>		184,771	509,484	290,243	252,857	227,795	203,371	181,460	161,175	139,697	120,273	99,593	79,910	59,593	39,593	19,593	9,593	4,593	1,593
		184,772	314,938	290,243	252,857	227,795	203,371	181,460	161,175	139,697	120,273	99,593	79,910	59,593	39,593	19,593	9,593	4,593	1,593
		1,104,400	1,440,300	1,643,250	1,531,200	1,479,150	1,312,100	1,138,000	1,185,950	1,071,850	1,112,750	1,103,650	1,094,550	1,085,450	1,076,350	1,067,250	1,058,150	1,049,050	1,039,950
		1,473,943	2,264,732	2,223,737	2,036,914	1,934,740	1,718,642	1,500,919	1,503,299	1,351,243	1,353,295	1,302,935	1,252,575	1,202,215	1,151,855	1,101,495	1,051,135	1,000,775	950,415
<b>Business Type</b>		304,675	366,713	302,414	285,152	256,984	227,696	200,021	170,610	138,765	110,271	89,754	69,238	48,722	28,206	7,690	2,674	1,158	402
		304,674	326,880	302,414	285,152	256,984	227,696	200,021	170,610	138,765	110,271	89,754	69,238	48,722	28,206	7,690	2,674	1,158	402
		1,242,267	1,366,367	1,483,417	1,545,467	1,587,517	1,464,567	1,543,667	1,645,717	1,478,817	1,103,917	838,017	673,117	508,217	343,317	178,417	62,917	26,417	11,517
		1,851,615	2,079,959	2,088,245	2,115,770	2,101,485	1,919,958	1,943,709	1,985,936	1,757,347	1,324,458	1,017,525	710,600	503,700	296,800	149,900	72,000	37,100	17,200
<b>Special Assessments</b>		76,623	82,903	60,586	38,440	29,119	21,389	13,494	9,069	4,425	2,787	1,134	500	200	100	50	25	12	6
		76,624	72,957	60,586	38,440	29,119	21,369	13,494	9,069	4,425	2,787	1,134	500	200	100	50	25	12	6
		865,000	840,000	870,000	825,000	435,000	445,000	235,000	245,000	95,000	95,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
		819,247	795,561	791,172	601,880	493,239	487,778	261,988	263,138	103,850	100,594	57,269	57,269	57,269	57,269	57,269	57,269	57,269	57,269

Table 16

Debt Service Schedule  
At 3/31/2009

Issue Description	Funding Source	Principal Interest	Payment Date	FYE→	2021		2022		2023		2024		2025		2026		2027		Total
Special Assessments 2001 G.O. Bank of New York 405-8168-316	Public Benefits	Interest	June 1	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49,563
		Interest	Dec 1	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	49,593
		Principal	Dec 1	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	480,000
559,185																			
Aquatic Center 2001 G.O. Bank of New York 555-8198-551	Public Benefit	Interest	June 1	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,387
		Interest	Dec 1	P	-	-	-	-	-	-	-	-	-	-	-	-	-	-	65,387
		Principal	Dec 1	O	-	-	-	-	-	-	-	-	-	-	-	-	-	-	805,000
935,773																			
Sunset Marina 2001 G.O. Bank of New York 541-8171-041	Marina	Interest	June 1	N	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,988
		Interest	Dec 1	N	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40,988
		Principal	Dec 1	M	-	-	-	-	-	-	-	-	-	-	-	-	-	-	505,000
566,976																			
Waier 2001 G.O. JP Morgan 501-8168-041	Waier	Interest	June 1	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	357,108
		Interest	Dec 1	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	357,108
		Principal	Dec 1	I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,090,000
3,804,215																			
<b>Total 2001 GO</b>																			
Special Assessments 2002 G.O. Bank of New York 405-8168-316	Public Benefits	Interest	June 1	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	513,075
		Interest	Dec 1	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	513,075
		Principal	Dec 1	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,860,000
5,886,150																			
<b>Total 2002 GO</b>																			
Special Assessments 2003 G.O. Bank of New York 541-8171-041	Marina	Interest	June 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,000
		Interest	Dec 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,000
		Principal	Dec 15	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	400,000
436,000																			
Sewer 2003 G.O. Bank of New York 508-8168-041	Sewer Charges	Interest	June 15	L	-	-	-	-	-	-	-	-	-	-	-	-	-	-	156,784
		Interest	Dec 15	L	-	-	-	-	-	-	-	-	-	-	-	-	-	-	156,784
		Principal	Dec 15	K	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,365,000
1,698,568																			
Special Assessments 2003 G.O. Bank of New York 405-8168-316	Public Benefits	Interest	June 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,530
		Interest	Dec 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,530
		Principal	Dec 15	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200,000
221,060																			
<b>Total 2003 GO</b>																			
Water 2004 G.O. Refunding Wells Fargo 501-8168-041	Water Sales	Interest	June 15	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	89,166
		Interest	Dec 15	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	89,166
		Principal	Dec 15	I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	850,962
1,029,294																			
Water 2004 G.O. Refunding Wells Fargo 501-8168-041	Water Sales	Interest	June 15	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	35,237
		Interest	Dec 15	J	-	-	-	-	-	-	-	-	-	-	-	-	-	-	35,237
		Principal	Dec 15	I	-	-	-	-	-	-	-	-	-	-	-	-	-	-	864,036
934,510																			
<b>Total 2004 GO Refunding</b>																			
Special Assessments 2004 G.O. Bank of New York 405-8168-316	Public Benefits	Interest	June 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	124,404
		Interest	Dec 15	E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	124,404
		Principal	Dec 15	A	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,535,000

Table 16

Debt Service Schedule  
At 3/31/2009

Issue Description	Funding Source	Principal Interest Total	Payment Date	FYE-->	Year										Total	
					2021	2022	2023	2024	2025	2026	2027	2027	2027	2027		
<b>2004 SA Projects</b>																
Special Assessments	Public	Interest	June 15	E	-	-	-	-	-	-	-	-	-	-	-	26,016
2004 SA Projects	Benefits	Interest	Dec 15	E	-	-	-	-	-	-	-	-	-	-	-	26,016
Wells Fargo	Principal	Principal	Dec 15	A	-	-	-	-	-	-	-	-	-	-	-	425,000
405-6166-316																477,033
<b>2005 SA Projects</b>																
Special Assessments	Public	Interest	June 15	E	-	-	-	-	-	-	-	-	-	-	-	37,611
2005 SA Projects	Benefits	Interest	Dec 15	E	-	-	-	-	-	-	-	-	-	-	-	37,611
Wells Fargo	Principal	Principal	Dec 15	A	-	-	-	-	-	-	-	-	-	-	-	615,000
405-6166-316																690,223
<b>Total 2004 GO</b>																
		Interest	June 15		-	-	-	-	-	-	-	-	-	-	-	63,628
		Interest	Dec 15		-	-	-	-	-	-	-	-	-	-	-	63,628
		Principal	Dec 15		-	-	-	-	-	-	-	-	-	-	-	1,040,000
																1,167,255
<b>Wastewater</b>																
2005 G. O. Refunding	Sewer	Interest	June 1	L	-	-	-	-	-	-	-	-	-	-	-	231,488
Wells Fargo	Charges	Interest	Dec 1	L	-	-	-	-	-	-	-	-	-	-	-	231,488
506-6166-041	Principal	Principal	Dec 1	K	-	-	-	-	-	-	-	-	-	-	-	2,005,000
																2,467,977
<b>Special Assessments</b>																
2005 G. O. Refunding	Public	Interest	June 1	E	-	-	-	-	-	-	-	-	-	-	-	1,205
Wells Fargo	Benefits	Interest	Dec 1	E	-	-	-	-	-	-	-	-	-	-	-	1,205
405-6166-316	Principal	Principal	Dec 1	A	-	-	-	-	-	-	-	-	-	-	-	75,000
																77,411
<b>Total 2005 GO</b>																
		Interest	June 1		-	-	-	-	-	-	-	-	-	-	-	232,694
		Interest	Dec 1		-	-	-	-	-	-	-	-	-	-	-	232,694
		Principal	Dec 1		-	-	-	-	-	-	-	-	-	-	-	2,080,000
																2,545,388
<b>Wastewater</b>																
2007 G. O.	Sewer	Interest	June 1	L	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00	5,000.00	-	-	-	-	695,500.00
Wells Fargo	Charges	Interest	Dec 1	L	31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00	5,000.00	-	-	-	-	695,500.00
506-6166-041	Principal	Principal	Dec 1	K	200,000.00	205,000.00	215,000.00	220,000.00	230,000.00	240,000.00	250,000.00	-	-	-	-	3,305,000.00
					282,400.00	259,400.00	261,200.00	257,600.00	258,800.00	259,600.00	260,000.00	-	-	-	-	4,696,000.00
<b>Special Assessments</b>																
2007 G. O.	Public	Interest	June 1	E	-	-	-	-	-	-	-	-	-	-	-	103,200.00
Wells Fargo	Benefits	Interest	Dec 1	E	-	-	-	-	-	-	-	-	-	-	-	103,200.00
405-6166-316	Principal	Principal	Dec 1	A	-	-	-	-	-	-	-	-	-	-	-	1,100,000.00
																1,306,400.00
<b>Total 2007 GO</b>																
		Interest	June 1		31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00	5,000.00	-	-	-	-	788,700.00
		Interest	Dec 1		31,200.00	27,200.00	23,100.00	18,800.00	14,400.00	9,800.00	5,000.00	-	-	-	-	788,700.00
		Principal	Dec 1		200,000.00	205,000.00	215,000.00	220,000.00	230,000.00	240,000.00	250,000.00	-	-	-	-	4,405,000.00
					282,400.00	259,400.00	261,200.00	257,600.00	258,800.00	259,600.00	260,000.00	-	-	-	-	6,002,400.00
<b>MLK Center</b>																
2008 G. O.	Gaming	Interest	June 1		-	-	-	-	-	-	-	-	-	-	-	102,900.00
Wells Fargo	Interest	Interest	Dec 1		-	-	-	-	-	-	-	-	-	-	-	102,900.00
405-3536-041	Principal	Principal	Dec 1		-	-	-	-	-	-	-	-	-	-	-	1,015,000.00
																1,220,800.00
<b>Software</b>																
2008 G. O.	Gaming	Interest	June 1		-	-	-	-	-	-	-	-	-	-	-	23,712.50
Wells Fargo	Interest	Interest	Dec 1		-	-	-	-	-	-	-	-	-	-	-	23,712.50
405-2526-081	Principal	Principal	Dec 1		-	-	-	-	-	-	-	-	-	-	-	440,000.00
																487,425.00
<b>Special Assessments</b>																
2008 G. O.	Public	Interest	June 1		-	-	-	-	-	-	-	-	-	-	-	35,525.00
Wells Fargo	Benefits	Interest	Dec 1		-	-	-	-	-	-	-	-	-	-	-	35,525.00
405-6166-316	Principal	Principal	Dec 1		-	-	-	-	-	-	-	-	-	-	-	350,000.00
																421,050.00
<b>Hydroelectric Plant</b>																
2008 G. O.	Electric	Interest	June 1		17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00	6,000.00	4,000.00	2,000.00	2,000.00	2,000.00	365,650.00
Wells Fargo	Charges	Interest	Dec 1		17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00	6,000.00	4,000.00	2,000.00	2,000.00	2,000.00	365,650.00
609-6166-369	Principal	Principal	Dec 1		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	1,675,000.00
					134,500.00	130,750.00	127,000.00	123,250.00	119,500.00	115,750.00	112,000.00	108,000.00	104,000.00	100,000.00	100,000.00	2,406,300.00
<b>Total 2008A GO</b>																
		Interest	June 1		17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00	6,000.00	4,000.00	2,000.00	2,000.00	2,000.00	527,787.50
		Interest	Dec 1		17,250.00	15,375.00	13,500.00	11,625.00	9,750.00	7,875.00	6,000.00	4,000.00	2,000.00	2,000.00	2,000.00	527,787.50
		Principal	Dec 1		100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	3,480,000.00

Debt Service Schedule  
At 3/31/2009

Table 16

Issue Description	Funding Source	Principal Interest	Payment Date	FYE	2021	2022	2023	2024	2025	2026	2027	2027	Total	
<b>TIF</b>														
Amory Park		Interest	June 1		134,500.00	130,750.00	127,000.00	123,250.00	119,500.00	115,750.00	112,000.00	108,000.00	104,000.00	4,335,575.00
2008 G. O.		Interest	Dec 1		5,494.38	2,765.63	-	-	-	-	-	-	-	210,026.73
Wells Fargo		Principal	Dec 1		147,500.00	147,500.00	-	-	-	-	-	-	-	1,557,600.00
405-3132-801		Principal	Dec 1		158,488.75	153,031.25	-	-	-	-	-	-	-	1,977,853.45
<b>Sewer</b>														
Wastewater		Interest	June 1		3,818.13	1,921.88	-	-	-	-	-	-	-	145,950.78
2008 G. O.		Interest	Dec 1		3,916.13	1,921.88	-	-	-	-	-	-	-	145,950.78
Wells Fargo		Principal	Dec 1		102,500.00	102,500.00	-	-	-	-	-	-	-	1,082,400.00
506-8168-041		Principal	Dec 1		110,136.25	106,343.75	-	-	-	-	-	-	-	1,374,301.55
<b>Total 2008B GO</b>														
		Interest	June 1		9,312.50	4,687.50	-	-	-	-	-	-	-	355,977.50
		Interest	Dec 1		9,312.50	4,687.50	-	-	-	-	-	-	-	355,977.50
		Principal	Dec 1		250,000.00	250,000.00	-	-	-	-	-	-	-	2,640,000.00
		Principal	Dec 1		268,625.00	259,375.00	-	-	-	-	-	-	-	3,351,955.00
<b>TIF</b>														
Amory Park		Interest	June 1		13,011.25	6,742.50	-	-	-	-	-	-	-	462,834.12
2008 G. O.		Interest	Dec 1		13,011.25	6,742.50	-	-	-	-	-	-	-	462,834.12
Wells Fargo		Principal	Dec 1		285,000.00	310,000.00	-	-	-	-	-	-	-	3,060,000.00
405-3132-801		Principal	Dec 1		321,022.50	323,485.00	-	-	-	-	-	-	-	3,985,688.24
<b>Total 2008D GO</b>														
		Interest	June 1		13,011.25	6,742.50	-	-	-	-	-	-	-	462,834.12
		Interest	Dec 1		13,011.25	6,742.50	-	-	-	-	-	-	-	462,834.12
		Principal	Dec 1		285,000.00	310,000.00	-	-	-	-	-	-	-	3,060,000.00
		Principal	Dec 1		321,022.50	323,485.00	-	-	-	-	-	-	-	3,985,688.24
<b>Electric</b>														
Hydroelectric Plant		Interest	June 15		717.50	478.33	239.19	-	-	-	-	-	-	25,112.50
2008 G. O. CREB		Interest	Dec 15		717.50	478.33	239.19	-	-	-	-	-	-	25,112.50
Bank of America		Principal	Dec 15		48,666.67	48,666.67	48,666.62	-	-	-	-	-	-	653,333.33
609-8168-369		Principal	Dec 15		48,101.87	47,823.33	47,145.00	-	-	-	-	-	-	703,558.33
<b>Total 2008C GO CREB</b>														
		Interest	June 15		717.50	478.33	239.19	-	-	-	-	-	-	25,112.50
		Interest	Dec 15		717.50	478.33	239.19	-	-	-	-	-	-	25,112.50
		Principal	Dec 15		48,666.67	48,666.67	48,666.62	-	-	-	-	-	-	653,333.33
		Principal	Dec 15		48,101.87	47,823.33	47,145.00	-	-	-	-	-	-	703,558.33
<b>TIF</b>														
Amory Park		Interest	June 1		21,762.50	11,300.00	-	-	-	-	-	-	-	818,462.50
2009A G. O.		Interest	Dec 1		21,762.50	11,300.00	-	-	-	-	-	-	-	818,462.50
Wells Fargo		Principal	Dec 1		540,000.00	587,600.00	-	-	-	-	-	-	-	5,440,000.00
405-3132-801		Principal	Dec 1		583,525.00	587,600.00	-	-	-	-	-	-	-	6,951,875.00
<b>Total 2009A GO</b>														
		Interest	June 1		21,762.50	11,300.00	-	-	-	-	-	-	-	818,462.50
		Interest	Dec 1		21,762.50	11,300.00	-	-	-	-	-	-	-	818,462.50
		Principal	Dec 1		540,000.00	587,600.00	-	-	-	-	-	-	-	5,440,000.00
		Principal	Dec 1		583,525.00	587,600.00	-	-	-	-	-	-	-	6,951,875.00
<b>Member Fees</b>														
RIFAC		Interest	June 1		21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-	-	-	-	487,730.24
2009B G.O.		Interest	Dec 1		21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-	-	-	-	427,896.91
Wells Fargo		Principal	Dec 1		185,000.00	195,000.00	205,000.00	215,000.00	225,000.00	-	-	-	-	2,500,000.00
555-8687-561		Principal	Dec 1		227,281.26	229,650.00	231,608.26	233,150.00	234,281.26	-	-	-	-	3,415,927.15
<b>Public Assessments</b>														
2009B G.O.		Interest	June 1		-	-	-	-	-	-	-	-	-	56,289.98
Wells Fargo		Interest	Dec 1		-	-	-	-	-	-	-	-	-	48,053.15
405-8168-316		Principal	Dec 1		-	-	-	-	-	-	-	-	-	480,000.00
<b>TIF</b>														
11th St Land		Interest	June 1		-	-	-	-	-	-	-	-	-	21,153.13
2009B G.O.		Interest	Dec 1		-	-	-	-	-	-	-	-	-	13,978.13
Wells Fargo		Principal	Dec 1		-	-	-	-	-	-	-	-	-	400,000.00
405-3132-801		Principal	Dec 1		-	-	-	-	-	-	-	-	-	435,131.26
<b>Total 2009B GO</b>														
		Interest	June 1		21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-	-	-	-	567,182.35
		Interest	Dec 1		21,140.63	17,325.00	13,303.13	9,075.00	4,640.63	-	-	-	-	489,928.19
		Principal	Dec 1		185,000.00	195,000.00	205,000.00	215,000.00	225,000.00	-	-	-	-	3,380,000.00
		Principal	Dec 1		227,281.26	229,650.00	231,608.26	233,150.00	234,281.26	-	-	-	-	4,437,110.54
<b>Columbia Park</b>														
2009C G. O.		Interest	June 1		37,260.00	34,200.00	30,765.00	27,310.00	23,460.00	19,335.00	15,060.00	10,500.00	5,400.00	656,014.50
		Interest	Dec 1		37,260.00	34,200.00	30,765.00	27,310.00	23,460.00	19,335.00	15,060.00	10,500.00	5,400.00	603,930.00

Debt Service Schedule  
At 3/31/2009

Table 16

Issue Description	Funding Source	Principal	Interest	Payment Date	FYE-->										Total	
					2021	2022	2023	2024	2025	2026	2027	2027	2027	2027		
Wells Fargo 405-3132-801		120,000.00	130,000.00	130,000.00	140,000.00	150,000.00	150,000.00	160,000.00	160,000.00	170,000.00	170,000.00	180,000.00	180,000.00	190,000.00	190,000.00	1,440,000.00
		194,520.00	198,400.00	191,510.00	194,820.00	196,820.00	188,670.00	188,670.00	190,120.00	191,000.00	191,000.00	190,800.00	190,800.00	190,800.00	190,800.00	2,699,944.50
<b>Total 2009C GO</b>		37,280.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00	19,335.00	15,060.00	10,500.00	10,500.00	5,400.00	5,400.00	5,400.00	5,400.00	658,014.50
		37,280.00	34,200.00	30,755.00	27,310.00	23,460.00	19,335.00	19,335.00	15,060.00	10,500.00	10,500.00	5,400.00	5,400.00	5,400.00	5,400.00	603,930.00
		120,000.00	130,000.00	130,000.00	140,000.00	150,000.00	150,000.00	160,000.00	160,000.00	170,000.00	170,000.00	180,000.00	180,000.00	180,000.00	180,000.00	1,440,000.00
		194,520.00	198,400.00	191,510.00	194,820.00	196,820.00	188,670.00	188,670.00	190,120.00	191,000.00	191,000.00	190,800.00	190,800.00	190,800.00	190,800.00	2,699,944.50
<b>Total GO Debt Service</b>		151,654	117,308	80,887	66,810	52,251	37,010	37,010	26,080	14,500	14,500	7,400	7,400	7,400	7,400	5,397,872
		151,654	117,308	80,887	66,810	52,251	37,010	37,010	26,080	14,500	14,500	7,400	7,400	7,400	7,400	5,143,263
		1,738,687	1,801,667	696,667	675,000	705,000	490,000	490,000	510,000	270,000	270,000	280,000	280,000	280,000	280,000	36,588,333
		2,038,975	2,038,283	858,461	808,620	809,501	564,020	564,020	562,120	299,000	299,000	284,800	284,800	284,800	284,800	47,129,288
<b>Governmental</b>		77,528	55,008	30,755	27,310	23,460	19,335	19,335	15,060	10,500	10,500	5,400	5,400	5,400	5,400	2,635,083
		77,528	55,008	30,755	27,310	23,460	19,335	19,335	15,060	10,500	10,500	5,400	5,400	5,400	5,400	2,440,528
		1,102,500	1,152,500	130,000	140,000	150,000	150,000	160,000	160,000	170,000	170,000	180,000	180,000	180,000	180,000	17,467,600
		1,257,556	1,282,518	191,510	194,620	196,920	188,670	188,670	190,120	191,000	191,000	190,800	190,800	190,800	190,800	22,533,211
<b>Business Type</b>		74,126	62,300	50,142	39,500	28,791	17,675	17,675	11,000	4,000	4,000	2,000	2,000	2,000	2,000	2,762,569
		74,126	62,300	50,142	39,500	28,791	17,675	17,675	11,000	4,000	4,000	2,000	2,000	2,000	2,000	2,702,755
		634,167	649,167	566,667	535,000	555,000	340,000	340,000	350,000	100,000	100,000	100,000	100,000	100,000	100,000	19,130,733
		782,419	773,767	666,651	614,000	612,561	375,350	375,350	372,000	108,000	108,000	104,000	104,000	104,000	104,000	24,596,077
<b>Special Assessments</b>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	339,876
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	329,734
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,105,000
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,774,714

Revenue and Expense by Fund Type

Table 17

Revenue:	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
Property taxes	7,169,918	4,937,182			1,699,820				13,806,920	12,424,549	11,997,569	11,915,704	11,072,700
Local taxes	6,163,292	340,000			20,000				6,523,292	7,181,248	7,061,248	6,782,457	6,681,675
State taxes	9,237,618	6,983,689							16,221,307	14,356,127	13,747,198	12,810,198	11,981,376
Business license & permits	356,335								356,335	311,510	326,335	306,350	262,740
Non-business license & permits	493,695				850			319,881	494,545	442,700	442,900	442,754	399,924
Government grants	196,799	3,436,240		200,000	256,000	45,000		48,500	4,453,920	4,031,939	5,688,362	4,868,063	2,501,942
Charges for services	3,664,243	566,074		35,000	16,658,642	99,180		48,500	21,071,639	18,361,297	17,188,200	15,688,995	15,121,029
Program fees		1,350			371,860			2,205	375,435	333,699	307,959	306,774	309,923
Concessions					443,668				443,668	437,978	429,734	417,199	406,930
Rents and royalties	30,850	32,500			732,980				796,330	862,041	783,134	752,940	654,347
Employer contribution						3,759,327	3,503,482		7,262,809	6,432,272	5,963,645	5,573,844	4,846,568
Employee contribution						992,502	895,598		1,888,100	1,724,379	1,691,111	1,848,438	1,625,980
Retiree contribution						740,298			740,298	648,986	673,963	777,206	662,667
Engineering						1,186,588			1,186,588	1,109,750	1,061,000	851,000	851,554
Equipment maintenance						3,563,880			3,563,880	2,862,055	2,688,039	2,416,529	2,129,603
Hydroplant						257,445			257,445	115,786	-	-	-
Transfers for charges	1,815,539				157,956				2,163,803	2,074,719	1,456,990	1,424,896	1,367,209
Investments and loans	166,036	411,567	53,062	341,559	751,775	114,295	1,469,498	8,024	3,315,816	5,320,826	2,944,868	2,796,734	2,990,341
Contributions and donations		1,294,448		561,672	64,300			11,000	1,931,420	509,315	190,652	123,810	151,510
Reimbursements	100								100	300	708	758	708
Sale of fixed assets	2,450								2,450	-	-	-	1,025
Proceeds from LT liabilities									-	3,037	5,653,000	-	560,000
Operating transfers	2,386,531	1,417,250	1,474,001	600,000	364,356	94,000		79,131	6,415,269	7,059,684	7,030,699	7,352,694	6,895,457
Other	6,000	6,350			47,646	99,817			159,813	131,021	50,301	25,211	37,186
<b>Revenue 2009/10</b>	<b>31,669,406</b>	<b>19,426,650</b>	<b>1,527,063</b>	<b>1,738,231</b>	<b>21,569,873</b>	<b>11,142,640</b>	<b>5,869,578</b>	<b>468,741</b>	<b>93,431,182</b>	<b>89,564,187</b>	<b>87,377,615</b>	<b>77,482,554</b>	<b>71,504,594</b>
Revenue 2008/09	30,560,781	16,457,278	883,541	13,172,567	22,499,942	12,013,955	7,246,801	535,830	103,370,095	76,289	76,289	103,370,095	103,370,095
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	89,564,187	76,289	76,289	89,564,187	89,564,187
Revenue 2006/07	27,709,361	17,703,137	1,036,286	3,326,000	22,980,817	9,144,725	5,133,811	343,508	87,377,615	76,289	76,289	87,377,615	87,377,615
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	77,482,554	76,289	76,289	77,482,554	77,482,554
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	71,504,594	76,289	76,289	71,504,594	71,504,594
Difference from 2008/09	1,108,625	2,969,372	643,522	(11,434,336)	(930,069)	(871,315)	(1,378,223)	(67,089)	(9,938,913)	131,021	50,301	25,211	37,186
Percent change from 2008/09	3.7%	18.0%	72.8%	-86.8%	-4.1%	-7.3%	-19.0%	-12.5%	-9.6%	0.1%	0.0%	0.0%	0.0%

Revenue and Expense by Fund Type

Table 17

Expense:	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Trust and Agency	Component Unit	Total FY 2010	Total FY 2009	Total FY 2008	Total FY 2007	Total FY 2006	Total FY 2005
Personnel	21,906,680	2,425,202		6,851,110	1,977,692	6,658,319	245,281	40,064,284	36,720,879	35,268,691	33,808,641	32,566,997	30,426,734	
Supplies	1,482,332	452,955		2,432,820	940,543	150	39,677	5,348,477	4,675,903	4,549,184	4,409,730	3,768,408	2,900,041	
Services	6,932,699	3,439,775		3,913,689	5,482,091	86,020	142,369	21,745,603	23,460,472	21,555,139	17,874,455	21,642,716	20,585,273	
Other	176,908	1,475,333	240	150,786	16,510	12,600	33,950	1,866,327	1,654,346	1,823,608	1,697,285	1,418,486	1,193,544	
Programs	50,000	3,648,383		1,141,690				4,840,073	5,256,214	5,769,704	4,601,989	4,406,710	3,885,468	
Capital		3,466,284		9,204,094	1,591,416			26,821,395	11,588,565	12,337,151	8,629,841	8,204,027	7,199,322	
Debt	119,077	5,684,526	1,473,944	1,746,379	175,239			3,395,592	2,438,138	2,549,792	2,830,456	3,209,652	4,107,319	
Transfers				1,871,457	409,012			8,579,072	8,125,509	8,821,422	8,487,689	6,777,590	8,262,666	
Depreciation				2,059,938	763,023			2,822,961	3,110,935	2,875,935	2,771,042	2,752,105	3,078,534	
Contingency/Other	1,021,710	250,000				160,000		1,431,710	1,014,188	1,009,188	889,000	940,000	240,000	
<b>Expense 2009/10</b>	<b>31,689,406</b>	<b>20,842,458</b>	<b>1,474,184</b>	<b>14,803,561</b>	<b>29,371,963</b>	<b>11,355,526</b>	<b>6,917,089</b>	<b>461,277</b>	<b>116,915,464</b>	<b>98,045,149</b>	<b>86,100,128</b>	<b>87,685,691</b>	<b>81,878,901</b>	
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	98,045,149					
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	96,559,814					
Expense 2006/07	27,558,406	17,873,349	1,248,545	4,442,790	20,925,632	9,081,867	4,614,227	355,092	86,100,128					
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	87,685,691					
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	81,878,901					
Difference from 2009/09	1,129,225	1,029,778	625,413	10,278,353	4,645,423	(677,245)	1,816,789	22,579	18,870,315					
Percent change from 2006/07	3.7%	5.2%	73.7%	227.1%	18.8%	-5.6%	35.6%	5.1%	19.2%					
<b>Cash flow 2009/10:</b>														
Revenue less expense	-	(1,415,808)	52,879	(13,065,330)	(7,802,090)	(212,886)	(1,048,511)	7,464	(23,484,282)					
Add back depreciation					2,059,938	763,023			2,822,961					
<b>Budgeted cash flow</b>	<b>-</b>	<b>(1,415,808)</b>	<b>52,879</b>	<b>(13,065,330)</b>	<b>(5,742,152)</b>	<b>550,137</b>	<b>(1,048,511)</b>	<b>7,464</b>	<b>(20,661,321)</b>					
<b>Income (loss) 2009/10:</b>														
Revenue less expense	-	(1,415,808)	52,879	(13,065,330)	(7,802,090)	(212,886)	(1,048,511)	7,464	(23,484,282)					
Loan repayments received				470,443					470,443					
Loans issued				1,009,374					1,009,374					
Capital outlay				9,204,094	1,591,416				10,795,510					
Debt principal				1,230,000	106,667				1,336,667					
<b>Budgeted income (loss)</b>	<b>-</b>	<b>(1,415,808)</b>	<b>52,879</b>	<b>(13,065,330)</b>	<b>3,170,935</b>	<b>1,485,197</b>	<b>(1,048,511)</b>	<b>7,464</b>	<b>(10,813,174)</b>					

**Employees by Department**  
(includes full time and part time employees)

**Table 18**

	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010	Var
<b>Mayor &amp; Council</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0</b>
<b>City Clerk</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>General Administration</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>Finance</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
Administration	2	2	2	2	1	-1
Customer Service	4	4	4	4	4	0
Accounting	4	4	4	4	5	1
<b>Information Technology</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>-1</b>
<b>Community/Economic Development</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>22</b>	<b>-1</b>
Administration	2	2	2	1	1	0
Economic Dev	2	2	2	2	2	0
Planning/Redev	8	9	9	10	9	-1
Inspection	10	10	10	10	10	0
<b>ML King Center</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>-1</b>
<b>Police</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>112</b>	<b>0</b>
Administration	3	3	3	3	3	0
Operations	58	59	59	59	59	0
Investigations	24	23	23	23	23	0
Staff Support	27	27	27	27	27	0
<b>Fire</b>	<b>62</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>0</b>
Administration	3	6	6	6	3	-3
Fire Prevention	1	1	1	1	1	0
Emergency/Disaster	21	17	17	17	13	-4
Ambulance	37	37	37	37	44	7
<b>Public Works</b>	<b>122</b>	<b>121</b>	<b>120</b>	<b>121</b>	<b>120</b>	<b>-1</b>
Administration	35	37	32	32	32	0
Municipal Services	27	24	27	27	28	1
Utilities Operation	27	27	26	26	26	0
Equipment Maint	13	13	16	16	16	0
Engineering	17	17	16	17	16	-1
Sunset Marina	3	3	3	3	2	-1
<b>City Total</b>	<b>357</b>	<b>356</b>	<b>355</b>	<b>356</b>	<b>353</b>	<b>-3</b>

**Employees by Department**  
 (includes full time and part time employees)

**Table 18**

	<b>Budget 2006</b>	<b>Budget 2007</b>	<b>Budget 2008</b>	<b>Budget 2009</b>	<b>Budget 2010</b>	<b>Var</b>
<b>Centennial Bridge</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Parks &amp; Recreation</b>	<b>254</b>	<b>255</b>	<b>256</b>	<b>256</b>	<b>258</b>	<b>2</b>
Full Time	29	30	31	31	31	0
Part Time	61	61	61	61	63	2
Seasonal	164	164	164	164	164	0
<b>Library</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>43</b>	<b>2</b>
<b>Grand Total</b>	<b>652</b>	<b>652</b>	<b>652</b>	<b>653</b>	<b>654</b>	<b>1</b>

# Full Time Equivalent by Cost Center

## Table 19

	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010	Variance
<b>Mayor and Council</b>	8.00	8.00	8.00	8.00	8.00	-
<b>City Clerk</b>	1.00	1.00	1.00	1.00	1.50	0.50
<b>General Administration</b>	2.00	2.00	2.00	2.00	2.00	-
<b>Personnel</b>						
Administration	2.20	2.20	2.20	2.20	2.20	-
Personnel Services	0.40	0.40	0.40	0.40	0.40	-
Insurance	1.40	1.40	1.40	1.40	1.40	-
	4.00	4.00	4.00	4.00	4.00	-
<b>Finance</b>						
Administration	2.00	2.00	2.00	2.00	1.00	(1.00)
Customer Service	4.00	4.00	4.00	4.00	4.00	-
Accounting	4.00	4.00	4.00	4.00	5.00	1.00
	10.00	10.00	10.00	10.00	10.00	-
<b>Information Technology</b>						
Administration	2.10	2.30	2.35	2.35	1.30	(1.05)
Services	4.80	5.50	5.40	5.40	5.35	(0.05)
GIS	0.10	0.20	0.25	0.25	0.35	0.10
	7.00	8.00	8.00	8.00	7.00	(1.00)
<b>Community/Economic Development</b>						
Administration	1.27	1.27	0.92	0.60	0.50	(0.10)
Economic Development	2.49	2.63	2.28	2.60	2.80	0.20
Planning/Zoning/Historic Preservation	6.15	6.58	6.43	6.43	6.26	(0.17)
Neighborhood Redevelopment	2.09	2.95	2.80	2.80	1.90	(0.90)
Inspection	7.25	6.00	5.85	5.85	5.85	-
Rental Inspection	2.75	4.00	4.15	4.15	4.15	-
	22.00	23.43	22.43	22.43	21.46	(0.97)
<b>Martin Luther King Jr. Center</b>						
Administration	1.70	1.70	1.10	1.10	1.15	0.05
Sponsored Programs	4.30	4.30	4.90	4.90	3.85	(1.05)
	6.00	6.00	6.00	6.00	5.00	(1.00)
<b>Police</b>						
Administration	3.00	3.00	3.00	3.00	3.00	-
Patrol	57.80	58.80	58.80	58.80	58.48	(0.32)
Community Services	3.40	3.40	3.45	3.45	3.45	-
Auxiliary Police	0.20	0.20	0.20	0.20	0.17	(0.03)
Resource Services	3.08	3.08	2.53	2.53	2.53	-
Communications	12.84	12.84	13.16	13.16	13.16	-
Technical Services	2.44	2.44	2.38	2.38	2.38	-
Records	5.24	5.24	5.48	5.48	5.48	-
Major Crime	10.25	10.25	10.25	10.25	10.40	0.15
Narcotics/Vice	6.30	5.30	5.30	5.30	5.40	0.10
Juvenile	7.45	7.45	7.45	7.45	7.55	0.10
	112.00	112.00	112.00	112.00	112.00	-

## Full Time Equivalent by Cost Center

## Table 19

	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010	Variance
<b>Fire</b>						
Administration	9.27	9.16	9.16	10.16	9.16	(1.00)
Fire Prevention	7.27	7.16	7.16	7.16	7.16	-
Emergency/Disaster Services	21.66	21.28	21.28	21.28	21.28	-
Ambulance	23.80	23.40	23.40	22.40	23.40	1.00
	<u>62.00</u>	<u>61.00</u>	<u>61.00</u>	<u>61.00</u>	<u>61.00</u>	<u>-</u>
<b>Public Works</b>						
Administration	19.61	21.39	21.13	20.70	20.65	(0.05)
Street Maintenance & Repair	7.53	7.40	7.77	9.00	8.22	(0.78)
Snow & Ice Control	0.69	0.65	0.58	0.73	0.68	(0.05)
Refuse Collection	9.62	6.97	8.04	8.02	8.02	-
Levee/ROW Maintenance	7.30	7.60	6.99	7.78	6.52	(1.26)
Water Distribution	14.60	14.25	13.93	14.03	14.28	0.25
Wastewater Collection	2.80	2.79	2.92	2.90	2.87	(0.03)
Motor Vehicle Parking	2.96	2.83	1.58	1.58	1.53	(0.05)
Water Treatment	11.12	11.12	11.12	10.98	11.08	0.10
Wastewater Treatment	9.72	9.72	9.72	9.58	9.68	0.10
Equipment Replacement	-	-	-	-	-	-
Fleet Services	9.25	9.25	9.25	9.20	9.15	(0.05)
Electrical Maintenance	3.00	3.00	3.00	3.00	2.45	(0.55)
Engineering Services	12.27	11.24	11.25	10.98	10.98	-
Building Maintenance	1.55	1.70	1.70	1.20	1.95	0.75
Sunset Marina	2.31	1.86	1.86	1.24	1.24	-
Hydropower Plant	-	-	-	0.25	0.30	0.05
Stormwater	4.40	5.96	5.89	6.56	7.13	0.57
Centennial Bridge	-	-	-	-	-	-
	<u>118.73</u>	<u>117.73</u>	<u>116.73</u>	<u>117.73</u>	<u>116.73</u>	<u>(1.00)</u>
<b>Parks &amp; Recreation</b>						
Administration	3.28	3.50	3.50	3.50	3.50	-
Park Maintenance	13.46	17.03	18.23	19.16	18.02	(1.14)
Recreation Programs	17.60	16.47	16.39	16.63	15.88	(0.75)
Highland Springs Golf	13.93	14.45	14.45	14.41	14.41	-
Saukie Golf	10.11	10.34	10.24	10.28	10.28	0.00
Golf Pro Shop	0.57	0.26	0.26	0.26	0.26	-
Whitewater Junction	7.35	8.06	8.00	8.25	8.57	0.32
RI Fitness Center	13.56	14.43	14.93	14.67	15.80	1.13
	<u>79.86</u>	<u>84.54</u>	<u>86.00</u>	<u>87.16</u>	<u>86.72</u>	<u>(0.44)</u>
<b>Library</b>						
Administration	2.00	2.00	2.00	2.00	2.00	-
Main Library	21.38	21.38	21.38	21.38	22.08	0.70
30/31 Library	4.00	4.00	4.00	4.00	4.00	-
Southwest Library	2.75	2.75	2.75	3.87	3.25	(0.62)
	<u>30.13</u>	<u>30.13</u>	<u>30.13</u>	<u>31.25</u>	<u>31.33</u>	<u>0.08</u>
<b>Total</b>	<u>462.72</u>	<u>467.83</u>	<u>467.29</u>	<u>470.57</u>	<u>466.74</u>	<u>(3.83)</u>

# Principal Taxpayers

## Table 20

Taxpayer	Type of Business	2007 Assessed Valuation	Percent of City
Modern Woodmen of America	Insurance (Home Office)	10,101,703	2.2%
Mid-American Energy Co.	Gas and Electricity Utility	5,562,761	1.2%
Thoms-Proester Co.	Wholesale Food Distributor	5,470,572	1.2%
Miller Container Corp.	Manufacturer - Corrugated Box	4,959,640	1.1%
Barjan Products LLC	Corporate Headquarters	4,811,002	1.1%
Friendship Manor	Residential Life Care Facility	2,874,301	0.6%
LRC Developers, Inc.	Industrial Property	2,359,066	0.5%
Pinnacle-Stanrick Corporation	Packaging and Distribution	2,027,758	0.4%
Illinois Housing Development Authority	Affordable Housing for Seniors	1,940,431	0.4%
Quad Cities Steel Warehouse	Warehouse and Distribution	1,816,485	0.4%
<b>Total</b>		<b>\$41,923,719</b>	<b>9.2%</b>

Total 2007 City valuation including incremental valuation of TIF districts

## General Community Information

## Table 21

### Census Data:

<u>Population</u>	1970	1980	1990	2000	% Change
	<u>Census</u>	<u>Census</u>	<u>Census</u>	<u>Census</u>	<u>1990 - 2000</u>
City of Moline, Illinois	46,237	46,278	43,202	43,768	1.31%
City of East Moline, Illinois	20,956	20,907	20,147	20,333	0.92%
<b>City of Rock Island, Illinois</b>	<b>50,166</b>	<b>46,928</b>	<b>40,552</b>	<b>39,684</b>	<b>(2.14%)C</b>
Rock Island County, Illinois	166,734	166,759	148,723	149,374	0.44%
City of Bettendorf, Iowa	22,126	27,381	28,132	31,275	11.17%
City of Davenport, Iowa	98,469	103,243	95,333	98,359	3.17%
Scott County, Iowa	142,687	160,022	150,979	158,668	5.09%
MSA (2)	362,638	383,958	350,861	359,062	2.34%

### Notes:

(1) Source: U.S. Bureau of the Census.

(2) The drop in population in the Quad Cities Metropolitan Statistical Area between 1980 and 1990 is mainly attributable to an overrepresentation by agricultural manufacturing in the area during that time. JI Case, International Harvester and John Deere had large manufacturing operations located throughout the Quad Cities. Beginning in 1981 a downturn in demand for agricultural equipment severely impacted the Quad Cities area resulting in a loss of population as manufacturing plants closed or merged with other companies. However, during the decade of the 1990s, the employment base in the Quad Cities area became much more diversified and the population has increased.

### Age-Group Distributions

	1980	1990	2000
	<u>Census</u>	<u>Census</u>	<u>Census</u>
Under 5 years	3,690	2,860	2,554
5 to 19 years	11,109	8,837	8,369
20 to 24 years	5,058	3,378	3,413
25 to 44 years	11,150	11,028	10,190
45 to 54 years	4,453	3,626	5,282
55 to 59 years	2,661	1,788	1,834
60 to 64 years	2,362	2,005	1,572
65 to 74 years	3,838	3,738	3,011
75 years and over	2,715	3,292	3,459
Median age	29.7	34.3	36.4

**General Community Information (continued)**

**Table 21**

**Municipal Services:**

Type of local government	Council-Manager
Comprehensive city plan	Completed in 1986
City zoning ordinance in effect	Yes
County zoning ordinance in effect	Yes
Subdivision ordinance with design standards in effect	Yes
Fire Department personnel	61
Fire Insurance Class:	
In City	4
Outside City	9
Number of full-time policemen	84 regular, 15 auxiliary
Enhanced 911 system	Yes
Industrial waste pickup	No
Public Library in City	Yes
Percent of City streets paved	98
 <u>Water</u>	
Water supplied by	City of Rock Island
Source of city water	Mississippi River
Total storage capacity	12 million gallons
Treatment capacity	16 million gallons per day
Average daily demand	5.4 million gallons per day
Peak daily demand	10.5 million gallons per day
 <u>Waste Water Treatment</u>	
Type of sewage treatment plant	Tertiary
Percent of community served by sewer	98%
Design average capacity	17.5 million gallons per day
Average load	8.32 million gallons per day
Max capacity	23 million gallons per day

**General Community Information (continued)**

**Table 21**

<u>Natural Gas – Electricity – Telecommunications</u>	
Gas supplier(s)	Mid-American Energy Co.
Electric supplier(s)	Mid-American Energy Co.
Local telephone supplier	SBC
Digital switching	Yes
Fiber optics	Yes
Long distance telephone carrier(s)	AT&T, MCI, Sprint, McLeod
 <b><u>General Information for MSA:</u></b>	
<u>Medical Care (data for the entire MSA)</u>	
Number of hospitals serving Quad City Area	9
Total number of beds	1,350
Clinic in community	Yes
Number of doctors in the Quad City Area	768
Number of dentists in the Quad City Area	199
Number of chiropractors in Quad City Area	289
 <u>Lodging/Meeting Facilities (data for the entire MSA)</u>	
Motels/hotels	92
Total number of rooms	6,610
Meeting facilities	51
Meeting rooms	211
Meeting room total square footage	527,091
 <u>Recreation (data for the entire MSA)</u>	
Parks/recreation areas	160
Zoos	1
Public golf courses	21
Private golf courses	7
Public swimming pools	12
Private swimming pools	12

**General Community Information (continued)**

**Table 21**

<u>Recreation (continued)</u>	
YMCA/YWCA	9
Health clubs	31
Baseball/softball complexes	13
Indoor ice rinks	2
Indoor soccer complexes	2
Outdoor soccer complexes	5
Recreation trails	131 miles

Culture/Attractions (data for the entire MSA)

Area Museums & Galleries	27
Major Performing Arts Organizations	18
Theaters (indoor & outdoor)	13
Art Organizations	4
Botanical Centers and Conservatories	3
Casinos	3

Religious Organizations (data for the entire MSA) continued)

Protestant	312
Catholic	43
Jewish	2
Other Faiths	17

**Education:**

Education - Rock Island School District # 41

high schools	1
middle schools	2
elementary schools	10
pre-schools	1
Full-time teachers	490
Part-time teachers/Administrators	15

**General Community Information (continued)**

**Table 21**

Education - Rock Island School District # 41 (continued)

Substitute teachers	80
Full-time support staff	225
Part-time support staff	240
Student to teacher ratio	22 to 1

Education (data for the entire MSA)

High schools	23
Middle schools	25
Elementary schools	90
Private & parochial schools	28
Trade and technical schools	7
Community college	2
Four year college	1
University	3
Q.C. Graduate Center	1
Palmer College of Chiropractic	1

**Employment:**

Major City Employers (1)

<u>Name</u>	<u>Product/Service</u>	<u>Approximate Employment</u>
Rock Island Arsenal	Munitions Manufacturing	7,270(2)
Trinity Regional Health System	Hospitals, Healthcare	2,900(3)
Rock Island Community Schools	Education	1,050
Jumer's Casino Rock Island	Casino	700
Norcross Safety Products, LLC	Protective Footwear	550
Performance Food Group	Foodservice Distributor	500
Modern Woodmen of America	Fraternal Insurance Company	440
McLaughlin Body Co.	Agricultural and Truck Cabs	360
Hart Schaffner & Marx Co., Inc.	Men's Clothing	325

## General Community Information (continued)

Table 21

### Major City Employers (continued)

<u>Name</u>	<u>Product/Service</u>	<u>Approximate Employment</u>
Miller Container Corp.	Corrugated Packaging Products	250
Bituminous Insurance Companies	Casualty and Property Insurance	225
KJWW Engineering Consultants, P.C.	Engineering Services	200
Holiday Inn Rock Island	Hotel and Convention Services	150
USF Holland, Inc.	Local and Interstate Trucking	145

Notes: (1) Source: 2009 Illinois Manufacturers Directory, 2009 Illinois Services Directory, the Quad Cities Development Group and a selective telephone survey.  
 (2) Military and civilian employees. Employees are employed by the Department of the Army, Department of Defense, Navy and the Army Corps of Engineering.  
 (3) Current uses of facilities are under review.  
 Total for three campuses in Rock Island, Moline and Bettendorf, Iowa.

### Major Area Employers (1)

<u>Approximate Location</u>	<u>Name</u>	<u>Product/Service</u>	<u>Approximate Employment</u>
Quad Cities Area.	Deere & Company	Agriculture Equipment	6,300(2)
Davenport, IA	Genesis Health System	Hospitals, Healthcare	4,900
Davenport, IA	Davenport Community Schools	Education	2,500
Hillsdale	Tyson Fresh Meats	Meat Packing and Processing	2,400
Riverdale, IA	ALCOA	Aluminum	2,250
Quad Cities Area	Hy-Vee Stores	Supermarkets	2,192(2)
Davenport, IA	Kraft Foods North America	Food Production and Packaging	1,650
Moline	Moline Community Schools	Education	1,412
Davenport, IA	MidAmerican Energy Co.	Utility	1,230
Davenport, IA	Isle of Capri Casino & Hotel	Riverboat Gambling	1,050
Milan, IL	XPAC	Steel and Aluminum Equipment	1,000
Davenport, IA	APAC Customer Services	Outbound Telemarketing Services	900
Davenport, IA	City of Davenport	City Government	815
Moline, IL	Group O Companies	Third Party Logistics	800
Silvis, IL	Genesis Medical Center	Hospital	800

Table 21

General Community Information (continued)

Major Area Employers (continued)

Approximate Location	Name	Product/Service	Approximate Employment
Moline, IL	Blackhawk College	Community College	799
Davenport, IA	Exelon Energy	Electric Utility Service	700
Davenport, IA	AT&T	Telecommunications	610
Davenport, IA	Sears Manufacturing	Equipment Manufacturing	600
Davenport, IA	United Parcel Service	Parcel Delivery Service	590

Notes: (1) Source: 2009 Illinois Manufacturers Directory, 2009 Illinois Services Directory, the Quad City Development Group and a selective telephone survey.  
 (2) Includes the entire Quad Cities area.

Employment By Industry (1)

Classification	The City		The County		The State	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing, Hunting, and Mining	77	0.42%	452	0.63%	66,481	1.14%
Construction	865	4.74%	4,112	5.76%	334,176	5.73%
Manufacturing	2,720	14.90%	13,145	18.40%	931,162	15.96%
Wholesale Trade	584	3.20%	2,639	3.69%	222,990	3.82%
Retail Trade	2,247	12.31%	8,530	11.94%	643,472	11.03%
Transportation and Warehousing, and Utilities	951	5.21%	4,239	5.93%	352,193	6.04%
Information	662	3.63%	1,879	2.63%	172,629	2.96%
Finance, Insurance, Real Estate, Rental and Leasing	918	5.03%	3,739	5.23%	462,169	7.92%
Professional, Scientific, Management, Administrative, and Waste Management Services	1,326	7.26%	5,275	7.38%	590,913	10.13%
Educational, Health and Social Services	4,198	23.00%	13,309	18.63%	1,131,987	19.41%
Arts, Entertainment, Recreation, Accommodation and Food Services	1,703	9.33%	6,943	9.72%	417,406	7.16%

## General Community Information (continued)

Table 21

### Employment By Industry (continued)

Classification	The City		The County		The State	
	Number	Percent	Number	Percent	Number	Percent
Other Services (Except Public Administration)	1,112	6.09%	3,648	5.11%	275,901	4.73%
Public Administration	892	4.89%	3,536	4.95%	231,706	3.97%
Total	18,255	100.00%	71,446	100.00%	5,833,185	100.00%

Note: (1) Source: U. S. Bureau of the Census.

### Employment By Occupation (1)

Classification	The City		The County		The State	
	Number	Percent	Number	Percent	Number	Percent
Management, Professional and Related Occupations	4,992	27.35%	19,452	27.23%	1,993,671	34.18%
Service Occupations	3,369	18.46%	12,376	17.32%	813,479	13.95%
Sales and Office	5,195	28.46%	19,540	27.35%	1,609,939	27.60%
Farming, Fishing and Forestry Construction, Extraction, and Maintenance	67	0.37%	168	0.24%	17,862	0.31%
Production, Transportation, and Material Moving	1,386	7.59%	6,261	8.76%	480,418	8.24%
Total	3,246	17.78%	13,649	19.10%	917,816	15.73%
Total	18,255	100.00%	71,446	100.00%	5,833,185	100.00%

Note: (1) Source: U. S. Bureau of the Census.

### Annual Average Unemployment Rates (1)

Year	City	MSA(2)	County	Illinois
19995	4%	5.4%	5.5%	4.2%
2000	4.4%	4.7%	4.6%	4.5%
2001	4.6%	4.9%	4.8%	5.4%

Table 21

General Community Information (continued)

Year	City	MSA(2)	County	Illinois
2002	5.6%	5.7%	5.6%	6.5%
2003	6.0%	6.1%	6.0%	6.7%
2004	5.5%	5.4%	5.3%	6.2%
2005	4.7%	4.7%	4.7%	5.7%
2006	4.4%	4.3%	4.3%	4.5%
2007	4.8%	4.8%	4.7%	5.0%
2008(3)	7.0%	7.1%	6.7%	7.4%

Notes: (1) Source: Illinois Department of Employment Security.  
 (2) Illinois portion only.  
 (3) Preliminary rates for December 2008.

Income:

Median Family Income (1)

Income	The City		The County		The State	
	Number	Percent	Number	Percent	Number	Percent
Under \$10,000	658	6.90%	2,063	5.24%	156,205	5.00%
\$10,000 to \$14,999	469	4.92%	1,653	4.20%	105,747	3.38%
\$15,000 to \$24,999	1,121	11.75%	4,344	11.03%	273,712	8.76%
\$25,000 to \$34,999	1,269	13.30%	5,001	12.69%	331,907	10.62%
\$35,000 to \$49,999	1,804	18.91%	7,563	19.20%	506,429	16.20%
\$50,000 to \$74,999	2,265	23.74%	9,846	24.99%	736,897	23.58%
\$75,000 to \$99,999	1,094	11.47%	4,964	12.60%	445,390	14.25%
\$100,000 to \$149,999	588	6.16%	2,846	7.22%	356,068	11.39%
\$150,000 to \$199,999	130	1.36%	580	1.47%	101,955	3.26%
\$200,000 or more	141	1.48%	534	1.36%	111,008	3.55%
Total	9,539	100.00%	39,394	100.00%	3,125,318	100.00%

Note: (1) Source: U.S. Bureau of the Census.

## General Community Information (continued)

## Table 21

### Median Household Income (1)

Income	The City		The County		The State	
	Number	Percent	Number	Percent	Number	Percent
Under \$10,000	1,748	10.84%	5,339	8.80%	383,299	8.35%
\$10,000 to \$14,999	1,264	7.84%	4,291	7.07%	252,485	5.50%
\$15,000 to \$24,999	2,648	16.42%	9,235	15.22%	517,812	11.27%
\$25,000 to \$34,999	2,448	15.18%	8,766	14.44%	545,962	11.89%
\$35,000 to \$49,999	2,773	17.20%	10,590	17.45%	745,180	16.23%
\$50,000 to \$74,999	2,879	17.86%	12,002	19.78%	952,940	20.75%
\$75,000 to \$99,999	1,327	8.23%	5,841	9.62%	531,760	11.58%
\$100,000 to \$149,999	705	4.37%	3,312	5.46%	415,348	9.04%
\$150,000 to \$199,999	143	0.89%	661	1.09%	119,056	2.59%
\$200,000 or more	187	1.16%	649	1.07%	128,898	2.81%
Total	16,122	100.00%	60,686	100.00%	4,592,740	100.00%

Note: (1) Source: U.S. Bureau of the Census.

## ORDINANCE NO. 023-2009

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, 2009 and ending on the thirty-first day of March, 2010.

Whereas, on February 28, 2009 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 2009 and ending on the thirty-first day of March 2010; and

Whereas, the Public hearing was conducted on March 16, 2009 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, 2009 and ending on March 31, 2010 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	\$	31,689,406
201	Public Benefit		818,468
202	TIF District #1		3,043,587
203	TIF – Columbia Park		17,968
204	TIF District #2		292,339
205	TIF District #3		412,762
206	TIF District #4		295,723
207	Community/Econ Dev		2,637,701
211	ML King Center		228,711
212	MLK Facility Improvement		2,859,500
221	Motor Fuel Tax		2,825,665
222	Foreign Fire Insurance		43,000
223	Riverboat Gaming		2,763,168
224	State Drug Prevention		82,355
225	DUI Fine Law		235,826
226	Court Supervision		18,000
241	Dept of Justice Grant		56,700
242	Block Grant		1,784,494
243	Federal Drug Prevention		16,800
251	Public Library		2,343,933
272	DARE		13,346
273	Police Contribution		5,765
274	Elderly Service Contrib		20,701
275	RI Auxilliary Police		7,740
276	RI Labor Day Parade		13,906
277	ESO Christmas Tour		4,300
301	Capital Improvements		14,803,561
405	Debt Service		1,474,184
501	Water Oper & Maint		6,847,100
506	Wastewater Oper/Maint		7,735,686

507	Stormwater Oper/Maint	1,659,975
541	Sunset Marina	1,005,013
555	Park	11,039,811
581	CDBG Loan Programs	266,942
583	Comm/Econ Dev Loans	200,550
584	CIRLF	554,270
585	MPF Endowment Loans	62,616
601	Fleet Services	3,798,688
606	Engineering	1,328,898
609	Hydropower Plant	854,654
621	Self-Insurance	972,424
626	Employee Health Plan	4,400,862
701	Fire Pension	3,515,774
706	Police Pension	3,309,815
711	Cafeteria Plan	91,500
901	MLK Activity	239,819
906	Dept of Human Services	221,458
	Total	116,915,464
	Less eliminations	(20,713,468)
		<u>\$ 96,201,996</u>

  
 \_\_\_\_\_  
 MAYOR OF THE CITY OF ROCK ISLAND

PASSED: March 16, 2009

AYES: Alderman Conroy  
 Pauley  
 Tollenaer  
 Mejia-Caraballo  
 Murphy  
 Austin

APPROVED: March 17, 2009

ATTEST:   
 CITY CLERK

ABSENT: Brooks  
 NAYS: None

## Property Tax Levy Ordinance No. 079-2008

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, 2008 and ending the thirty-first day of March, 2009. 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, 2008 and ending the thirty-first day of March, 2009, the sum of eleven million, fourteen thousand, three hundred twelve dollars, (\$11,014,312) 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 2008/09	Amount Raised by Other Than Taxation	Amount Raised by Taxation
General Fund:	30,560,181	26,893,745	3,666,436
Police Pension	2,521,805	749,846	1,771,959
Fire Pension	2,485,995	754,472	1,731,523
Library	2,455,327	545,080	1,910,247
Park	6,941,708	5,241,888	1,699,820
Public Benefit	848,529	614,202	234,327
Debt Service	848,771	848,771	0
<b>Total</b>	<b>46,662,316</b>	<b>35,648,004</b>	<b>11,014,312</b>
TIF District #1	3,301,364	3,301,364	0
TIF - Columbia Park	6,924	6,924	0
TIF District #2	481,464	481,464	0
TIF District #3	235,957	235,957	0
TIF District #4	10,000	10,000	0
Community Development	3,023,592	3,023,592	0
M.L.K. Center	175,380	175,380	0
MLK Facility Improvement	415,604	415,604	0
Motor Fuel Tax	2,439,711	2,439,711	0
Foreign Fire Insurance	30,000	30,000	0
Riverboat Gaming	4,090,300	4,090,300	0
State Drug Prevention	75,480	75,480	0
DUI Fine Law	141,915	141,915	0
Court Supervision	14,000	14,000	0
Department of Justice Grant	58,267	58,267	0
Block Grant	1,468,144	1,468,144	0
Federal Drug Prevention	16,800	16,800	0
DARE	13,342	13,342	0
Police Contributions	5,200	5,200	0
Elderly Service Contributions	20,838	20,838	0
Auxiliary Police	9,100	9,100	0
Labor Day Parade	10,421	10,421	0

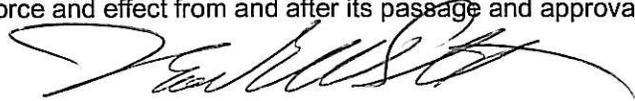
	2008/09	by Other Than Taxation	by Taxation
ESO Christmas Light Tour	2,116	2,116	0
Federal Lead Grant	462,905	462,905	0
Capital Improvements	4,525,208	4,525,208	0
Water	6,803,658	6,803,658	0
Wastewater	7,495,854	7,495,854	0
Stormwater	1,437,452	1,437,452	0
Sunset Marina	1,075,550	1,075,550	0
CDBG Loan Programs	209,118	209,118	0
CIRLF Loan Programs	602,650	602,650	0
Community & Economic Dev. Loans	100,550	100,550	0
MPF Endowment Loans	60,000	60,000	0
Fleet Services	3,658,248	3,658,248	0
Engineering	1,262,367	1,262,367	0
Hydropower Plant	2,213,101	2,213,101	0
Self-Insurance	858,942	858,942	0
Health Insurance	4,040,113	4,040,113	0
Cafeteria Plan	92,500	92,500	0
MLK Activity	209,569	209,569	0
Drug Prevention	229,129	229,129	0
<b>Total all funds</b>	<b>98,045,149</b>	<b>87,030,837</b>	<b>11,014,312</b>

Eliminations -16,670,425

Net Total 81,374,724

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: December 22, 2008

AYES: Alderman Brooks  
Conroy  
Pauley  
Tollenaer  
Mejia-Caraballo  
Murphy  
Austin

APPROVED: December 23, 2008

ATTEST:

Alisha L. Patchin  
CITY CLERK

NAYS: NONE

**TRUTH IN TAXATION  
CERTIFICATE OF COMPLIANCE**

I, the undersigned, hereby certify that I am the presiding officer of the City of Rock Island, and as such presiding officer, I certify that the levy ordinance, a copy of which is attached, was adopted pursuant to, and in all respects in compliance with the provisions of Section 4 through 7 of the "Truth in Taxation Act."

The notice and hearing requirements of Sections 6 of the Act are inapplicable.

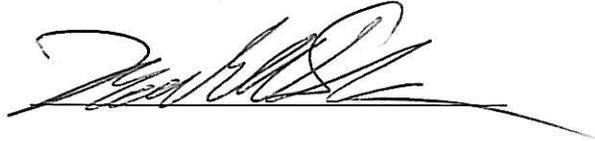
The notice requirement of Section 7 is inapplicable.

This certificate applies to the 2008 levy.

Date:

12/23/08

Presiding officer



- (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 2009-2010

Jul 07	Department software/computer budget request memo sent by ITSD to departments.
Jul 08	Department CIP request memo sent by Public Works to departments.
Jul 15	Department Budget Schedule disseminated to Department Managers.
Jul 17	Departments designate two key budget contacts through which budget communication will flow; e-mail group developed; persons who need access to budget prep module identified.
Aug 01	Technology related budget requests for FY 09-10 are due to the Information Technology Services Department.
Aug 01	Department CIP requests due to the Public Works Director.
Aug 11	FY 09-10 Proposed wages/benefits/health insurance costs due from Personnel.
Aug 11	City Council approves CDBG policies.
Aug 20	Payroll file copied to FY 09-10 Payroll Projection file; distributed to department managers.
Aug 25	Report due to City Manager detailing the CIP requests that have been submitted.
Sep 01	<a href="#">Payroll verifications due to Finance to verify account codes, body counts, fte's.</a>
Sep 02	CDBG application deadline.
Sep 08	Personnel Verification Report available on the intranet for departments to print and verify FY 09-10 proposed staffing body count, account distribution, and fte's. Print after Finance updates your file based on your corrections/changes. Instructions for FY 09-10 Budget Prep available on city intranet.
Sep 11-12	City Council Goal Setting Session.
Sep 15	City Manager provides preliminary CIP list to Finance.
Sep 15	<a href="#">Deadline for Intranet Personnel Verification Reports and Vacant/New Position forms to be returned to Finance. FY 09-10 Proposed Cycle 21 open for data entry by departments.</a>
Sep 22	Payroll data entered by Finance and FY 09-10 Projections completed. Self Insurance charges due from Personnel. Vehicle maintenance charges due from Public Works. Overtime amounts due from Departments to be entered by Finance.
Oct 06	Final decisions due from City Manager on department requests for CIP and gaming funds. Finance enters them into budget and provides Departments with final list.
Oct 06	<a href="#">Deadline for Departments to finalize verification of intranet payroll reports and return to Finance for correction and data entry into Budget Prep.</a>
Oct 06	Self Insurance, vehicle maintenance, debt, depreciation & transfer charges entered by Finance into FY 0109 Budget Prep Cycle 21. Also, Salary/Benefit and overtime data entered by Finance into FY 09-10 Budget Prep Cycle 21.

Oct 13	Public Hearing on CAC recommendations.
Oct 20	City Council approves CDBG allocations.
Oct 20	Cycle 21 Department budget complete.
Oct 24	<b>BUDGET SUMMARY DUE TO FINANCE DEPARTMENT (5 copies)</b> 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.
Nov 10 to 14	Budget analysis by Budget Team/ City Manager departmental budget reviews
	<i>Monday (Nov. 10<sup>th</sup>)</i>
	<i>Overview 1:30-2:00</i>
	<i>Information Technology 2:00-3:00</i>
	<i>Police 3:00-4:00</i>
	<i>Wednesday (Nov. 12<sup>th</sup>)</i>
	<i>Personnel/Finance 1:30-2:00</i>
	<i>Parks 2:00-3:00</i>
	<i>Public Works 3:00-4:30</i>
	<i>Thursday (Nov. 13<sup>th</sup>)</i>
	<i>Fire 9:00-9:30</i>
	<i>CED 9:30-11:00</i>
	<i>Library 11:00-11:45</i>
	<i>MLK 1:30-2:30</i>
Nov 21	Budget team summarizes budget (included in Dec. 1 <sup>st</sup> agenda).
Dec 01	Draft tax levy to City Council Budget summary to City Council Capital Improvement presentation to City Council Gaming recommendation to City Council
Dec 1 - 8	Publish Notice of Property Tax Hearing, if necessary.
Dec 15	Updated budget summary to City Council. Updated draft tax levy and Public Hearing on Property Tax Levy, if necessary. Council property tax levy review with Park and Library boards.
Dec 22	City Council adopts Property Tax Levy.
Jan 05	Finance review of existing department templates for compliance with GFOA recommendations.
Jan 09	Final Budget Decisions made by City Manager. Financial Trend Monitoring complete.
Jan 16	<b>Deadline for departments to return final adjustments to Finance</b>
Jan 23	Final reports run and entered into Budget Prep Module by Finance.
Jan 26	Template reports run and entered into department templates by departments.
Feb 06	<b>Deadline for departments to update templates (analysis, narrative, staffing and service indicators) and return to Finance.</b>
Feb 13	Deadline for template data entry to be completed by Finance.
Feb 20	Deadline for budget document completion.

Feb 23	Draft 2009/2010 Budget to City Council City Manager Budget Presentation Publish Notice of Public Hearing on Budget (03/16/08)														
Feb 28	<p>Saturday Budget Review with Council</p> <table border="0" style="margin-left: 40px;"> <tr><td>8:00 am to 9:00 am</td><td>Budget Overview</td></tr> <tr><td>9:00 am to 9:30 am</td><td>MLK</td></tr> <tr><td>9:30 am to 10:00 am</td><td>Police</td></tr> <tr><td>10:00 am to 10:30 am</td><td>Comm &amp; Econ Dev</td></tr> <tr><td>10:30 am to 11:00 am</td><td>Library</td></tr> <tr><td>11:00 am to 11:30 pm</td><td>Finance</td></tr> <tr><td>11:30 am to 12:00 pm</td><td>Information Technology</td></tr> </table>	8:00 am to 9:00 am	Budget Overview	9:00 am to 9:30 am	MLK	9:30 am to 10:00 am	Police	10:00 am to 10:30 am	Comm & Econ Dev	10:30 am to 11:00 am	Library	11:00 am to 11:30 pm	Finance	11:30 am to 12:00 pm	Information Technology
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Mar 16	Public Hearing on Budget Ordinance.														
Mar 23	City Council adopts Budget Ordinance.														

## GLOSSARY

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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.

**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.

**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.

**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.